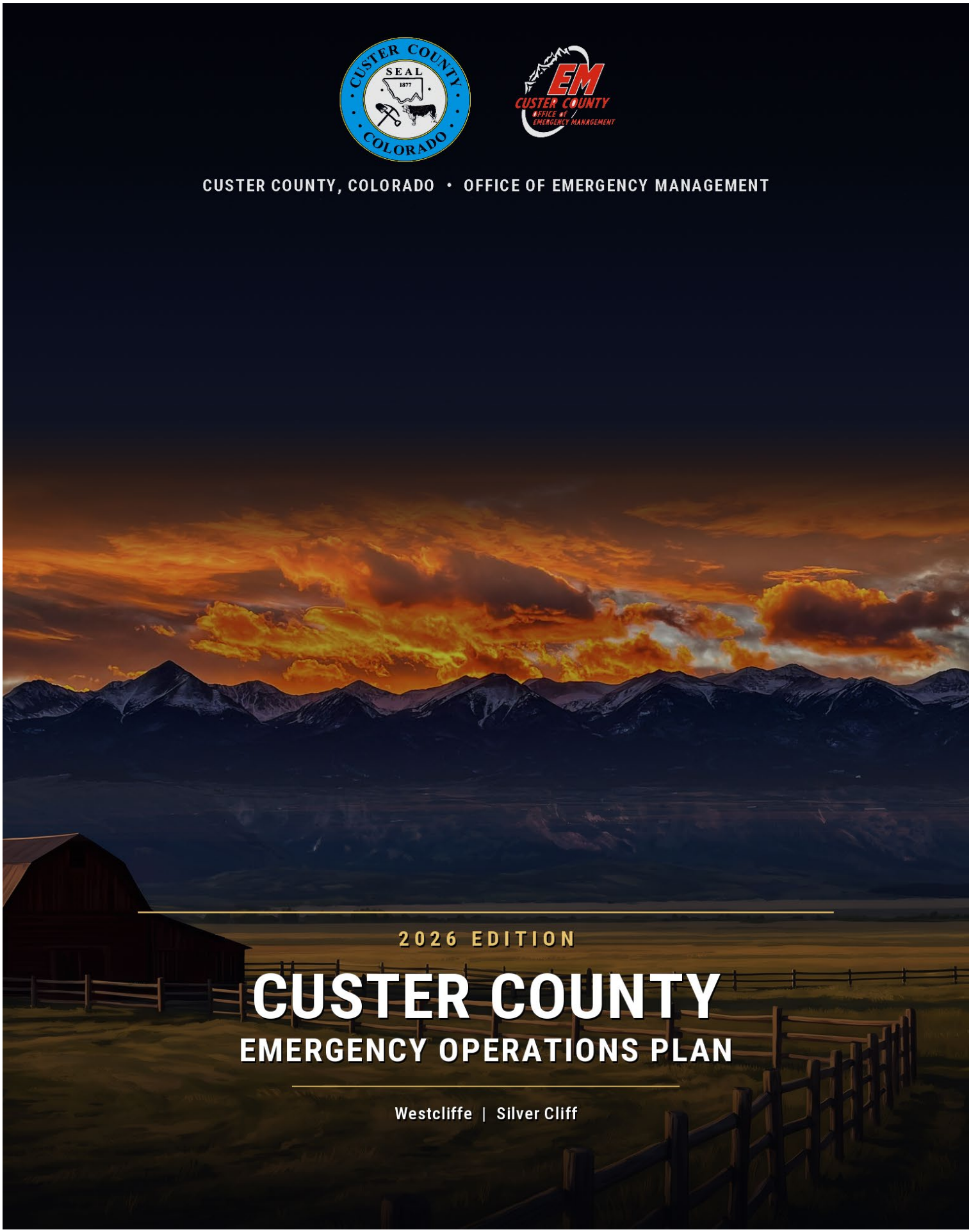


CUSTER COUNTY, COLORADO • OFFICE OF EMERGENCY MANAGEMENT

2026 EDITION

CUSTER COUNTY

EMERGENCY OPERATIONS PLAN

Westcliffe | Silver Cliff

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Executive Summary

Please Note: If there is an emergency, and you have not had time to read through the plan previously, read through 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 Custer County Emergency Operations Center (CCEOC) you should also read ESF 5.

It is the intent of this basic emergency operations plan (EOP) and the Custer County Office of Emergency Management (CCOEM) to have an inclusive relationship with the towns and special districts located in Custer County. It is understood that all of the jurisdictions located within Custer County have the authority to create their own plans and to not participate in this plan. The governing boards to the municipalities of Westcliffe and Silver Cliff have chosen to be included in the EOP plan. It is also understood that should any jurisdiction within Custer County need emergency support then those needed resources will be made available under normal mutual aid agreement (MAA) protocols.

This plan, which shall be known from this point forward as the EOP, describes the structure and guidelines for managing an emergency or disaster affecting Custer County and/or the Towns of Westcliffe and Silver Cliff. This plan is part of a larger system of interrelated 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 Systems (NIMS). The interrelated nature of the plans and incident management system are designed to allow maximum coordination and cooperation between responders from all levels of government and other agencies.

The decision to activate the Emergency Operations Center (EOC) is made by at least one of the following individuals: the Custer County Sheriff, Custer County Commissioner(s), Wet Mountain or Wetmore Fire Chief, Town of Westcliffe Mayor, or Town of Silver Cliff Mayor, or the Custer County Office of Emergency Management (CCOEM) Director. Activation is based on an analysis of a widespread emergency or disaster that affects, or could impact, all or part of Custer County or any of its political subdivisions. If the decision to activate the EOC is not made by the CCOEM Director, s/he will be notified as soon as possible.

Other officials in Custer County may request activation of the EOC to support critical incident response and recovery. They include any Incident Commander (IC) or Commanders in a Unified Command (UC), elected officials of political subdivisions, the Director of Public Health Agency, or other officials of statutorily designated special districts. A request to activate will be approved upon the concurrence of one or more of the following: Custer County Sheriff, Wet Mountain Fire Chief, or the Custer County Office of Emergency Management Director.

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. In addition, personnel assigned to the EOC should have the ability to acquire and allocate resources. 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 communication between the EOC representatives and their respective field personnel and office staff, as well as with higher levels of government.

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1) Introduction

a. Adoption and Supersession

i. Upon completion and formal adoption, this 2026 updated plan will supersede and replace the Custer County Emergency Operations Plan (EOP) dated 2023.

b. Purpose

i. Identify the roles, responsibilities, and actions required of participating agencies, municipalities, departments, and organizations in preparing for and responding to emergencies and disasters.

ii. Ensures a coordinated response by Town, County, State, and Federal governments in managing emergencies or disasters, saving lives, preventing injuries, protecting property, and protecting the environment.

iii. Provide a framework of policies, objectives, and approaches for coordinating, integrating, and administering the EOPs and related programs of localities, including special districts, Towns, County, State, and Federal governments.

iv. Provide for the integration and coordination of volunteer agencies and private organizations involved in emergency response and relief efforts.

v. Establish the framework for all plans including annexes developed and used by participating agencies, departments, and enterprises.

vi. Establish the governing plan for all emergency plans within Custer County.

c. Scope & Integration of Local Emergency Operations Plans

i. This EOP establishes the County-level, all-hazards framework for coordinating emergency management activities throughout Custer County, including unincorporated areas and, when requested or otherwise appropriate, the incorporated Towns of Westcliffe and Silver Cliff. The EOP addresses mitigation, protection, preparedness, response, and recovery activities for incidents that exceed routine capabilities, require multiagency coordination, affect more than one jurisdiction, or require County, State, federal, mutual-aid, private-sector, or voluntary-agency assistance.

ii. The Towns of Westcliffe and Silver Cliff, fire protection districts, fire departments, special districts, schools, healthcare providers, and other governmental or nongovernmental organizations retain their respective legal authorities, policies, emergency procedures, and operational control. This EOP does not supersede those authorities or plans.

iii. Local emergency operations plans, continuity plans, wildfire plans, evacuation/re-entry plans, public-health emergency plans, and other jurisdictional or agency-specific procedures are intended to complement this EOP. Custer County Office of Emergency Management will coordinate with the Towns of Westcliffe and Silver Cliff and other participating jurisdictions to promote consistency of emergency-management concepts, notification procedures, resource-request processes, public information, evacuation and re-entry coordination, disaster declarations, and recovery procedures.

iv. When an incident involves multiple jurisdictions or authorities having jurisdiction, participating agencies will coordinate through the Incident Command System and, when appropriate, Unified Command. The Custer County Emergency Operations Center may be activated to support field operations, coordinate resources and public information, maintain situational awareness, and facilitate coordination with municipal, regional, State, and federal emergency operations centers.

v. Custer County Office of Emergency Management will maintain a controlled inventory of local and partner emergency plans that are incorporated by reference or used to support this EOP and will coordinate plan review and updates with affected jurisdictions and agencies.

d. **Applicability**

i. This Emergency Operations Plan applies throughout Custer County, Colorado, including all unincorporated areas of the County and, to the extent coordinated through this plan and applicable intergovernmental or mutual-aid agreements, the incorporated Towns of Westcliffe and Silver Cliff.

ii. This plan applies to Custer County elected officials, departments, employees, and volunteers; the Custer County Sheriff's Office; Custer County Public Health Agency; County Road and Bridge/Public Works; participating municipalities; fire protection districts and fire departments; emergency medical services; dispatch and communications partners; special districts; schools; healthcare providers; voluntary and faith-based organizations; private-sector partners; and state, federal, regional, and mutual-aid agencies assigned or requested to support Custer County operations.

iii. This EOP applies to all hazards and to all phases of emergency management—mitigation, protection, preparedness, response, and recovery. It may be implemented for an incident, emergency, disaster, planned event, or other situation that requires coordination beyond normal day-to-day operations, regardless of whether a local disaster emergency has been declared.

iv. Nothing in this plan alters or supersedes the independent legal authorities, operational control, mutual-aid agreements, policies, or standard operating procedures of participating jurisdictions and agencies. Agencies will carry out assigned responsibilities consistent with their legal authority and the incident command or unified command structure established for the event.

e. Legal Authorities

i. Federal

1. Authorities & Guiding Documents

a. Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments (Volume VI Public Law 93-288 as amended by Public Law 100-107)

b. National Response Framework (NRF) 2019

c. Homeland Security Act and Information Sharing Act 2002

d. Homeland Security Presidential Directive 5, Management of Domestic Incidents

e. Presidential Policy Directive 8 (PPD-8) and National Preparedness Goal.

f. Emergency Planning and Community Right-to-Know Act of 1986, as amended, also known as EPCRA/SARA Title III

g. Americans with Disabilities Act of 1990, as amended

h. Post-Katrina Emergency Management Reform Act of 2006

i. Pets Evacuation and Transportation Standards Act of 2006

j. Presidential Policy Directive 8, National Preparedness

k. National Preparedness Goal

l. FEMA and Federal plain-language guidance applicable to public emergency communications

m. National Incident Management System (NIMS), Third Edition October 2017

n. Standards of Good Practice: National Fire Protection Association 1600, now consolidated as NFPA 1660 (2024), Standard for Emergency, Continuity, and Crisis Management (incorporating former NFPA 1600, 1616, and 1620, including mass evacuation, sheltering, and re-entry); Disaster/Emergency Management and Business Continuity Programs

o. Developing and Maintaining EOPs; CPG 101. May 2025, Version 3.1. FEMA. Section 1.5.3 and page 67

p. Emergency Management Standards: Emergency Management Accreditation Program (EMAP)

ii. **The Federal Government is responsible for:**

1. Providing emergency response on federally owned or controlled property, such as the United States Forest Service Land. [Note: Some exceptions exist such as the Sheriff's statutory responsibility for search and rescue (SAR) efforts.]

2. Providing federal assistance as directed by the President of the United States under the coordination of the Department of Homeland Security and the Federal Emergency management Agency in accordance with federal emergency plans.

3. Identifying and coordinating provision of assistance under other federal statutory authorities.

4. Providing assistance to state and local governments for response and recovery from a Presidential Declared Disaster.

5. Managing and resolving issues pertaining to a mass influx of undocumented persons.

6. Providing repatriation assistance to U.S. citizens evacuated from overseas areas. The U.S. Department of Health and Human Services (DHHS), in coordination with other designated federal departments and agencies, is responsible for providing such assistance.

f. **State of Colorado**

i. **Authorities & Guiding Documents**

1. Colorado Disaster Emergency Act of 1992 (24-33.5-701, et seq., C.R.S.), Colorado Revised Statutes, 1988 as amended.

2. Colorado State Emergency Operations Plan (SEOP) 2019 The Colorado Wild Land Fire Planning Statutes (Title 29, Article 22.5,C.R.S.) designated the wildland fire emergency response authority and require the Board of County Commissioners to develop and annually update a wildfire preparedness plan for the unincorporated areas of the county; see also C.R.S. 24-33.5-707(8.5) (wildfire planning items strongly encouraged for plans amended on or after July 1, 2024).

ii. **The State of Colorado is responsible for:**

1. Maintaining an emergency management organization at the state level that involves all government agencies, businesses, and volunteer organizations with responsibilities in emergency management within Colorado.

2. Support the emergency management needs of all counties by developing reciprocal inter-state mutual aid agreements; when requests for assistance exceed state resources, the state will contact other states for assistance, as well as the Federal Emergency Management Agency.

3. Directing and controlling a state response and recovery organization based on emergency support functions, involving broad participation from state, private, and voluntary relief organizations that is compatible with the federal response and recovery organization.

4. Developing and implementing programs or initiatives designed to avoid, reduce, and mitigate the effects of hazards through the development and enforcement of policies, standards, and regulations.

5. Coordinate state activities with Colorado Voluntary Organizations Active in Disaster (COVOAD) ; ensuring that these organizations are identified and organized under appropriate ESF's to include: Emergency Support Function 6 (Mass Care, Emergency Assistance, Housing, and Human Services) of the State Emergency Operations Plan.

6. Coordinate state activities with Colorado's business community and its organizations to ensure a broad and comprehensive coverage of assistance and relief during a disaster.

7. Promote mitigation efforts among agencies and in the business community with emphasis on the state's infrastructure.

8. Identify critical industry infrastructure that may be impacted by disaster or are required for emergency response efforts

g. **Local**

1. Review and analyze the Custer County EOP against national and state criteria to ensure compliance with goals, procedures, and benchmarks that guide emergency management.

2. Resolutions establishing the Custer County Office of Emergency Management and the Custer Emergency Services Advisory Council (October 5, 1987) and approving the Emergency Operation Plan (May 2, 1990).

3. Resolutions adopting/approving the 2026 Emergency Operations Plan by: the Custer County Board of County Commissioners.

4. As stated in C.R.S Title 24, Article 32, Part 2017, each political subdivision shall be responsible for disaster preparedness and coordination of response, and that if a municipality within a political subdivision does not have a disaster plan, then the responsibility falls to the County to provide such service. The Board of County Commissioners (BOCC) can delegate authority to the Emergency Management Director to act on their behalf regarding emergency management.

2) Promulgation

a. The Custer County Board of County Commissioners hereby promulgates and adopts the Custer County Emergency Operations Plan (EOP) for use by Custer County departments, constitutional offices, participating municipalities, special districts, emergency-service agencies, volunteer organizations, and other partners with assigned emergency-management responsibilities.

b. This EOP is adopted pursuant to the applicable emergency-management authorities of Custer County, including Custer County Resolution No. [insert number], dated [insert date], and all applicable Custer County ordinances, resolutions, policies, and mutual-aid or intergovernmental agreements.

c. This EOP is further adopted and implemented in accordance with the Colorado Disaster Emergency Act, Title 24, Article 33.5, Colorado Revised Statutes, as amended, and applicable federal emergency-management authorities, including the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.

d. This EOP provides the framework for coordinated mitigation, preparedness, response, and recovery activities. All county departments and participating agencies with assigned responsibilities shall maintain the capability to implement this EOP; develop and maintain supporting procedures, annexes, and agreements as necessary; participate in training and exercises; and comply with applicable legal authorities and policies.

e. This EOP supersedes prior versions upon the effective date below and remains in effect until revised, rescinded, or replaced by action of the Custer County Board of County Commissioners.

f. **BOCC Resolution adopting the 2026 Update Emergency Operations Plan**

i. **Promulgation Statement**

Pursuant to Resolution No. 26-50, adopted October 21, 2026, the Custer County Board of County Commissioners hereby **promulgates** the Custer County Colorado Emergency Operations Plan, 2026 edition, final revision dated October 21, 2026, as the official Emergency Operations Plan for Custer County. Effective upon adoption, this plan establishes the framework for coordinated, all-hazards emergency preparedness, response, and recovery to protect life, public health, property, the environment, essential services, and continuity of government. The 2026 plan supersedes the 2023 Emergency Operations Plan and earlier editions to the extent provided in the resolution.

County departments subject to Board direction shall implement their assigned responsibilities, maintain supporting procedures, and participate in coordinated training, exercises, and plan reviews. Independently elected offices and participating jurisdictions, agencies, and partner organizations are requested to coordinate implementation consistent with their respective legal authorities and agreements. The Emergency Management Director shall coordinate implementation, maintenance, and distribution of the plan, with substantive amendments subject to Board approval. Adoption does not itself declare an emergency, activate the Emergency Operations Center, or expand existing legal or financial authority. Resolution No. 26-50 is included in Annex D, Adoption Resolution, as the official record of adoption.

3) Delegation of Authority for Plan Modification

a. The Custer County Board of County Commissioners delegates to the Custer County Office Of Emergency Management Director, or designee, the authority to maintain this Emergency Operations Plan and to approve administrative, editorial, and non-substantive updates necessary to keep the plan current and operationally usable. Such updates may include changes to agency names, personnel titles, contact information, notification procedures, resource references, maps, facility information, formatting, typographical corrections, and updates to supporting annexes or appendices that do not alter County policy, legal authority, assigned lead or support responsibilities, or intergovernmental commitments.

b. The Office of Emergency Management Director will coordinate proposed changes with affected agencies and maintain a Record of Changes identifying the date, section revised, description of the change, approving authority, and distribution of the revised material. Updated controlled copies will be disseminated to agencies and organizations with assigned responsibilities.

c. Substantive revisions—including changes to the EOP's purpose, scope, legal authorities, policy direction, disaster declaration or activation authorities, county financial authorities, lead or support agency assignments, mutual-aid or intergovernmental commitments, or other provisions affecting policy or jurisdictional responsibility—require review and approval by the Custer County Board of County Commissioners before taking effect.

d. During an emergency or disaster, the Office of Emergency Management Director may issue time-sensitive operational guidance, plan addenda, or incident-specific procedures consistent with this EOP and existing legal authorities. Such temporary direction does not permanently amend this EOP unless subsequently documented and approved through the applicable plan-modification process.

4) Plan Organization: Basic Plan and Annexes

a. The Custer County Emergency Operations Plan is organized as a scalable, all-hazards planning system consisting of this Basic Plan and supporting annexes, appendices, procedures, and referenced documents. The Basic Plan establishes the overall legal and policy framework; purpose, scope, and applicability; concept of operations; incident-management structure; emergency activation and coordination processes; roles and responsibilities; resource management; public information; financial management; plan maintenance; and direction for implementation.

b. Emergency Support Function annexes describe how Custer County and partner agencies coordinate functional emergency capabilities, identify lead and support agencies, and outline responsibilities for each function.

c. Hazard-specific annexes or referenced plans address the unique operational requirements associated with particular hazards or incident types, such as wildfire, hazardous materials, public-health incidents, severe weather, evacuation and re-entry, debris management, and recovery.

d. Support annexes and appendices contain detailed operational tools and reference information, including contact lists, resource information, notification procedures, EOC procedures, mutual-aid agreements, authorities, maps, checklists, forms, and records of plan changes and distribution.

e. The Custer County Office of Emergency Management Director maintains the current controlled inventory of all annexes, appendices, and incorporated-by-reference documents. Agencies with assigned responsibilities must maintain their supporting procedures and provide updated information to Custer County Office of Emergency Management.

5) Situation Overview and Need for the EOP

a. Custer County is a rural, mountainous jurisdiction in south-central Colorado that includes the incorporated Towns of Westcliffe and Silver Cliff and extensive unincorporated areas. The County's geography, dispersed population, transportation limitations, weather conditions, wildland-urban interface, seasonal visitor activity, critical-infrastructure dependencies, and distance from regional resources can complicate emergency response, evacuation, communications, medical support, sheltering, logistics, and recovery operations.

b. Custer County is vulnerable to natural, technological, and human-caused hazards that may threaten life, property, the environment, essential services, and continuity of government. Incidents may range from localized emergencies managed by the responsible authority having jurisdiction to countywide or multijurisdictional disasters requiring coordinated action by County departments, municipalities, fire districts and fire departments, law enforcement, public health, special districts, volunteer organizations, private-sector partners, and State or federal agencies.

c. Routine emergency capabilities may be insufficient during incidents involving significant population impacts, extended duration, multiple operational periods, evacuation or sheltering needs, widespread infrastructure disruption, wildfire, severe weather, hazardous materials, public-health impacts, or simultaneous incidents. A coordinated Emergency Operations Plan is therefore necessary to establish common processes for incident management, Unified Command, Emergency Operations Center activation, resource coordination, public information, mutual aid, disaster finance, damage assessment, and recovery.

d. This EOP provides the countywide framework for coordinating these activities while preserving the legal authorities and operational responsibilities of participating jurisdictions and agencies. Hazard-specific plans, ESF annexes, mutual-aid agreements, and agency procedures supplement this EOP and provide more detailed direction for particular functions and incidents.

6) Hazard Identification and Risk Assessment Summary

a. Hazards Summarized in the Situation Overview & Probability

Wildfire	High	Historical and Current
Severe Wind	High	Historical and Current
Thunderstorms and Lighting	High	Historical and Current
Flooding	High	Current
Drought	High	Historical and Current
Cyberattack	High	Current

b. These high hazards pose both immediate and long-term threats to life safety, property, and the environment in Custer County.

c. Custer County's hazard identification and risk assessment are based on the current Custer County Hazard Mitigation Plan, 2023 Update, local historical experience, incident and exercise after-action reports, State and federal hazard data, and input from County departments, municipalities, fire agencies, public health, special districts, and community partners. The full hazard identification and risk assessment is maintained in the Custer County Hazard Mitigation Plan and is incorporated by reference. The following summary identifies priority hazards relevant to emergency operations planning and describes their general likelihood, magnitude/severity, warning time, and anticipated duration. Ratings are qualitative and will be reviewed whenever the Hazard Mitigation Plan or significant local risk information is updated.

7) Jurisdictional Capabilities Assessment Summary

a. Custer County maintains an all-hazards emergency-management capability supported by County government, the Towns of Westcliffe and Silver Cliff, the Custer County Sheriff's Office, fire protection districts and fire departments, emergency medical services, Custer County Public Health Agency, County Road and Bridge/Public Works, dispatch and communications partners, special districts, schools, healthcare providers, volunteer organizations, private-sector partners, mutual-aid agencies, and State and federal support agencies.

b. Local capabilities include incident command and Unified Command; law enforcement; fire suppression and wildfire coordination; emergency medical response; public-health and medical coordination; emergency communications and public warning; EOC coordination; public information; evacuation and access control; road and infrastructure support; resource coordination and logistics; emergency finance and procurement; damage assessment; debris-management support; sheltering, mass care, and human-services coordination; and recovery coordination.

c. Custer County's rural geography, mountainous terrain, dispersed population, limited staffing, distance from regional resources, transportation constraints, seasonal population fluctuations, limited healthcare capacity, and reliance on communications, power, fuel, and transportation infrastructure may reduce or delay local response capability during a major or prolonged incident. Concurrent incidents extended operational periods, evacuations, widespread utility disruption, significant wildfire, severe weather, public-health emergencies, or mass-casualty events may exceed available local resources.

d. When local capabilities are insufficient, Custer County will use automatic-aid and mutual-aid agreements, intergovernmental coordination, private-sector and voluntary-agency support, contracted resources, and requests for State assistance through Colorado DHSEM. Federal assistance may be requested through the State when eligible and when local and State capabilities are insufficient.

e. Detailed resource inventories, mutual-aid agreements, emergency contact information, capability data, and agency-specific procedures are maintained by the responsible agencies and Custer County Emergency Management and are incorporated by reference into this EOP.

8) Capability Assessment and Resource Gap Analysis

a. Custer County evaluates resource and capability gaps using the Custer County Hazard Mitigation Plan, Colorado Emergency Preparedness Assessment, Integrated Preparedness Plan, agency resource inventories, mutual-aid and regional resource availability, after-action reports, exercises, incident experience, and input from participating jurisdictions and partner agencies. The following summary identifies priority capability and resource gaps associated with the County's primary threats and hazards. Detailed inventories, corrective actions, and project priorities are maintained by Custer County Emergency Management and the responsible agencies.

9) Provision of Assistance During Response

a. Custer County emergency response is based on the principle that incidents are managed at the lowest practical level using the resources and legal authorities of the agency or jurisdiction having responsibility for the incident. Initial response assistance will be provided by the authority having jurisdiction and available local public-safety, public-health, public-works, emergency medical, volunteer, private-sector, and other operational resources.

b. When incident needs exceed the capability of the responsible agency or jurisdiction, assistance may be obtained through established mutual-aid agreements, automatic-aid arrangements, intergovernmental coordination, and support from neighboring jurisdictions, fire agencies, special districts, voluntary organizations, and private-sector partners.

c. When an incident requires countywide coordination or exceeds available local and mutual-aid resources, Custer County Office of Emergency Management may activate the County Emergency Operations Center to coordinate resource requests, logistics, public information, situation reporting, financial documentation, damage assessment, and liaison with municipal, regional, State, and federal partners.

d. Requests for State assistance will be coordinated through Custer County Office of Emergency Management and submitted through the appropriate Colorado Division of Homeland Security and Emergency Management processes. When local and State capabilities are insufficient, the State may request federal assistance in accordance with applicable law and program requirements.

e. Response assistance may include personnel, equipment, supplies and commodities, communications support, technical expertise, firefighting resources, law-enforcement support, public-health and medical resources, sheltering and mass-care support, transportation, emergency protective measures, infrastructure support, debris clearance, and damage-assessment or recovery assistance.

10) Planning Assumptions & Considerations

a. 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.

b. Incidents are typically managed at the local government level. State and federal support may not arrive until after 24 hours or more after the incident occurs.

c. The public expects all levels of authority, including local governments, to keep them informed and to provide guidance and assistance in the threat of, or an actual emergency or disaster. Furthermore, the public can be expected to make sound personal decisions when presented with information in a clear and concise manner.

d. While the public expects government authorities to aid and assist them during disasters, personal preparedness, self-help, and community education are paramount. CCOEM provides materials to assist the public with personal preparedness education and planning to include the whole community. Consistent with FEMA CPG 101 v 3.1 (May 2025), the County plans to meet the needs of all populations within the community, addressing the unique needs of populations with access, functional, medical, and communication considerations.

e. Information sharing occurs across multiple levels of government, the response community, and the private sector.

f. Participating agencies, county departments, and enterprises will respond to an incident to the extent of available resources. Mutual aid resources may be requested to supplement or replace local resources which have been exhausted. If these efforts are determined to be insufficient, requests may be made from the county to the South Region through mutual aid and to the state, and from the state to the federal government.

g. 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.

h. The priorities for the Multi Agency Coordination System and Incident management are to:

i. Save lives and safeguard the public’s health

j. Incident stabilization and mitigation of secondary hazards

k. Protect property, protect the environment, and stabilize the economy

l. Private and volunteer organizations, i.e., Medical Reserve Corps, Community Emergency Response Team, American Red Cross, The Salvation Army, Colorado Volunteer Organizations Active in Disaster 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.

m. The Custer County Chair of the Board of County Commissioners may declare a disaster or emergency as provided in the 24-33.5-709(1), C.R.S. The principal executive officer of any locality participating in the Custer County and County EOP may also declare a disaster under 24-33.5-709(1), C.R.S. The principal executive officer of any locality participating in this plan may make such orders upon declaration to protect the health and safety of Custer County residents. Based on damage assessment findings indicating the damages are of sufficient severity and magnitude to warrant assistance based on county and state indicators under the Stafford Act, the President, at the request of the Governor of Colorado, may grant a major disaster or emergency declaration. Damage assessment may involve multiple agencies including FEMA.

n. Each locality participating in the EOP is responsible for complying with resource ordering through the CCOEM. Coordinating resource ordering and provision to localities through the CCOEM ensures that all possible reimbursement from state and federal resources may be accessed by the locality when following protocols for state and federal reimbursement via the County Finance Director/Designee or other finance offices.

o. 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 CCOEM is the point of contact for the State Division of Homeland Security & Emergency Management, and the Custer County Public Health Agency 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 CCOEM appraised of their activities and provide copies of their assistance documentation.

p. Evacuation plans lend themselves to events that are predictable and have adequate warning time. 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. They may also include pre-designated safe areas for specific hazards (such as floods), which could be reached on foot when evacuation routes are

damaged, impassable, or gridlocked with traffic. Many of the county's disasters and emergencies are not predictable with little to no warning time. When a local evacuation order is given, the towns, county, and region shall provide available assets to support the 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 nearby community response and support).

q. Custer County Situational Profile: Custer County lies in south central Colorado and, according to the U.S. Census Bureau, has a total area of 740 square miles. Custer County is primarily a rural county, with urban uses generally located within the incorporated towns of Silver Cliff and Westcliffe. Of Custer County's 474,424 acres, 190,543 acres (40%) is public land, (primarily USFS); and 283,881 acres (60%) is private land. Two statutory towns, Silver Cliff and Westcliffe, are centrally located adjacent to each other with Westcliffe serving as the county seat. Additionally, the unincorporated communities of Wetmore, San Isabel, Lake DeWeese, Rosita/Querida, and others are growing areas. The lowest point of the county is around 6,000 feet in elevation, but most of the county is rugged and mountainous. The peaks of the Sangre de Cristo Mountains to the west reach heights in excess of 14,000 feet. The only lake of size is the Deweese Reservoir in the north end of the Wet Mountain Valley.

r. Custer County, Colorado, averages 13.59 inches of rain per year (1991-2020), with an average 84.3 inches of snowfall (1991-2020) - that includes the Sangre de Cristo Mountains and Wet Mountain Ranges. The number of days with any measurable precipitation is on average, there are 264 sunny days per year in Custer County, Colorado. The average highs and lows are: 81 average degrees in July for the high and 8 degrees for the average low in January.

11) US Censes Bureau Data

a. 2024 est. Total population : 5,553
b. 2024 Census population by age:
c. 33.8% of the population over age 65
d. 4.4% of the population under 5 years
e. 15.3% of population under 18 years
f. Veterans, 2019-2023 - 397
g. Persons with a Disability under 65 (2019-2023) – 13.5%
h. Language other than English spoken at home, percent persons age 5+ years (2017-2021) - 1.9%
i. Persons in Poverty 11.8% (2019-2023)
j. Number of estimated July 1, 2024, housing units 4,704
k. Number of unoccupied units, approx. 2,031
l. 55% of the county's residents are employed outside the county.
m. Population growth is forecast to significantly exceed job growth, driven after 2020 in large part by retirees. The county's population rose roughly 18% from 2020 to 2024 (about 4% per year, or approximately 850 residents), driven largely by retirees according to U.S. Census Bureau population estimates through 2024.

12) Concept of Emergency Management

a. Emergency Management uses a whole-community, all-hazards approach focused on coordination rather than command. It brings together many partners to build a prepared and resilient community.

b. The five phases are:
• **Prevention** – stopping incidents before they occur.
• **Mitigation** – reducing the impacts of disasters.
• **Preparedness** – planning, training, and exercising for emergencies.
• **Response** – taking immediate actions to protect life, property, and the community during an incident.
• **Recovery** – restoring the community through short- and long-term efforts after the incident.

13) EOP Implementation & Maintenance

a. The 2026 Custer County EOP supersedes all other versions of this plan and is effective immediately for planning, training, and exercising, preparedness, response and recovery operations

b. 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 towns and the county. Plans, annexes, appendices, and procedures will detail who (by title),

c. what, when, where and how emergency tasks and responsibilities will be conducted.

d. After any major event, disaster, or exercise the After-Action Review (AAR) may compel a review of the EOP and its annexes for any required updates. The CCOEM is responsible for coordinating all after action review efforts for major events.

e. The EOP should be tested through scheduled exercises every other year, with required participation from department and agency representatives. Participation in tabletop, functional, and full-scale exercises are planned through a coordinated effort among agencies and the identified needs are collected annually using the Integrated Preparedness Planning (IPP) mechanism. Emergency notification lists should be verified annually.

f. CCOEM will review and revise procedures following critiques of actual emergency or disaster operations or exercises where deficiencies or corrective actions were noted. During each event review, CCOEM will submit appropriate sections to plan participants for review. Recommendations for changes, revisions, or updates to the EOP, its annexes, and appendices shall be forwarded to CCOEM for review, publication, and distribution to holders of the EOP. If no changes, revisions, or updates are required, CCOEM shall be notified in writing by the department head or lead agency that the respective plan,

annex, and appendices have been reviewed and are considered valid and current.

g. EOP participants will be notified when substantive changes are made to the EOP. The EOP will be circulated to EOP participants for comment before approval by the Board. Changes to the EOP during the review cycle will not need BOCC approval. Changes to the EOP will be documented in Appendix A - Record of Changes.

h. The Custer County EOP, its annexes and appendices, and notification lists shall be maintained and kept current per individual plan or annex schedules or on the following three-year schedule:

14) Year 1	15) Develop & Review Custer County ESF Annexes
16) Year 2	17) Review Appendices and other info for currency
18) Year	19) Review the Basic Plan and submit 20) for update adoption

21) Concept of Operations

a. General

i. Emergency Management Principles

1. Custer County conducts emergency management using an all-hazards, whole-community approach that integrates mitigation, protection, preparedness, response, and recovery activities. The County will coordinate with the Towns of Westcliffe and Silver Cliff, fire protection districts and fire departments, the Sheriff's Office, public health, special districts, emergency medical services, schools, healthcare providers, volunteer and faith-based organizations, private-sector partners, mutual-aid agencies, and State and federal partners, as appropriate to the incident.

2. Protection of life safety is the County's highest operational priority. Emergency operations will also seek to protect property, the environment, critical infrastructure, continuity of government, and community resilience. Incidents will be managed at the lowest practical level by the agency or jurisdiction having authority, using available local resources before requesting assistance from outside the jurisdiction.

3. Custer County will use the National Incident Management System (NIMS) and the Incident Command System (ICS) for incident management. When an incident involves multiple agencies or jurisdictions with statutory authority or

functional responsibility, Unified Command will be used when appropriate. The Emergency Operations Center provides coordination, resource support, situational awareness, public-information support, financial/documentation support, and liaison functions; it does not replace the authority of the Incident Commander or Unified Command.

4. Emergency operations will be scalable, flexible, and coordinated to the nature and complexity of the incident. The County will use mutual aid, intergovernmental assistance, private-sector and voluntary-agency support, and requests for State or federal assistance when local capabilities are insufficient.

5. Public information will be timely, accurate, accessible, and coordinated through the Joint Information System, Public Information Officer (PIO), and, when activated, the Joint Information Center. Emergency actions and assistance will consider the needs of people with disabilities; individuals with access and functional needs; older adults; children; individuals with limited English proficiency; visitors; individuals without transportation; and other populations who may require additional support.

6. Custer County and participating agencies will maintain accountability for personnel, resources, costs, decisions, and incident records. As life-safety and response priorities stabilize, operations will transition to damage assessment, restoration of essential services, recovery coordination, mitigation opportunities, and after-action improvement planning.

ii. **Pre-Disaster Operations**

1. When Custer County receives credible information indicating that a hazard may affect the County, Custer County Office of Emergency Management, in coordination with the appropriate authority having jurisdiction and partner agencies, will initiate pre-disaster operations appropriate to the anticipated threat. Pre-disaster operations are intended to increase situational awareness, protect life and property, prepare personnel and resources, coordinate public information, and reduce the time required to transition to response operations.

2. Pre-disaster actions may include monitoring weather, fire, public-health, infrastructure, law-enforcement, and other hazard information; receiving and evaluating warnings, forecasts, intelligence, and reports; notifying County leadership, municipalities, emergency-service agencies, special districts, and other affected partners; conducting coordination calls or briefings; developing an initial common operating picture; and identifying likely protective actions, resource needs, and operational priorities.

3. Based on the anticipated incident, Custer County Office of Emergency Management may recommend or initiate appropriate readiness measures, including enhanced monitoring; partial or full EOC activation; activation of ESFs; staffing of liaison, public-information, logistics, finance, and planning functions; verification of emergency contact information and communications; readiness checks for emergency facilities and equipment; pre-positioning or

requesting resources; review of evacuation, sheltering, mass-care, continuity, and access-control procedures; and coordination with mutual-aid, State, federal, volunteer, and private-sector partners.

4. Public information during pre-disaster operations will be coordinated through the Public Information Officer or Joint Information System and may include preparedness guidance, forecast information, situational updates, warning messages, evacuation preparedness information, travel advisories, and instructions for people with access and functional needs. Public messaging will be timely, accurate, accessible, and consistent with the anticipated hazard.

5. The Office of Emergency Management Director, in consultation with the appropriate incident authority, County leadership, and affected agencies, will determine when conditions require transition from pre-disaster operations to response operations. All significant decisions, notifications, resource requests, expenditures, and operational actions initiated during pre-disaster operations will be documented in accordance with County financial and incident-recordkeeping procedures.

iii. **Access and Functional Needs, Children, Historically Underserved Communities, Household Pets, and Service Animals**

1. Custer County will plan for and provide equitable access to emergency information, protective actions, transportation, sheltering, mass care, medical support, reunification, recovery assistance, and disaster communications for all members of the community. Emergency operations will account for individuals with disabilities; individuals with access and functional needs; children; older adults; individuals with medical, mobility, sensory, cognitive, behavioral-health, communication, or transportation needs; individuals with limited English proficiency; visitors; individuals experiencing homelessness; individuals with limited financial resources; and historically underserved or disproportionately affected communities.

2. Custer County Office of Emergency Management, Public Health, Human Services, the Sheriff's Office, fire and EMS agencies, schools, municipalities, voluntary organizations, and other assigned partners will identify and address population-specific needs during preparedness, evacuation, sheltering, response, recovery, and mitigation activities. Planning will consider accessible transportation; accessible shelters; durable medical equipment; prescription medication; power-dependent medical needs; behavioral-health support; language access; accessible public information; reunification; child-care needs; and continuity of services.

3. During incidents involving evacuation, sheltering, transportation, mass care, or recovery assistance, Custer County will coordinate with appropriate agencies and community partners to support children and their caregivers, including reunification with parents, guardians, or other authorized caregivers; continuity of essential educational and child-care services when feasible; age-appropriate public information; and protection from exploitation, abuse, neglect, and

separation.

4. Custer County will coordinate with municipal governments, community-based organizations, faith-based organizations, schools, healthcare providers, volunteer organizations, and other trusted partners to identify and reduce barriers affecting historically underserved communities. Outreach, public information, assistance registration, damage reporting, and recovery communications will be designed to be timely, understandable, accessible, culturally appropriate when feasible, and available through multiple methods.

5. Household pets and service animals will be considered in evacuation, transportation, sheltering, mass-care, reunification, and recovery operations. Custer County will coordinate animal evacuation and sheltering through the Community Animal Response Team, CSU Extension, animal-care partners, the Wet Mountain Valley Saddle Club/Fair Board, municipalities, veterinary resources, and other available partners.

6. Service animals are not household pets and will be accommodated with their owners or handlers to the greatest extent practicable during evacuation, transportation, sheltering, and recovery operations, consistent with applicable law and safety requirements. Household pets will be sheltered, transported, and cared for separately when necessary for health, safety, or operational reasons, while maintaining procedures to support owner identification, reunification, feeding, veterinary care, and documentation.

7. The EOC Planning, Operations, Logistics, Public Information, and Human Services functions will identify unmet needs for these populations during each operational period and coordinate resources through local, mutual-aid, private-sector, voluntary-organization, State, and federal channels as necessary.

b. **Community Lifelines Coordination**.

i. Custer County will use the Community Lifelines construct as an objective-based framework to identify, prioritize, coordinate, and stabilize the essential services and systems necessary to save lives, protect property, restore critical government and business functions, and support community recovery. During EOC activation, the EOC Director will assign or designate a Community Lifelines Coordinator, normally within the Planning Section or EOC management structure, to coordinate lifeline status, identify cross-sector dependencies, establish stabilization objectives, and brief the EOC Director and Policy Group.

ii. The Community Lifelines used by Custer County are: Safety and Security; Food, Water, Shelter; Health and Medical; Energy; Communications; Transportation; and Hazardous Material. ESF leads, infrastructure owners and operators, municipal representatives, and subject-matter experts will provide status information, unmet needs, resource requirements, projected impacts, and restoration estimates for applicable lifelines.

1. Safety & Security: Services such as law enforcement, fire, emergency medical services (EMS), and other protective entities that safeguard public life, protect property, and maintain civil order.

2. Food, Water & Shelter: Activities related to obtaining, delivering, and distributing safe food and potable water, alongside the activation of emergency shelter and temporary housing for displaced residents.

3. Health and Medical lifeline: Includes essential services such as medical care, public health operations, patient movement, medical supply chains, fatality management, and the local EMS system. Custer County EMS operates 24/7 with a fleet of three ambulances staffed by EMTs and paramedics capable of advanced life support and transport to Salida, Canon City, and Pueblo. Stabilizing this lifeline ensures healthcare facilities and EMS can meet surge demands, maintain continuity of care, and protect community health.

4. Energy lifeline: Involves restoring and maintaining power and fuel systems critical to healthcare, communications, transportation, and emergency response operations. Custer County primarily relies on Sangre de Cristo Electric Association for electricity and several local propane companies for propane gas services. All providers are integral to ensuring energy resilience and continuity during incidents.

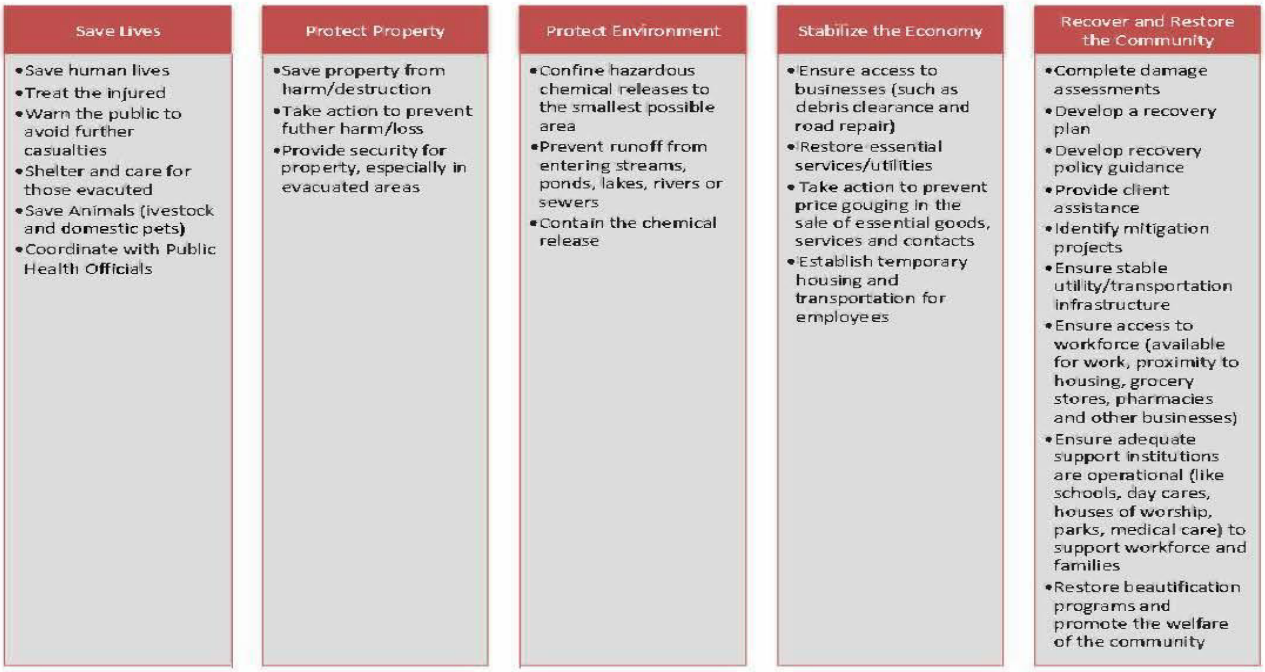
5. Communications lifeline: Ensures the restoration and maintenance of critical information systems, including cell networks and internet connectivity, which are vital for emergency coordination and public communication. In Custer County, coverage is provided by major cellular carriers—T-Mobile, AT&T, and Verizon—while broadband services are supported by providers such as CenturyLink, Visionary Broadband, Hilltop Broadband, T-Mobile Home Internet, and satellite options like Starlink, and HughesNet.
6. Transportation lifeline involves the restoration and maintenance of roads, bridges, and transit systems essential for evacuation, supply delivery, and responder access. Custer County Road & Bridge maintains and clears county roads year-round, supporting emergency access, and the Wet Mountain Valley Rotary Van Service offers volunteer transit for medical, grocery, and essential trips within 100 miles of Westcliffe on weekdays, ensuring mobility for residents during incidents.

7. Hazardous Materials (HazMat) lifeline: Addresses the identification, containment, and safe mitigation of chemical, radiological, and other hazardous releases. Custer County relies on Colorado State Patrol's HazMat Section, with technician-trained troopers and statewide routing and permitting authority, to support local fire departments and OEM through mutual-aid response during on-road incidents and chemical emergencies.

iii. Community Lifeline status will be incorporated into the common operating picture, incident action planning, resource prioritization, situation reports, public-information coordination, and recovery transition.

c. **Priorities**

i. 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/request for resources (personnel or equipment); as defined under planning assumptions defined in EOP.



d. **Emergency Operations Center (EOC)**

i. Personnel assigned to the EOC are expected to have decision-making authority and have the necessary skills to coordinate their respective organization's response and recovery activities.

ii. Personnel assigned to the EOC should have the ability to acquire and allocate resources associated with their area of expertise.

iii. Designated EOC staff should be allowed the time to participate in EOC trainings and exercises, as appropriate.

iv. The EOC serves as the principal point for initiating and coordinating local government resources, and for coordinating and facilitating the activities of private and volunteer organizations, in the delivery of emergency assistance to affected areas. The EOC provides governmental

and affiliated officials with a centralized location to gather and analyze critical incident information, facilitate the decision-making process, and coordinate response strategies and short-term recovery activities.

v. The Custer County Emergency Operations Center (EOC) provides multi-agency coordination through the following functions:

vi. Resource support – Identify, acquire, prioritize, and allocate needed and anticipated support resources.

vii. Developing and maintaining situational awareness – Information from various sources must be displayed and shared with the appropriate audiences to promote increased understanding and awareness of the current situation.

viii. Emergency Support Function (ESF) coordination – The EOC provides coordination and management for ESFs activated in support of the incident.

ix. Manage information – The EOC must have processes in place to collect, document, analyze, and distribute information.

x. Policy coordination – Policy directives are reflected within the EOC's operations.

xi. The EOC primarily operates on the Emergency Support Function (ESF) model. This model is based upon the 2019 NRF. This model divides responsibility into those functions most likely required during an emergency or disaster. Activation is based on need and agency representation and is predetermined based on the expertise required for each ESF. Additional ICS support functions, operating as staff for the EOC may be instituted. These include EOC Director, Finance, Logistics, Operations, Planning, Information, Situation Unit, and Expeditor.

e. **Emergency Personnel Reassignment and Assignment of Duties**

i. During an emergency, disaster, planned event, or EOC activation, Custer County departments and participating organizations may reassign qualified personnel from normal duties to emergency duties necessary to implement this EOP, support incident command or Unified Command, staff the Emergency Operations Center, activate Emergency Support Functions, maintain continuity of essential services, or support recovery operations.

ii. The Custer County Emergency Management Director or EOC Director may identify staffing needs and request personnel from County departments, participating municipalities, special districts, and partner agencies. Each agency, department head, elected official, constitutional officer, or designated supervisor retains responsibility for assigning and supervising its own personnel consistent with its legal authority, personnel policies, collective-bargaining obligations, and continuity-of-operations

requirements.

iii. For County employees, department heads may reassign personnel within their departments to emergency duties. When the reassignment affects more than one County department, substantially affects essential County services, requires extended staffing, or creates unresolved staffing conflicts, the Emergency Management Director will coordinate with the Board of County Commissioners, County Administrator or designee, and affected department heads to establish priorities and authorize staffing actions consistent with County personnel and financial policies.

iv. Personnel assigned to emergency duties must be qualified, trained, appropriately credentialed when required, and provided with a supervisor and clear assignment. Personnel will operate within the Incident Command System, EOC organization, agency policies, applicable safety standards, and assigned span-of-control requirements. Reassignment will consider fatigue management, work/rest cycles, employee safety, medical or access needs, and the need to sustain essential normal government functions.

v. Supervisors will document emergency assignments, work hours, overtime, travel, equipment use, expenses, injuries, and workers' compensation matters using County incident documentation and finance procedures. The HR/Finance Division will provide guidance on compensation, overtime, emergency hiring, temporary staffing, benefits, and personnel-related policies.

vi. Emergency reassignment ends when the employee is released by the supervisor responsible, Incident Command, Unified Command, EOC Director, or department head, as applicable. Employees will return to normal duties as soon as operational conditions allow, and supervisors will ensure that required documentation, debriefing, equipment accountability, and post-incident follow-up are completed.

f. **EOC Director** - The Director is the highest ranking qualified officer and organizational leader for the EOC for an incident and is the conduit to Senior County Leadership, the Policy Group and the BOCC. The Director is globally responsible for all operations of the EOC during an incident and is the final word if conflicts emerge between EOC staff members.

i. Assures EOC procedures are implemented and used correctly.

ii. Establishes and re-evaluates EOC staffing at effective levels.

iii. Aligns and re-aligns EOC activation level(s) as the incident progresses.

iv. Assigns EOC staff positions.

v. Communicates with Senior County Leadership, the Policy Group and the BOCC.

vi. Seeks disaster declarations and authorizations for large expenditures as needed.

vii. Ensures important functions such as damage assessments, incident intelligence, situational awareness, and other functions are occurring in a timely manner.

viii. Send out notifications through WebEOC.

ix. Monitors EOC staff for effectiveness and fatigue.

x. Participates in public messaging for public safety (mass notification alerts and others).

g. **Finance**

i. ***The "Finance" section is composed of the "Payers." They work with senior leadership, the Policy Group and the Director to manage the financial aspect of the incident.***

ii. Validate budget authority.

iii. Work with senior leadership, the Policy Group, and the Director to establish financial triggers for per-request and incident aggregate resource costs.

iv. Maintain running estimates and actuals of costs associated with the incident.

v. Regularly update the Director on the estimated incident cost.

vi. Monitor resource request pricing and act as the second approval step in the Resource Request process.

vii. Develop a "straw" budget for long term incidents and recovery stages. Adhere to federal, state, and other procurement requirements.

viii. Maintains unit log.

ix. The Finance Division will provide policy guidance and administrative support for emergency personnel reassignment, timekeeping, overtime, emergency hiring, benefits, workers' compensation, personnel records, and return-to-normal duty actions.

h. **Finance Section Chief**

i. Monitor multiple sources of funds.

ii. Track the financials and report to the EOC Director.

iii. Monitor cost expenditures to ensure that statutory rules that apply are met.

iv. Maintain close coordination with the Planning Section and Logistics Section.

v. As needed, expand the Finance section into the Time Unit, the Procurement Unit, the Compensation and Claims Unit and the Cost Unit.

i. **Logistics**

i. ***The "Logistics" section is tactical in nature and supports the incident by locating and pricing resources to support the incident. Logistics "owns" the Resource Request Process and acts as both the initial approval step and final communications with the requestor to communicate approval or denial.***

ii. Validates resource requests; "Is this something the EOC can and should be providing?"

iii. Identifies suppliers for requested resources taking into consideration existing county vendors, working with county procurement to approve new and alternate vendors as needed.

iv. Produces a price estimate for a resource request, making certain the procurement processes are followed.

v. Works directly with Finance, Operations and the Director to coordinate approval and or more cost-effective alternatives for requested resources.

vi. Contacts/requester to communicate approval/denial of resource requests.

vii. Coordinates transportation, timing, and delivery of resources with the Operations Section.

viii. Tracks resources while deployed, document when, where and how long each resource is deployed to the incident.

j. **Logistics Section Chief**

i. Responsible for all support requirements needed.

ii. Orders resources from off-incident locations.

iii. Responsible for providing facilities, transport, supplies, equipment, maintenance, fuel, food services, communications and information technology support, emergency responder medical services, inoculations, and other specialized services.

iv. As needed, expands the Logistics Section into: Supply, Ground Support, Facilities, Food, Communications, and Medical units.

v. Maintains unit/activity log.

k. **Operations**

i. ***The "Operations Section" is tactical in nature and supports the incident through direct support of Incident Command along with support of providing other secondary incident support needs.***

1. Public Health and Medical Services
2. Fire
3. Hazardous Materials
4. Public Works/Road & Bridge
5. Law Enforcement/Sheriff
6. Search and Rescue
7. Evacuation and Reentry
8. Fatality/Coroner

l. **Operations Section Chief**

i. Only one Operations Section Chief for each operational period.

ii. Responsible to the IC/UC for direct management of all incident-related operational activities.

iii. Establishes tactical objectives for each operational period, which sets the pace for the establishment actions of the other section chiefs.

iv. Assists in developing the operational portion of the Incident Action Plan (IAP) for that particular period of responsibility.

v. As needed, expand the Operations Section into branches.

vi. Supervises the Operations Section.

vii. May have one or more deputies assigned from other agencies.

viii. Briefs personnel and IC.

ix. Determines needs and requests additional resources.

x. Assembles/disassembles strike teams assigned to the Operations Section.

xi. Reports information to the EOC Director.

xii. Maintains a unit/activity log.

m. **Planning**

i. ***The "Planning Section" comprises the "Thinkers." They focus on longer term strategic planning anticipating longer term needs for supporting the incident.***

ii. Maintains information and intelligence on the current and forecasted situation.

iii. Prepares and documents Incident Action Plans (IAPs) and incident maps, and gathers and disseminates information and intelligence critical to the incident.

iv. Prepare plans for the next operational period.

v. Ask "What could, should, would happen?"

vi. What resources will likely be needed for the next activities?

vii. Include appropriate stakeholders in future planning.

viii. Support Operations, internally identify potential tasks.

ix. Prepare long-term staffing plans to ensure EOC personnel rotate effectively.

n. **Planning Section Chief**

i. Only one Planning Section Chief for each operational period.

ii. Reports to the EOC Director.

iii. Oversees all incident-related data gathering and analysis regarding operations and resources.

iv. Develops alternatives for tactical operations.

v. Conducts planning meetings.

vi. Prepares the Incident Action Plan (IAP)for each operational period.

vii. Generally, comes from the jurisdiction with primary incident responsibility.

viii. May have one or more deputies from other participating organizations.

ix. Expands the Planning Section into branches as necessary to maintain span of control such as Resources Unit, Situation Unit, Documentation Unit.

o. **Information**

i. ***The "Information Unit" is responsible for monitoring communications both internal and external for the EOC as well as working directly with the Director to monitor and drive priority issues.***

ii. Owns priority issues through to completion, drives resolution and regularly updates the EOC Director on their progress.

iii. Becomes the primary answering point for general phone calls coming into the EOC until a JIC is established.

iv. Monitors social media and the internet for applicable information.

v. Interfaces and supports the Situation Unit (SIT).

p. **Situation**

i. ***The "Situation Unit" (SIT) is responsible for maintaining situational awareness/incident intelligence for the EOC.***

ii. Works with the Director to set an update/briefing schedule.

iii. Collects incident intelligence by conducting regular EOC updates/briefings where each EOC staff member updates the SIT Representative with the most recent information.

iv. Compiles intelligence, displaying the most relevant information in a Situation Board in the EOC.

v. Maintains paper or electronic trail of changes and updates, to include WEBEOC.

vi. Directly informs appropriate EOC staff of important developments impacting them.

q. **Expeditor**

i. ***The "Expeditor" is responsible for the core functions and administrative support of the EOC during EOC activation.***

ii. Monitors and enforces the EOC Sign-in/Check Out list.

iii. Enforces credentialing and IDs.

iv. Records personnel hours.

v. Assists with record keeping and incident logging.

vi. Supports EOC staff needs by arranging for meals, beverages, and other logistical needs.

r. **Public Information Officer**

i. ***The Public Information Officer is a member of the Command Staff***

ii. The EOC Director will assign the PIO.

iii. Interfaces with the public and media and/or other agencies.

iv. Monitor information.

v. Serves as the lead PIO for the incident, whether single or unified command is established.

vi. Secures the approval of the Incident Command/Unified Command for all information released.

vii. Responsible for organizing any assistants assigned from other agencies for maximum efficiency.

s. **Safety Officer**

i. ***A member of the Command Staff***

ii. The EOC Director will assign a Safety Officer.

iii. Monitors incident operations.

iv. Serves as single Safety Officer for the incident, whether single or unified command is established.

v. Advises the IC/UC on all matters relating to operational safety, and health and safety of responders.

vi. Responsible to the IC/UC for systems, procedures to assess hazardous environments, coordinate multi-agency safety efforts, implement safety measures, and ensure safety.

vii. Has emergency authority to stop and prevent unsafe acts.

viii. Coordinates closely with the Operation Section Chief and Planning Section Chief regarding operational safety.

ix. Responsible for organizing any assistant assigned from other agencies for maximum efficiency.

x. NOTE: EACH AGENCY IS STILL RESPONSIBLE FOR THEIR OWN PROGRAMS AND PERSONNEL SAFETY.

t. **Liaison Officer**

i. ***A member of the Command Staff***

ii. EOC Director will assign a Liaison Officer.

iii. Coordinates with representatives from assisting agencies at the Command Post.

iv. Responsible for organizing any assistants assigned from other

v. agencies for maximum efficiency.

Emergency Support Functions (ESF)

(ESFs), as titled by FEMA. Custer County OEM titles are defined below:

ESF 1 – Transportation
ESF 2 – Communications
ESF 3 – Public Works
ESF 4 – Firefighting
ESF 5 – Emergency Management
ESF 6 – Mass Care
ESF 7 – Resource Management
ESF 8 – Public Health Services
ESF 9 – Search & Rescue
ESF 10 – Hazardous Materials
ESF 11 – Agriculture & Natural Resources
ESF 12 – Utilities & Energy
ESF 13 – Law Enforcement
ESF 14 -Cross-Sector Business and Infrastructure
ESF 15 - External Affairs

ESF 1: Transportation – Custer County Road and Bridge, Custer County School District, Wet Mountain Rotary

ESF 1 is designed to provide transportation support to assist in incident management. Functions include processing and coordinating requests for transportation support as directed under the EOP and coordinating alternate transportation services. Also, assist in other equipment requests.

ESF 2: Communications – Custer County Communications

ESF 2 includes all technical aspects of communications required in support of the Custer County Emergency Operations Center (EOC) and all county agencies in response to an incident. Communications include telephone (911 and non-emergency, landline, and wireless), voice and data radio communications, computer LAN and internet communications, and public warning systems. The initial point of contact for any state and federal agencies that are dispatched by radio is provided by Fremont County Central Dispatch (Frecom911).

ESF 3: Public Works – Custer County Road and Bridge, Round Mountain Water & Sanitation District, Town of Westcliffe, Town of Silver Cliff

ESF 3 is structured to provide public works coordination and support services in support of emergency events in Custer County. Activities within the scope of this function include conducting pre- and post-incident assessments of public works and infrastructure, reporting damage, executing emergency contract support for lifesaving and life-sustaining services, providing technical assistance.

ESF 3 provides personnel and resources to support prevention, preparedness, protection response, recovery, and mitigation in support of the primary emergency management objectives. ESF 3 will evaluate infrastructure damage and coordinate emergency essentials within Custer County to include a Rapid Needs Assessment (RNA).

u. **County Road & Bridge Concepts of Operations**

i. Maintaining designated major roads and streets and other designated routes of travel

ii. Assisting with heavy rescue

iii. Transportation

iv. Debris removal (to include Landfill operations)

v. Inspection of damaged infrastructure, public and private, for safe occupancy in concert with Planning & Zoning

vi. Maintenance of vehicles and other essential equipment of the various departments and agencies

vii. Development of a plan of priorities to be used during the period of increased readiness that addresses the repair of vehicles and equipment

viii. Maintenance of a reserve supply of fuel, to serve as a resource for qualified equipment operators

ix. Coordinate water requests, as necessary

x. Additional needs as required

ESF 4: Firefighting – Wet Mountain Fire Protection District, Wetmore Volunteer Fire Dept., Rye Fire Protection District

ESF 4 supports and coordinates firefighting activities, including fire protection, mitigation, detection, and suppression of fires within the towns and Custer County. It outlines provisions for personnel, equipment, and supplies in support of agencies involved in firefighting operations.

ESF 4 also provides for and assists in the coordination and utilization of interagency firefighting resources to combat wildland fire emergencies. Other ESF 4 agencies may be requested to provide mutual aid.

v. **Firefighting Concepts of Operations (performed by Incident Command and supported by the EOC)**

i. Establish Incident Command in accordance with the Incident Management System and Unified Command.

ii. Upon responding to the scene implementation of established procedures for hazardous materials incidents if necessary.

iii. Establish operational control of fire and rescue operations.

iv. Conduct and coordinate evacuation as necessary in concert with the Sheriff's Office.

v. Conduct fire ground search and rescue operations.

vi. Assist in body recovery as needed or requested by the Coroner.

vii. Identify, secure, and manage other necessary resources.

viii. Utilize technical representatives and resources available from other agencies.

ix. Assignment of properly trained personnel to the tasks identified needed to bring the incident to a successful conclusion.

x. Determine if proper staffing and equipment are on scene or needed to be brought to the scene.

xi. Provide a member to join the Unified Command Structure.

xii. Provide fire protection and the combating of fires.

xiii. Decontamination.

xiv. Additional needs as required.

ESF 5: Emergency Management - Custer County Office of Emergency Management

xv. The response is progressive in nature beginning with the activation of the EOC at its lowest level. First actions will be taken at the local level with state and federal involvement as necessary to supplement local capabilities including the adoption of local declaration of emergency. Initial and on-going reports are the necessary basis for the Governor's decisions to declare a state of emergency and to request a Presidential Emergency or Disaster Declaration. Additionally, this situational awareness forms the basis for determining specific types and extent of assistance needed in the affected area.

w. **The purpose of ESF 5 is to**:

i. Collect and analyze situational awareness elements and disseminate that information on the nature, scope, and potential impacts of an incident or major disaster.

ii. Use the information to support the Command Group, Logistics, and Operations (and other ICS staff positions) in their impact assessment and response missions.

iii. Identify and anticipate future needs and resource requirements and incorporate this analysis into Incident Action Plans (IAP).

iv. Identify resources and coordinate requests for resources to the State.

ESF 6: Mass Care – Custer County Public Health Agency, Custer County Medical Reserve Corps. Custer County Human Services, Custer County faith-based organizations/Voluntary Organizations Active in Disaster (VOAD), Custer County Public School District (CCSD), and Custer County Extension Office (CSU).

ESF 6 provides overall coordination of shelter, feeding, disaster welfare information, distribution of emergency relief items, and other human services activities to support the unmet needs of the community in response to and recovery from a disaster.

ESF 7: Resource Management - Custer County Office of Emergency Management, Custer County Finance Dept., Town of Westcliffe Finance, Town of Silver Cliff Finance

ESF 7 acquires the necessary resources to support disaster operations. Provide fiscal and logistical managerial support through timely and efficient acquisition and distribution of resources, purchasing, contracting, and renting / leasing supplies and equipment. Provide coordination of the documentation of reimbursable expenditures as determined by the State of Colorado ESF 7 Resource Management Plan, Federal Emergency Management Agency (FEMA), and the State of Colorado.

ESF 8: Public Health Services - Custer County Public Health Agency (CCPHA), Sol Vista Behavioral Health, Custer County Coroner

x. Coordinates local response to public health needs, including medical, behavioral, and environmental health issues for all-hazards incidents, and anticipates recovery support needs. ESF 8 has one overarching objective in a disaster -- to ensure the ongoing health of the community. This is achieved by ensuring the availability of adequate and appropriate healthcare, protecting the existing medical infrastructure so that it can continue to provide that care, and preventing exposure to harmful agents ranging from household hazardous wastes to pathogens.

y. **Public Health Concepts of Operations**

i. Assesses and provides situational awareness relative to its domain.

ii. Public Health alerts and requests supporting organizations to provide a representative to the EOC, or to provide a representative who is immediately available to provide support either in person or remotely.

iii. Public Health and medical subject-matter experts and ESF 8 organizations are consulted as needed.

iv. CCPHA coordinates ESF 8 field response activities according to internal policies and procedures. ESF 8 maintains representatives to rapidly deploy to the affected areas, emergency operations center, or other designated location in support of health and medical missions.

ESF 8 is responsible for activating and supporting Custer County's Mass Fatality Plan, as needed.

z. Emergency medical care information and coordination.

aa. Emergency hospital treatment information and coordination.

bb. Medical support to shelters.

cc. Health advisories.

dd. Identification of local health facilities, including hospitals, clinics, dialysis centers, and nursing or rehabilitation centers, supplying and using medical and health items.

ee. In concert with Human Services, Identification of access and functional needs (AFN) populations, including the elderly, children, and other populations requiring specific life-saving services (e.g., dialysis or assistance with breathing).

ff. Emergency interment coordination.

gg. Inoculations for the prevention of disease.

hh. Sanitation.

ii. Additional needs as required.

ESF 8a: Emergency Medical Services – Custer County Emergency Medical Services (EMS)

ESF 8a coordinated actions necessary to provide emergency medical services during a disaster. ESF 8a works with local area hospitals, public health officials and CCEOM to coordinate the care and transportation of the sick and injured. In addition, ESF 8a coordinates EMS resources to acquire resources needed to manage the medical response to an incident.

jj. **Emergency Medical Services Concepts of Operations**

i. Locate a triage area and notify Incident Command and dispatch of that location.

ii. EMS personnel will assist victims as required.

iii. Responding to the scene and establishing an EMS branch in coordination with the Incident Commander. Designated Supervisors and establishing appropriate Divisions/Groups (triage, treatment, transport, etc.)

iv. Declaring a MCI in conjunction with the Incident Commander to activate the MCI Plan.

v. Establishing on-site Advanced Life Support consistent with region EMS and clinic plans and protocols.

vi. Establishing communication with hospitals regarding the number of incoming injured, severity of injuries, estimated time of arrival, and termination of patient flow.

vii. Keeping the Incident Commander informed of all operations.

viii. Maintaining all medical supplies and re-supply.

ix. Coordinating hospital destinations for patients (transportation sector) to include patient tracking.

x. Communicating and coordinating with the Coroner.

xi. Coordinating with health officials.

xii. Assist with on-scene decontamination of victims prior to transport.

xiii. Transport the initially decontaminated victims to a treatment center specified.

xiv. Assisting with the whole community evacuation.

xv. Additional needs as required.

kk. **Medical Triage Concepts of Operations**

i. The on-duty Paramedic is the Triage Officer.

ii. The Rapid Assessment of Mentation and Pulse (RAMP) is the chosen Triage model.

iii. Fire Departments, Search & Rescue, EMS, and the medical clinic are all updated to use Ramp..

1. RAMP uses Red, Green, and Black Triage categories (Yellow category has been eliminated).

a. Red patients are evacuated to immediate care, ideally via air ambulance resources.

i. Air ambulance landing zone (LZ) is established by the Fire Department, with Search & Rescue as back-up to establish LZ.

b. Green patients are transported by ground ambulance resource.

iv. After initial Triage and transport of Red patients, the Green patients are re-triaged and transported by ground or air as needed.

v. EMS establishes a morgue location (Black) that is managed by the Coroner.

ESF 9: Search and Rescue - Custer County Search and Rescue

ESF 9 is to provide search and rescue coordination and support services in support of emergency events in Custer County. The ESF 9 coordinator directs all aspects of Search and Rescue during an incident (Backcountry Search & Rescue). Each municipality will be responsible for search and rescue operations within their respective jurisdictions. Custer County may provide mutual aid assistance upon request.

ESF 10: Hazardous Materials—Wet Mountain Fire Protection District, Colorado State Patrol, & Mutual Aid

ESF 10 is responsible for providing hazardous materials coordination and support services in support of emergency events in Custer County. ESF 10 can provide personnel and resources to support prevention, preparedness, response, recovery, and mitigation in support of the primary emergency management objectives. ESF 10 resources are used when individual agencies are overwhelmed, and the County requests additional hazardous materials assistance.

ll. The Colorado State Patrol is the Designated Emergency Response Authority (DERA) along state highways, the fire chief is the DERA in the incorporated Wet Mountain Fire Protection District, and the Sheriff is the DERA in the areas outside of the fire protection district, unless otherwise designated.

ESF 11: Agriculture & Natural Resources - CSU Extension, Community Animal Response Team

ESF 11 provides for coordination of response, mitigation and recovery efforts related to the food and water supply and natural resources. ESF 11 also determines Resource Conservation needs, including debris management, during a disaster. ESF 11 coordinates with Federal Lands, U.S. Forest Service, Bureau of Land Management and State Forest Services. ESF 11 coordinates the activities of the Animal Response Team for pet and livestock evacuation and sheltering during a disaster.

ESF 12: Energy & Utilities - AT&T - FirstNet, Sangre De Cristo Electric Association, Black Hills Energy, San Isabel Electric, Norup Gas, Mar-Gas, San Isabel Services, Ludvik, Rocky Mountains LP Gas, DeLuca Gas, Broil Propane, CenturyLink, Secom and Hilltop Broadband and others.

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

mm. **Energy and Utilities Concepts of Operations**

i. Advise status of utilities for public dissemination.

ii. Provide temporary power as needed/required. Provide temporary emergency telephone services as needed.

iii. Repair damaged utilities and restore essential services.

iv. Additional needs as required.

ESF 13: Law Enforcement - Custer County Sheriff's Office, Custer County Sheriff's Posse

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.

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. Generally, ESF 13 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 and capabilities unique to Custer County.

nn. **Law Enforcement Concepts of Operations**

i. Establish initial Incident Command in accordance with the Incident Management System and Unified Command.

ii. Upon responding to the scene, the establishment of a perimeter.

iii. Control of flow of persons and traffic to secure the area.

iv. Initiate procedures for criminal investigation if warranted.

v. Setting up main ingress and egress routes for the smooth flow of personnel and machinery.

vi. Establishing an inner and outer perimeter in conjunction with the Incident Commander.

vii. Carrying out evacuation orders.

viii. Assisting with rescue operations.

ix. Providing security at medical treatment sites if needed.

x. Assisting with body recovery and identification as needed or requested by the Coroner.

xi. Provide a representative to join the Unified Command Structure.

xii. Assuming Incident Command, as appropriate, during the course of the incident.

xiii. Maintaining law and order.

xiv. Controlling traffic.

xv. Protecting vital installations.

xvi. Controlling and limiting access to the scene of the disaster.

xvii. Supplementing communications.

xviii. Additional needs as required.

ESF 14: Cross-Sector Business and Infrastructure

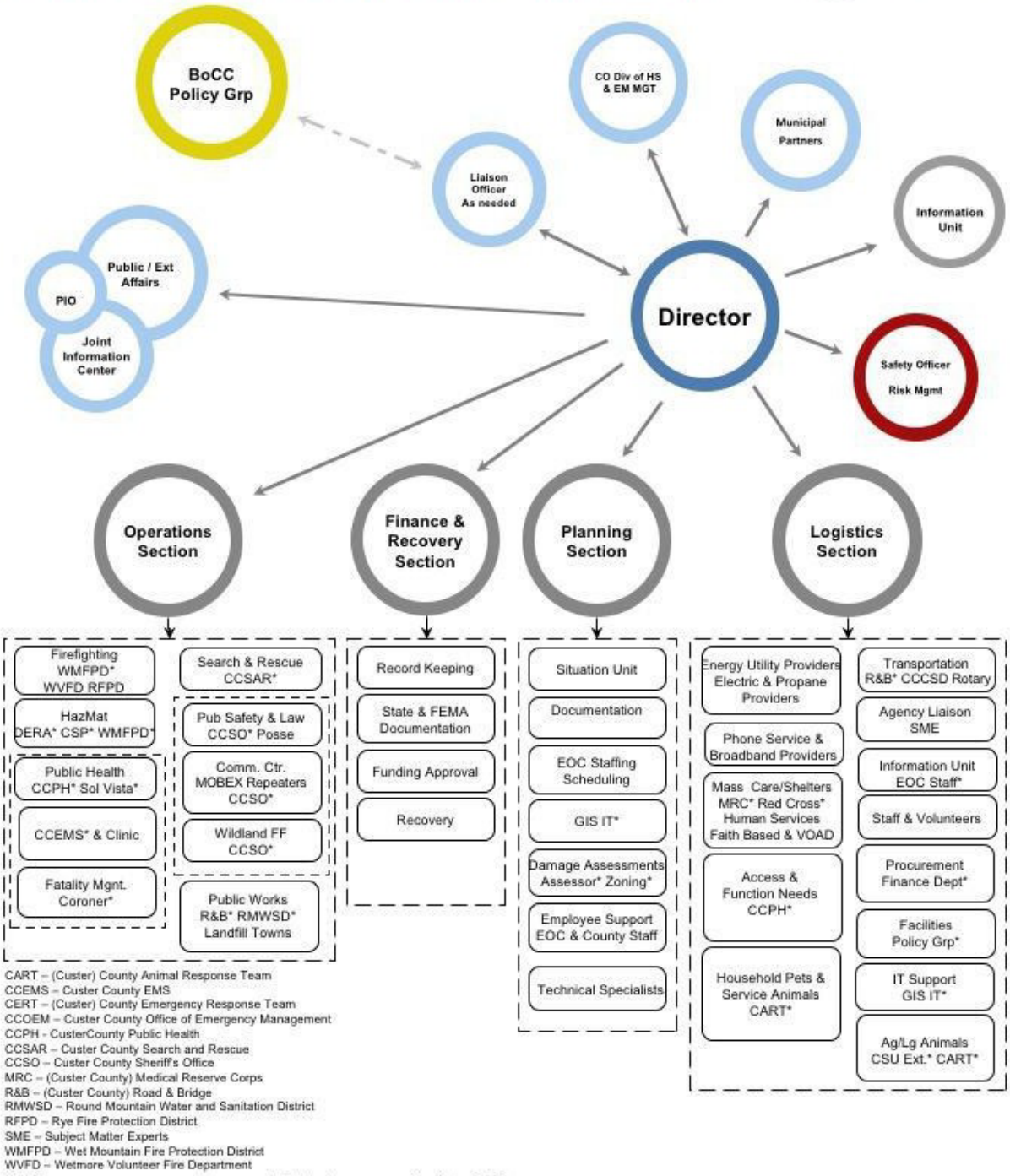
ESF 14 supports the coordination of cross-sector operations: including stabilization of key supply chains and community lifelines, among infrastructure owners and operators, businesses, and their government partners.

ESF 15: External Affairs

ESF 15 coordinates actions necessary to provide the required public information support to local incident management elements. Details the establishment of support positions to coordinate communications to various audiences, including press releases and social media postings. ESF 15 applies to all participating agencies, city and county departments, localities and enterprises that may require public affairs support or whose public affairs assets may be employed during a disaster. The EOC can be activated in support of field operations. Staffing patterns are designed to be flexible depending on the severity of the event and which type of organization is needed.

Personnel may be reassigned from their normal duties to support incidents, including emergencies, disasters, or planned events. The following organizational chart represents the EOC staffing structures that may be utilized. The following chart is modified from the defined FEMA ESF definitions to reflect local needs and organization:

Custer County
Office of Emergency Management
Emergency Operations Center Organization



CART – (Custer) County Animal Response Team
CCEMS – Custer County EMS
CERT – (Custer) County Emergency Response Team
CCOEM – Custer County Office of Emergency Management
CCPH - CusterCounty Public Health
CCSAR – Custer County Search and Rescue
CCSO – Custer County Sheriff's Office
MRC – (Custer County) Medical Reserve Corps
R&B – (Custer County) Road & Bridge
RMWSD – Round Mountain Water and Sanitation District
RFPD – Rye Fire Protection District
SME – Subject Matter Experts
WMFPD – Wet Mountain Fire Protection District
WVFD – Wetmore Volunteer Fire Department

** Primary response agency, most likely to respond to the EOC.*

Most incidents that occur within Custer County are handled by the on-scene incident commander, and the EOC is not activated. There are incidents when the EOC may be activated without the request of the incident commander, such as a widespread blizzard. Generally, the incident commander coordinates with the EOC for resources and additional support for the incident. For complex incidents or if requested, the Custer County Office of Emergency Management may send an EOC Liaison to the Incident Command Post or to the Area Command Post, to develop a communications channel to Command.

oo. **The Incident Commander** is responsible for the command and control of all activities at the incident site. For a wildfire event that has exceeded the capability of the local fire protection district (FPD), the FPD's Chief or designee may request that the Custer County Sheriff's Office (CCSO) assume responsibility for the incident. For other non-wildfire incidents, emergencies, or disasters, the first arriving emergency agency will assume command, develop safe zones, determine resource needs, and make resource requests through dispatch and through the EOC if activation of the EOC has occurred. Subsequently, Incident Command may be passed or delegated to the proper authority having jurisdiction. An Area Command, using a Unified Command structure, may be established for a large or complex Custer County event. Examples of where this is appropriate could be a blizzard situation or widespread flooding in a region of the county.

pp. **The EOC** is generally responsible for coordination and control of all support outside of the Incident Command footprint, along with administrative and off-site functions. Resource requests will be coordinated through the EOC.

i. EOC activation may be requested by:
    1. Office of Emergency
    2. Board of County Commissioners
    3. Town Mayors
    4. Wet Mountain Fire Chief
    5. Wetmore Fire Chief
    6. Custer County Sheriff or designee

ii. A request to activate will be approved and coordinated by the Emergency Management Director or designee.

iii. If the size and scope of the incident warrants, the EOC will activate and operate at one of three levels: Minimal, Partial or Full. The EOC Manager or Director will determine the level of operation based on the assessment of the situation and best available information. The three activation levels are described in the diagram below:

qq. **Tactical and Operational Control of Response Assets**

i. The Incident Commander or Unified Command retains tactical control of personnel, equipment, and other resources assigned to the incident scene. Tactical control includes assigning resources, establishing tactics, directing field operations, maintaining responder safety, establishing operational periods, and releasing resources from the incident.

ii. The Custer County Emergency Operations Center does not exercise tactical command of field resources. The EOC provides operational coordination and support outside the incident command footprint, including prioritizing and processing resource requests; identifying, acquiring, staging, tracking, and allocating support resources; coordinating mutual aid and State or federal assistance; maintaining situational awareness; supporting public information; and coordinating finance, logistics, recovery, and policy issues.

iii. Agencies retain administrative control of their personnel and equipment unless control is specifically transferred through an approved mutual-aid agreement, incident assignment, delegation of authority, or Unified Command arrangement. Resources assigned to an incident will check in, receive an assignment through ICS, maintain accountability through their assigned supervisor, and be released by the Incident Commander, Unified Command, or authorized designee.

rr. **Critical Information Requirements.**

i. At the beginning of EOC activation and at each operational period, the EOC Director, in consultation with the Policy Group, Incident Command or Unified Command, and Planning Section, will identify and prioritize Critical Information Requirements needed to support life-safety decisions, resource prioritization, public warning, emergency declarations, continuity of government, and recovery actions.

ii. At a minimum, requirements will address: life safety and responder safety; evacuation and sheltering status; access and functional needs; public health and medical impacts; critical infrastructure and utility outages; transportation and access routes; communications-system status; hazardous-materials impacts; resource needs and availability; disaster costs and burn rate; damage assessment; public information issues and rumors; and projected incident conditions.

iii. Each requirement will identify the information owner or source, collection method, reporting frequency, decision-maker, analysis lead, dissemination recipients, and escalation threshold. The Planning and Situation functions will validate, analyze, prioritize, and display information in the common operating picture and will distribute approved situation reports to the Policy Group, ESF leads, municipal and partner EOCs, Colorado DHSEM, and other authorized recipients.

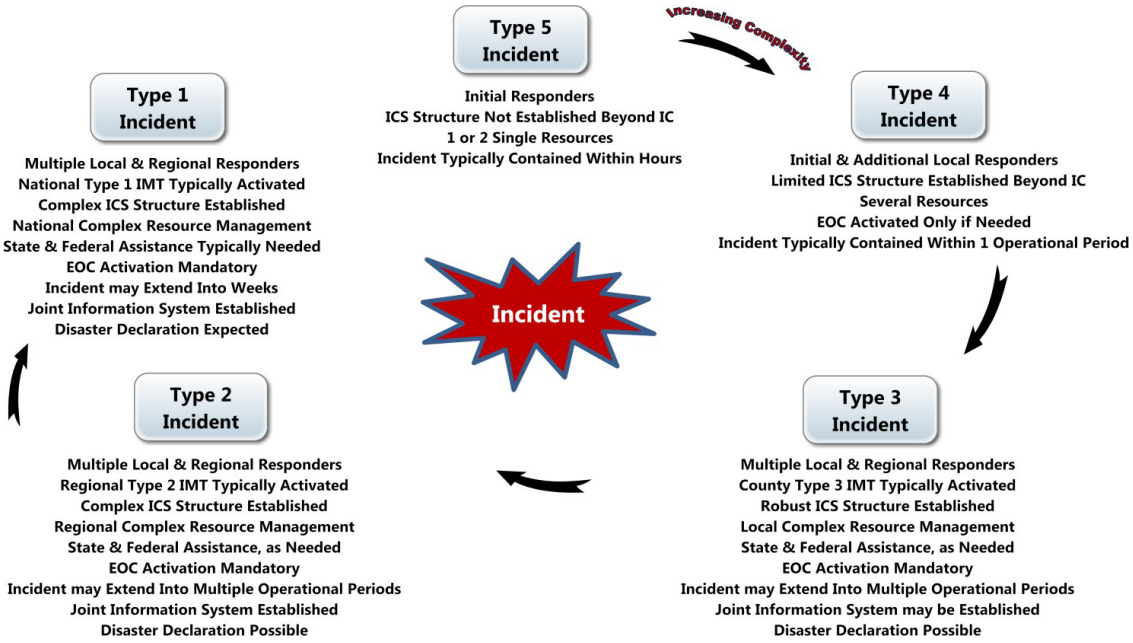
ss. **Incident Typing**

i. Utilizing a numbering system, NIMS/ICS establishes a scale to categorize the size, magnitude, and overall complexity of an incident. On a scale of 1 through 5, with 1 being the most complex, the Office of Emergency

Management will utilize

these levels when assessing EOC activation, staffing needs, and EOC goals and objectives.

ii. The relationships on the following page illustrate the complexity differences between incident types and the need for EOC activation levels.



22) Unified Command (UC)

a. During large incidents there may be multiple organizations with statutory authority to be in command, have operational control or share legal responsibilities. To increase efficiency and foster coordination, Unified Command should be applied to incidents involving multiple jurisdictions or agencies.

b. A Unified Command is an authority structure in which the role of incident commander is shared by two or more individuals, each already having authority from a different agency and/or discipline. The individuals within Unified Command make joint decisions and speak as one voice.

c. Unified Command establishes ICS/IAP, meetings schedules, and documentation requirements.

23) Incident Management Team (IMT)

a. Coordinated and activated through the Colorado Division of Homeland Security and Emergency Management (DHSEM), the Type 3 Incident Management Team (IMT) can provide overall management of incident operations, operational coordination and support, and fiscal accountability for field-based operations during all-hazards events impacting Custer County.

b. The DHSEM Type 3 IMT is empowered through a delegation of authority to function as the authorized agent of the Custer County Board of County Commissioners or the Custer County Sheriff's Office as allowed through county, state, federal, and agency cooperative agreements.

24) Emergency Operations Center (EOC) Activation Levels

a. The Custer County Emergency Operations Center (EOC) operates on a tiered activation system that allows scalability depending on the severity, complexity, and resource needs of an incident. Activation levels ensure the appropriate staffing, coordination, and support are available at all times.

i. Level 1 – Full Activation
   1. Description:
      A full activation involves the complete staffing of the EOC with representatives from all primary and supporting agencies. This level is reserved for significant, large-scale emergencies requiring county-wide coordination.
   2. Common Triggers:
      a. Major disasters (wildfires threatening populated areas, severe flooding, mass-casualty incidents)
      b. Requests for state or federal assistance
      c. Multi-operational period incidents requiring extensive resource coordination
   3. Characteristics:
      a. 24/7 operations, if able with personnel
      b. All ESF (Emergency Support Function) representatives present
      c. Unified command and multi-agency coordination
      d. Full use of planning, logistics, operations, finance/administration sections

ii. Level 2 – Partial Activation
   1. Description:
      Partial activation includes selected EOC staff and agency representatives relevant to the incident. The EOC may operate for specific operational periods depending on the incident's tempo.
   2. Common Triggers:
      a. Moderate incidents requiring interagency coordination
      b. Situations with potential to escalate (growing wildfires, hazardous materials events, prolonged search and rescue operations)
      c. Local emergencies where additional coordination improves response efficiency

3. Characteristics:
    a. Only essential ESFs activated
    b. Some functions may operate virtually
    c. Planning and resource tracking initiated
    d. Increased coordination with field Incident Command

iii. Level 3 – Virtual Activation

1. Description:
   EOC coordination occurs remotely using online systems. This level is used when physical presence is not required but communication and coordination between agencies is beneficial.
2. Common Triggers:
    a. Low-threat events
    b. Situational updates without operational demand
    c. Long-duration incidents where intermittent coordination is needed (public health events, resource tracking)
3. Characteristics:
    a. Coordination through email, phone, WebEOC, or similar platforms
    b. No physical EOC staffing
    c. Scalable – can transition quickly to Level 2 or Level 1 if necessary

Logistics Resource Mobilization

25) Resource Ordering, Tracking, and Demobilization

a. Custer County will manage emergency resources in accordance with NIMS, the Incident Command System, applicable mutual-aid agreements, established EOC procedures, County financial and procurement policies, and State resource-mobilization requirements. Resources include personnel, teams, equipment, vehicles, facilities, supplies, commodities, contracted services, mutual-aid resources, donated resources, volunteer resources, and private-sector assets.

b. Resource Ordering. Resource needs will be identified by the Incident Commander, Unified Command, Operations Section, EOC sections, Emergency Support Function leads, or the authority having jurisdiction. Routine local resource requests may be processed through dispatch, agency procedures, mutual-aid agreements, or direct vendor/contract arrangements within authorized purchasing authority. Requests requiring Countywide coordination, significant expense, resources beyond normal local capability, or State support will be submitted through the Custer County EOC using the applicable resource-ordering process, including WebEOC, ICS Form 213RR, or other approved procedures.

c. Local resources will be used first, followed by automatic aid, mutual aid, regional resources, contracted or private-sector resources, voluntary-agency support, and requests for State assistance through Colorado DHSEM. Requests for federal assistance will be coordinated through the State when local and State resources are insufficient.

d. Resource Tracking. All resources assigned to an incident or obtained through the EOC will be checked in, assigned, tracked, and accounted for using ICS, dispatch, EOC, WebEOC, finance, and agency documentation procedures. At a minimum, records will identify the resource kind/type; owning agency or vendor; point of contact; request number; assignment; location; supervisor; date/time ordered, checked in, assigned, released, and checked out; personnel hours; equipment use; cost; and reimbursement status. Resources assigned to field operations will report to the designated incident check-in, staging area, or supervisor. Resources assigned to EOC support will report to the EOC Director or assigned section chief.

e. Private-Sector, Contracted, Volunteer, and Donated Resources. Contracted and private-sector resources will be ordered through authorized procurement processes and will be tracked for contract compliance, location, period of performance, cost, invoicing, and closeout. Volunteer and donated resources will be coordinated through the appropriate lead agency, volunteer/donations coordination process, or EOC section and will be tracked for assignment, supervision, safety, credentialing, and accountability.

f. Demobilization. The Incident Commander or Unified Command has authority to release tactical resources from the incident scene. The EOC Director, in coordination with the appropriate section chief, agency representative, and Finance/Logistics, will release EOC, support, contracted, and external resources when they are no longer required. For complex or extended incidents, the Planning Section will prepare and maintain a written Demobilization Plan that establishes release priorities, check-out procedures, transportation, equipment return, safety considerations, travel requirements, rest/work requirements, documentation, and agency notification procedures.

g. Before release, resources will complete the required check-out process; return County, incident, or issued equipment; submit personnel time, equipment-use, receipts, invoices, activity logs, and other required documentation; report injuries, accidents, claims, damaged equipment, or unresolved issues; and receive travel, reporting, and return-to-service instructions. The Logistics and Finance sections responsible will reconcile costs, close purchase orders and contracts, document mutual-aid deployments, and maintain records needed for reimbursement, audit, and after-action review.

h. The release of State, federal, mutual-aid, and contracted resources will comply with the applicable mobilization guide, agreement, mission assignment, contract, or vendor terms. Custer County Office of Emergency Management will notify Colorado DHSEM and other appropriate partners when State-requested resources are no longer required.

26) Identification of Specialized Resources

a. Custer County will identify and obtain specialized resources through a coordinated process involving Incident Command or Unified Command, Emergency Support Function leads, technical specialists, the EOC Planning Section, the EOC Logistics Section, and Custer County Office of Emergency Management. Specialized resources may include, but are not limited to, hazardous-materials response teams; wildland-fire resources; aviation and air-medical assets; Incident Management Teams; search-and-rescue resources; emergency medical and mass-casualty resources; public-health and behavioral-health resources; specialized communications and information-technology support; GIS and aerial-imagery resources; utility-restoration assets; heavy equipment; debris-management resources; water and wastewater support; animal

response resources; shelters and accessible transportation; technical subject-matter experts; contractors; and State or federal specialty teams.

b. The Incident Commander, Unified Command, Operations Section, ESF lead, or authority having jurisdiction will identify specialized resource needs based on incident objectives, hazards, operational conditions, anticipated duration, safety requirements, affected populations, infrastructure impacts, and the capability gaps identified through situational awareness and planning processes.

c. Before requesting a specialized resource, the requesting official will define the required capability, including resource kind and type; personnel qualifications, certifications, licenses, or credentials; equipment specifications; quantity; reporting location; operational period; supervisor; communications requirements; safety or personal protective equipment requirements; mobility or transportation needs; anticipated duration; and funding or cost considerations.

d. The EOC Logistics Section, with assistance from the Planning Section and appropriate technical specialists, will identify available specialized resources by reviewing County and agency inventories, ESF resource lists, mutual-aid agreements, dispatch systems, regional partners, pre-identified vendors and contractors, Colorado DHSEM resource-mobilization processes, State agencies, federal partners, and voluntary or private-sector organizations. Where necessary, the EOC will consult the appropriate agency or subject-matter expert to verify that a resource is suitable, qualified, available, interoperable, and safe for the assignment.

e. Specialized resource requests requiring assistance beyond local capabilities will be documented and submitted through the established resource-ordering process, including WebEOC, ICS Form 213RR, applicable mutual-aid procedures, contracts, or Colorado DHSEM processes. The request will include the operational need and technical specifications necessary to avoid receiving an incompatible or insufficient resource.

f. Specialized resources will be checked in, assigned, tracked, supervised, and demobilized in accordance with ICS, EOC, finance, safety, and resource-accountability procedures. The need for specialized resources will be reassessed during each operational period and adjusted as incident conditions, capabilities, and risks change.

27) Mutual Aid and Regional Assistance

a. Custer County will use mutual aid, automatic aid, intergovernmental assistance, regional resource-sharing arrangements, and formal agreements to supplement local capabilities before requesting State or federal assistance. Mutual aid may include personnel, equipment, facilities, supplies, technical expertise, communications support, emergency medical services, firefighting resources, law-enforcement support, public-health resources, public works support, mass-care resources, and other assistance necessary to protect life, property, the environment, and continuity of essential services.

b. This EOP is implemented in conjunction with applicable mutual-aid agreements, automatic-aid agreements, intergovernmental agreements, memoranda of understanding, memoranda of agreement, fire-protection cooperative agreements, dispatch agreements, public-health agreements, law-enforcement agreements, resource-ordering protocols, and regional or State

mutual-aid systems. Custer County Emergency Management will maintain a current controlled inventory of these agreements and identify the authorized parties, scope, resource types, financial provisions, and contact procedures for each agreement.

c. The agency or jurisdiction having authority is responsible for requesting assistance through its established operational channels. Routine emergency mutual-aid requests may be made through dispatch, established automatic-aid procedures, or agency-to-agency agreements. Requests requiring Countywide coordination, resources outside normal local mutual-aid capability, significant cost commitment, or State assistance will be coordinated through the Custer County Emergency Operations Center and Custer County Emergency Management.

d. The Custer County Emergency Management Director, EOC Director, Sheriff, Fire Chief, department head, municipal principal executive officer, special-district executive officer, or other official authorized under an applicable agreement may request or provide mutual aid within the scope of their legal authority and the applicable agreement. Requests that commit County funds beyond delegated authority, require emergency contracting, or affect Countywide priorities will be coordinated with the Board of County Commissioners and County Finance, as appropriate.

e. Assisting agencies retain administrative control, supervision, discipline, workers' compensation responsibility, and accountability for their personnel and equipment unless otherwise specified in a written agreement, incident assignment, delegation of authority, or Unified Command arrangement. Resources assigned to an incident will operate under the tactical direction of the Incident Commander or Unified Command while maintaining their agency's internal administrative requirements.

f. The requesting jurisdiction is responsible for documenting requests, resource assignments, use periods, costs, equipment use, invoices, and other records required by the agreement and applicable County, State, or federal reimbursement policies. Cost sharing, reimbursement, liability, workers' compensation, and damage claims will be managed in accordance with the governing mutual-aid agreement and applicable law.

g. When local and regional mutual-aid resources are insufficient, Custer County Emergency Management will coordinate requests for State assistance through Colorado DHSEM and established State resource-mobilization procedures. State and federal assistance supplement, rather than replace, local and regional response capabilities.

Mutual Aid Agreement Procedures, Processes, and Review

h. Custer County uses mutual-aid agreements, automatic-aid agreements, intergovernmental agreements, memoranda of understanding, memoranda of agreement, fire-protection cooperative agreements, and regional resource-sharing arrangements to obtain or provide assistance during emergencies, disasters, planned events, and recovery operations. These agreements supplement, but do not replace, the legal authorities, policies, command structures, or fiscal responsibilities of participating jurisdictions and agencies.

i. Request Process. The agency or jurisdiction having authority will use its available internal resources and routine automatic-aid or mutual-aid arrangements before requesting assistance outside normal response capability. Routine operational mutual-aid requests may be made through dispatch, established automatic-aid procedures, direct agency-to-agency contact, or other methods specified in the applicable agreement. Requests involving countywide coordination, multiple jurisdictions, significant cost, specialized resources, extended-duration support, or assistance beyond local mutual-aid capability will be submitted through the Custer County EOC using the established resource-ordering process, including WebEOC and ICS Form 213RR, when activated or appropriate.

j. Approval and Coordination. The requesting agency's authorized official, Incident Commander, Unified Command, department head, fire chief, Sheriff, municipal principal executive officer, special-district executive officer, or other authorized representative may request aid within the scope of the applicable agreement and their legal authority. Custer County Emergency Management will coordinate requests requiring regional, State, or federal support and will maintain situational awareness of significant mutual-aid requests and deployments. Requests that commit County funds, require emergency procurement, or affect Countywide resource priorities will be coordinated with the EOC Director, County Finance, and Board of County Commissioners as appropriate.

k. Deployment and Documentation. Assisting agencies will confirm the resource type, quantity, capabilities, reporting location, assignment, estimated duration, safety requirements, communications plan, supervisor, and anticipated cost or reimbursement terms before deployment when conditions allow. All mutual-aid requests and assignments will be documented through dispatch records, incident logs, WebEOC, ICS forms, agreements, invoices, personnel time records, equipment-use records, and other applicable County or agency documentation.

l. Command, Control, and Cost Responsibility. Assisting agencies retain administrative authority, personnel supervision, workers' compensation responsibility, and equipment accountability unless otherwise specified in the governing agreement, incident assignment, or written delegation of authority. Resources assigned to an incident operate under the tactical direction of the Incident Commander or Unified Command. Cost sharing, reimbursement, liability, workers' compensation, claims, and equipment damage will be managed according to the applicable agreement and the financial policies of the requesting and assisting agencies.

m. Agreement Review and Maintenance. Custer County Emergency Management will maintain a controlled inventory of mutual-aid and regional-aid agreements. At least annually, and before expiration or renewal dates, Custer County Emergency Management will coordinate with agreement custodians and participating agencies to verify: authorized signatories; agency contacts and dispatch procedures; scope of assistance; resource typing and availability; communications procedures; cost-recovery provisions; insurance, liability, and workers' compensation provisions; renewal or termination dates; and consistency with current law, County policy, and operational procedures. Material changes, new agreements, or expired agreements will be submitted for review and approval by the appropriate legal authority and governing body.

n. Training and Exercise. Mutual-aid and regional-aid procedures will be reviewed during relevant training, exercises, planned events, and after-action reviews. Corrective actions affecting mutual-aid procedures, resource ordering, communication, documentation, or reimbursement will be tracked through the County improvement-planning process.

28) Resource Management Plan

a. Custer County resource ordering, tracking, mobilization, demobilization, mutual-aid coordination, emergency procurement, and resource-accountability procedures are governed by the Custer County Resource Management Plan, maintained by the Custer County Office of Emergency Management in coordination with the County Finance Department and designated ESF 7 partners. The Resource Management Plan is incorporated into this EOP by reference and is available to authorized personnel through the EOC, shared emergency-management drive, or controlled hard-copy binder.

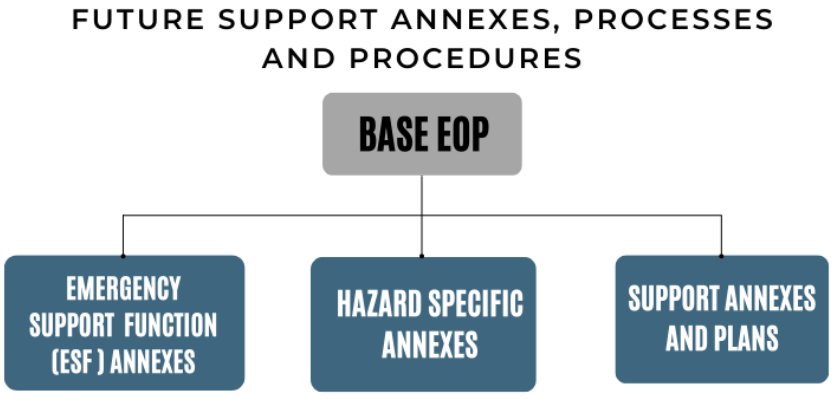
b. The Custer County Resource Management Plan supplements this EOP and includes the current Logistics Resource List; resource-typing and capability information; resource-ordering procedures; ICS Form 213RR procedures; WebEOC procedures; mutual-aid and regional ordering protocols; vendor and contractor information; emergency procurement procedures; cost tracking; resource check-in/check-out; equipment accountability; and demobilization processes.

29) Annexes & Supporting Plans

a. While the base Emergency Operations Plan (EOP) serves as the foundation and legal basis for an emergency management program, much of the material pertaining to the actions taken to respond to disasters is fulfilled by the Emergency Support Functions (ESFs) and serve as primary coordinating structures and providing mechanisms to successfully support field operations and manage those issues that are external to the command footprint.

b. Support annexes describe the concept of operations, considerations, and responsibilities that are pertinent to specialized actions or specific types of emergency operations.

c. Hazard specific plans address the unique aspects that require consideration for specific hazards or threats.



d. Annexes are developed and implemented through coordination of lead and supporting agencies. New annexes may be recommended for approval and adopted by the Custer Emergency Services Advisory Council (CES). Existing annexes or new annexes may be updated as often as needed to reflect lessons learned from training, exercises, and real-world events. Updates will be distributed to each agency identified within the annex. The development, revision, and implementation of ESFs, Hazard Specific and Support Annexes are the responsibility of OEM to monitor, approve, and support the lead agency or agencies. Training and Exercise Plan/IPP: The OEM maintains and implements a three-year Training and Exercise Plan (TEP) to develop staff and volunteer capabilities (knowledge, skills, and abilities), to test and evaluate plans and capabilities, thereby providing a roadmap for continuous improvement of the emergency management program. This is based on a comprehensive Colorado Emergency Preparedness Assessment (CEPA) and after-action reports to identify gaps of experience or knowledge. It may include refresher training.

30) Plan Activation

a. Plan implementation and the subsequent supporting actions taken by the Town and/or County government are specific to the emergency or disaster situation. The timely acquisition, assessment, and reporting of reliable information gathered from the

incident all influence implementation. This plan is in effect for mitigation,

preparedness, response, and recovery activities when emergencies or disasters occur or are imminent. The plan is activated when the Custer EOC is activated or a disaster declaration is executed.

b. Responsibility for the maintenance and regular updating of this plan rests with the CCOEM. Each participating organization will provide support and input for the appropriate annex or section as determined by the CCOEM. Each participating organization with a role in an emergency shall develop standard operating procedures to include checklists in support of the Custer County EOP. These annexes and procedures will indicate how the locality, agency, department, or enterprise will implement its specific support to the Custer County EOP. Copies of these plans or procedures are to be submitted to the CCOEM and will be appendices to this EOP.

c. Each department will train staff members on their responsibilities under the EOP and ensure they understand how they fit into the overall management of an emergency. The CCOEM will regularly test and review the EOP. At a minimum, the CCOEM will conduct a complete review of this base plan every three years and will present any resulting revisions to the Board or County Commissioners for re-adoption and promulgation. In addition to the functional and hazard specific annexes maintained under this plan, the County maintains the following separately adopted stand-alone plans, which are incorporated into this EOP, the Custer County Re-entry Plan, Custer County Debris Management Plan, Custer County Alert and Warning Plan, Custer County Recovery Plan.

31) Disaster Declarations

a. The main purpose of declaring a disaster is to request resources beyond Custer County capability. By doing so, local governments gain access to policies, procedures, and agreements that are not necessarily available on a day-to-day basis. It is critical that these disaster policies, procedures, and agreements be put in place before an incident impacts Custer County.

b. Pursuant to the Emergency Management Policy, and the Colorado Disaster Emergency Act, C.R.S.24-33.5-709:

c. The principal executive officer of a political subdivision has the sole authority to declare a local disaster. It shall not be continued or renewed for a period in excess of seven days, except by or with consent of the governing board of the political subdivision.

d. A disaster declaration shall activate the response and recovery aspects of any and all applicable local emergency plans and to authorize the furnishing of aid and assistance under such plans.

e. Such declaration shall be given prompt and general publicity and shall be filed promptly with the County Clerk and Recorder, the municipal clerk, or other authorized record keeping agency, and the Colorado Division of Homeland Security and Emergency Management (DHSEM).

f. The Colorado Disaster Emergency Act (C.R.S. 24-33.5-701 et. seq.) provides the legal and procedural framework for preventing, preparing for, mitigating, responding to, and recovering from disasters in the state of Colorado. All disasters are local, meaning they originate within some county or municipal jurisdiction. Elected authorities are ultimately responsible for ensuring the safety and security of their citizens and thus responding to disasters within their jurisdiction. When the disaster exceeds the capabilities of the local jurisdiction, they may call upon assistance from neighboring jurisdictions through a pre-arranged Mutual Aid Agreement (MAA). If the disaster is of such magnitude and complexity that it exhausts local capabilities, then according to C.R.S. 24-33.5-709, the "principal executive officer of a political subdivision" may declare a local disaster or emergency.

g. A local disaster declaration is necessary before a jurisdiction may qualify for State emergency aid. If recognized by the Governor, then the combined resources of the state, including the National Guard, may be drawn upon to respond to the disaster. The Governor, in turn, may request additional resources from other states through the standing Emergency Management Assistance Compact (EMAC). The Governor may issue a state emergency or disaster declaration requesting federal aid. All requested state and federal aid is directed to the disaster and placed at the disposal of the local Incident Commander. Once the disaster is contained and external resources no longer necessary, a second declaration must be issued terminating the disaster and canceling any further outside aid.

h. If the disaster 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.

i. The Robert T. Stafford Act establishes a process for requesting and obtaining a Presidential disaster declaration, defines the type and scope of assistance available from the Federal government and sets the conditions for obtaining that assistance. Based on the Governor's request, the President may declare that a major disaster or emergency exists, thus activating an array of federal programs to assist in the response and recovery effort. Not all programs, however, are activated for every disaster.

j. Under a Stafford Act major disaster declaration, the local agency having jurisdiction (AHJ) is responsible for all initial payments and then may submit reimbursement requests for the shared-cost amount for eligible expenses. Typically, the federal government takes 75% of eligible expenses, leaving local governments with a cost share of 25% of eligible expenses plus 100% of the ineligible expenses. The State, at the Governor's discretion, may share in the costs as well.

k. To be eligible for assistance under the Robert T. Stafford Act, local governments must first perform a preliminary damage assessment (PDA) to assess the impact of the disaster. This assessment should provide a rough estimate of the extent and location of damages. This may require the coordination of the various municipal governments who will also perform their own damage assessments. When the information has been collected, it is provided to the EOC and then forwarded to the Colorado Division of Homeland Security and Emergency Management (DHSEM). If warranted, State and Federal officials then conduct a joint preliminary damage assessment (PDA) with local officials to further estimate the extent of the disaster and its impact to the community. FEMA uses this information to supplement the Governor's request for Federal assistance.

l. The Fire Management Assistance Grant (FMAG) is a program within the Stafford Act that provides funds for the mitigation, management, and control of fires on publicly or privately owned forests or grasslands, which threaten such destruction as would constitute a major disaster. The FMAG declaration process is coordinated by the state Division of Fire Prevention and Control (DFPC). The grant program provides a 75% cost share, while the jurisdiction having authority pays the remaining 25%, unless altered at the request of the AHJ.

m. For non-wildfire incidents, the local agency having jurisdiction (AHJ) may request the Custer County EOC to activate per the Custer County EOP to provide logistics or other support; however, the responsibility to pay for all resource orders stays with the local AHJ. If the costs of the all-hazards incident exceed the local AHJ's capability to pay, the AHJ must declare a disaster. A declaration of disaster by a local jurisdiction activates the Emergency Operations Plan (EOP) of that jurisdiction. For this reason, it is important for each political subdivision, such as a special district, township, or municipality, to have an EOP adopted by the executive officers of the jurisdiction. If an all-hazards disaster escalates to the

level of a federal Robert T. Stafford Act "major disaster" declaration, the AHJ is the only legal entity that FEMA will allow to request reimbursement for eligible expenses incurred within the geographic borders of that jurisdiction. A broader political entity is not allowed to submit reimbursement requests on behalf of expenses within a smaller or separate jurisdiction.

32) Delegation of Authority

a. Delegation of Authority is a statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibilities. The Delegation of Authority should include objectives, priorities, expectations, constraints, cost share arrangements, turn-back goals, and other considerations or guidelines as needed.

b. Custer County will require a written Delegation of Authority to be given to the Incident Commander prior to assuming command during larger incidents. Only in rare circumstances would a particular incident preclude having this written agreement.

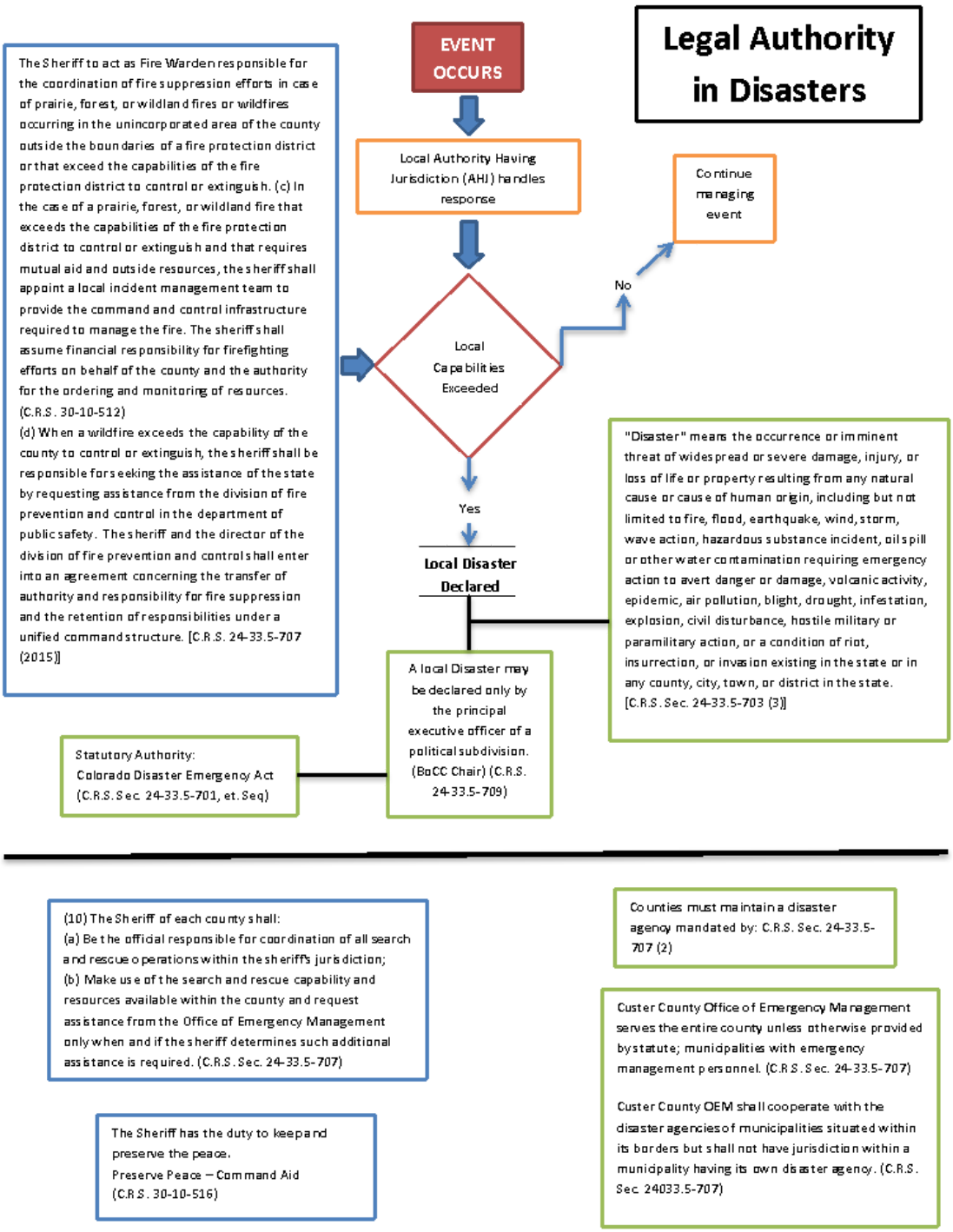
c. For a wildfire event that has exceeded the capability of the local fire protection district (FPD), the FPD Chief or designee may request that the Custer County Sheriff's Office (CCSO) assume responsibility for the incident. If agreed, the Sheriff or designee, and the FPD Chief or designee, must sign a Delegation of Authority. It is possible to conduct a Delegation of Authority over the phone or radio with two representatives. In such circumstances both parties must officially sign the document as soon as possible.

d. Once the CCSO has assumed responsibility for the wildfire incident, CCSO shall assume financial responsibility for firefighting efforts and shall assign a local incident management team to provide the command-and-control infrastructure required to manage the wildfire (C.R.S 30-10-513).

e. When wildfire exceeds the capability of the county to control or extinguish, the CCSO or designee, will seek the support of the State by requesting assistance from the Division of Fire Prevention and Control (DFPC), so that coordination of resource requests can be maintained. The EOC will be notified of any requests to maintain a common operating picture. If a transfer of authority and responsibility for fire suppression to DFPC is agreed upon, the Custer County Sheriff or designee, and the Director of DFPC or designee, shall sign a Delegation of Authority.

f. During an all-hazards disaster, Delegations of Authority are not executed; but instead, a disaster declaration is made through the Custer County Board of County Commissioners (BOCC). The political subdivision that is requesting assistance from the County or State, and resources provided and responsibilities assumed, are made by agreement. The political subdivision of government never dissolves their legal statutory sovereignty and therefore continues to govern their town, or special district.

g. Fiduciary oversight is an important element of any public trustee. In the case of life-saving and other incident priorities, funding will be documented but this will not be the driving factor in response and recovery efforts



33) Joint Information System

a. For large incidents involving multiple organizations, a Joint Information System (JIS) should be implemented. The need for a JIS is identified by the AHJ, the BOCC, CCSO, OEM and/or the EOC. A JIS is an information network of Public Information Officers (PIOs) and support staff working together to deliver accurate and timely information to the public. The JIS integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

b. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies; and controlling inaccurate information that could undermine the incident response and recovery efforts.

c. A JIS is a cooperative effort and mirrors the Incident Command System which utilizes a unified command structure when responsibilities are shared. Each agency involved in a JIS retains their autonomy and continues to speak for itself.

d. Multiple public information units may exist within Custer County government. The County Public Information Office and the Sheriff's Office Public Information Office work in a unified support structure when there are cross jurisdictional responsibilities; they integrate incident information and public affairs into a cohesive format to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

e. For an all-hazards incident, under the direction of the BOCC, the County Public Information Officer coordinates the information from the public information units within Human Services, Public Health, and Road and Bridge County PIO is the lead for the Joint Information System making one message among all involved agencies.

34) Advisory Council

a. **Custer Emergency Services/Local Emergency Planning Committee**

i. The Custer Emergency Services Council (CES) is combined with the Local Emergency Planning Committee (LEPC). At least two meetings per year will have LEPC items on the agenda.

ii. A documented, ongoing process utilizing one or more committees that provides for coordinated input by Emergency Management stakeholders in the preparation, implementation, evaluation, and revision of the Emergency Management program. Committees may be created and designated for: Emergency Plan development and review

iii. Hazard Mitigation Plan development and review
iv. Homeland Security project prioritization
v. Community Outreach prioritization, activity, and review
vi. Training and Exercise prioritization
vii. Program review and oversight
viii. Hazardous Materials program review
ix. The advisory committee may consist of the members of the Custer Emergency Services / Local Emergency Planning Committee (CES/LEPC) and/or other stakeholders and shall meet with a frequency determined by the Director of Emergency Management to provide for regular input.

35) Multi-Agency Coordination

a. 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, coordinate incident related information, and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies. MACS activities will typically be coordinated from the Custer County Office of Emergency Management.

b. The Custer County Multi-Agency Coordination System (MAC) is comprised of five critical elements:

c. Command – Develops field strategies and controls all of the on-scene resources needed to handle the emergency or disaster.

d. Emergency Operations Centers – Coordinates response and recovery elements that are not owned by command, provides resource coordination, maintains situational awareness, and shares information. These include the County, municipal, State, and regional EOCs.

e. Communications Centers – Manages 911 calls, dispatches resources, and initiates emergency notifications to the public. Joint Information System – Coordinates emergency public information and media interaction.

f. Multi-Agency Coordination Group - Provides strategic guidance to support incident management activities, provides coordinated decision making and resource allocation among cooperating agencies, and harmonizes agency policies.

g. Other entities within Custer County such as municipalities, utilities, and transportation groups may also have EOCs from which they direct their organization's activities. In the event such multiple EOCs are activated, they are to coordinate and share information as appropriate.

36) Disaster Finance

a. The agency having jurisdiction is responsible for the cost of the incident.

b. A major disaster or emergency may require the expenditure of large sums of County funds. If the demands exceed available funds, upon prior approval by the BOCC, the County may make additional funds available from the Contingent Fund. If funds are insufficient, the BOCC may grant authorization to transfer and expend monies appropriated for other purposes under a declared emergency or disaster.

c. Participating agencies, County departments, and County enterprises are 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.

d. Each County agency identified in the Plan is responsible for documenting all emergency or disaster related expenditures using the financial tracking and reporting protocol as directed by the County Finance Department. Each 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. Resource ordering through a single source is the preferred method.

e. Affiliated agencies identified in the plan shall follow their own financial policies unless their actions result in the expenditure of county funds, in which case county financial policies shall be followed.

37) **Disaster Financial Management Plan**.

a. The County Finance Department, supported by the Finance Section Chief when activated, will maintain disaster financial management procedures for all emergencies and disasters. These procedures will address emergency procurement and contracting; expenditure approval authorities; purchasing-card and delegated purchasing limits; timekeeping; payroll and overtime coding; equipment-use records; mutual-aid and volunteer documentation; insurance and workers' compensation claims; disaster cost tracking; daily cost reporting; burn-rate forecasting; reimbursement documentation; financial records retention; audit support; and closeout.

b. During extended incidents, the Finance Section will provide the EOC Director and Policy Group with a daily report showing actual costs, committed costs, anticipated costs, a 72-hour projected burn rate, available funding sources, reimbursement considerations, and financial decisions requiring senior-official action.

38) Logistics & Resource Mobilization

a. Resource mobilization is conducted in accordance with the NIMS resource management involves the integration of resources from County government, regional neighbors, volunteer organizations, private sector, and State and Federal governments. Key plan components include:
b. Logistics Resource List
c. Pueblo Interagency Resource Ordering Protocol
d. WebEOC Resource Status, Ordering, and Tracking

e. 213RR Resource Requests Protocol
f. EOC Logistics Team
g. State Resource Mobilization Guide
h. Contracts and Agreements (IGAs, MOUs, MOAs, etc.)
i. Logistics protocols shall include the mechanisms and processes to obtain resources needed to support emergency operations involving people with access and functional needs.
j. Each agency participating in this EOP is responsible for complying with the resource ordering protocols implemented through the EOC.

39) Recovery Operations

a. Recovery operations begin as soon as conditions permit and will be initiated concurrently with response activities when practicable. As immediate life-safety threats are stabilized, Custer County will transition from emergency response to short-term and long-term recovery activities designed to restore essential services, assist affected individuals and communities, repair or replace damaged public infrastructure, document eligible costs, and promote a resilient recovery.

b. Custer County Emergency Management, in coordination with the Board of County Commissioners, affected municipalities, County departments, special districts, incident command, public health, human-services partners, voluntary organizations, private-sector partners, and State and federal agencies, will coordinate recovery priorities and maintain situational awareness of impacts, unmet needs, resource requirements, and recovery progress. The County EOC may remain activated or transition to a recovery coordination structure appropriate to the size, complexity, and expected duration of recovery operations.

c. Initial recovery actions may include rapid and preliminary damage assessment; restoration of critical infrastructure and essential government services; debris clearance and management; re-entry and repopulation coordination; sheltering, temporary housing, mass care, and human-services support; behavioral-health and public-health support; continuity of operations; recovery public information; and identification of mitigation opportunities.

d. Custer County will document disaster-related costs, personnel time, equipment use, contracts, damage information, and emergency protective measures in accordance with County financial policies and applicable State and federal program requirements. When impacts exceed local capability, Custer County Emergency Management will coordinate with Colorado DHSEM on preliminary damage assessments, disaster declarations, State assistance, and potential federal assistance.

e. Recovery public information will provide timely, accurate, and accessible information regarding safety, re-entry, available assistance, damage reporting, debris operations, restoration activities, disaster-assistance programs, and mitigation resources. The County will coordinate public messaging with municipalities, incident command, public health, voluntary organizations, utilities, and State/federal partners as appropriate.

f. Long-term recovery activities will be coordinated with affected jurisdictions, special districts, community organizations, and private-sector partners. Recovery planning will consider restoration, redevelopment, mitigation, resilience, environmental and historic-preservation requirements, and the needs of underserved and disproportionately affected populations.

   Following significant incidents, Custer County will conduct after-action reviews, develop improvement plans, and update this EOP and supporting plans as needed.

g. Short term recovery begins as the incident develops and will often have overlapping effects on response operations. Short term recovery concepts are covered in the EOP and are coordinated from the EOC.

h. Recovery Operations includes the following Recovery Support Functions (RSFs):

   i. Expense Tracking – Focuses on the tracking of expenses incurred during the response to the incident. This can be used for reimbursement of expenses.

   ii. Public Information – Coordinates between field operations and the County Public Information Office and the JIS/neighboring entities.

   iii. Damage Assessment – Identifies the scope and impacts to the community. There are several damage assessments that can be made in conjunction with other entities to submit for survivor recovery.

   iv. Economic Recovery - The Economic Recovery Support Function coordinates actions that support the stabilization, reopening, recovery, redevelopment, and resilience of Custer County's businesses, employers, workforce, agricultural and ranching operations, tourism economy, nonprofit organizations, and other economic institutions affected by an emergency or disaster.

   The Custer County Office of Emergency Management will coordinate the Economic Recovery RSF in cooperation with the Board of County Commissioners; Towns of Westcliffe and Silver Cliff; County Finance; Planning and Zoning; Road and Bridge/Public Works; CSU Extension; utilities; Chambers of Commerce or local business organizations; major employers; financial institutions; nonprofit partners; regional economic-development organizations; the Colorado Office of Economic Development and International Trade; Colorado Division of Homeland Security and Emergency Management; the U.S. Small Business Administration; and other State, federal, private-sector, and voluntary partners as appropriate.

Economic Recovery RSF activities may include:

1. Collecting and analyzing business, agricultural, workforce, tourism, supply-chain, and economic-infrastructure impact information.

2. Coordinating restoration priorities for transportation access, utilities, communications, water/wastewater systems, fuel availability, and other lifelines necessary for business continuity and reopening.

3. Sharing information with businesses regarding closures, re-entry, employee safety, infrastructure restoration, debris operations, permitting, available assistance, and reopening procedures.

4. Coordinating access to disaster recovery resources, including Small Business Administration assistance, State programs, insurance information, business counseling, workforce-support resources, agricultural assistance, and nonprofit services.

5. Supporting expedited permitting, temporary-use approvals, debris-management coordination, and other recovery measures needed for safe business reopening and economic stabilization.

6. Identifying economic recovery priorities, unmet needs, vulnerable sectors, mitigation opportunities, and long-term redevelopment/resilience actions.

7. Coordinating public information related to business recovery through the Joint Information System and Recovery Public Information process.

8. The Economic Recovery RSF will coordinate with the Recovery Coordinator, EOC, Community Lifelines Coordinator, and all affected jurisdictions and agencies. Economic recovery needs and progress will be incorporated into recovery situation reports, recovery action planning, public-information messaging, and long-term recovery coordination.

v. Community Planning and Capacity Building - Coordinates community-driven recovery planning, technical assistance, recovery-capability development, and implementation of recovery and mitigation priorities following an emergency or disaster. The purpose of this function is to help Custer County, participating municipalities, special districts, community organizations, businesses, and residents recover in a manner that restores essential functions, reduces future risk, promotes resilience, and supports equitable long-term recovery.

   The Custer County Office of Emergency Management will coordinate this Recovery Support Function in partnership with the Board of County Commissioners; Towns of Westcliffe and Silver Cliff; Planning and Zoning; County Finance; Road and Bridge/Public Works; Custer County Public Health Agency; Human Services; GIS/Information Technology; CSU Extension; fire districts; special districts; utilities; schools; healthcare providers; voluntary and faith-based organizations; business and

agricultural partners; the Custer Emergency Services Council/LEPC; Colorado DHSEM; Colorado Division of Local Affairs; Colorado Office of Economic Development and International Trade; FEMA; and other State, federal, regional, private-sector, and nonprofit partners as appropriate.

Community Planning and Capacity Building activities may include:

1. Coordinating recovery planning across County, municipal, special-district, private-sector, nonprofit, and community partners.

2. Using damage assessments, Community Lifelines status, unmet-needs information, public input, and hazard/risk information to identify recovery priorities.

3. Coordinating recovery planning with the Custer County Hazard Mitigation Plan, Recovery Plan, Debris Management Plan, Re-entry Plan, continuity plans, land-use plans, capital-improvement plans, housing strategies, and other applicable local and regional plans.

4. Providing or coordinating technical assistance, grants-management support, project-development support, data/GIS support, permitting assistance, procurement guidance, financial-management assistance, and recovery program information.

5. Identifying capacity gaps in personnel, training, plans, equipment, funding, systems, mutual-aid arrangements, and community partnerships; incorporating corrective actions into the Integrated Preparedness Plan, training and exercise program, improvement plan, capital planning, and future grant applications.

6. Promoting risk reduction, resilient rebuilding, mitigation, code compliance, safe land use, infrastructure resilience, environmental and historic-preservation compliance, and continuity of essential services.

7. Engaging residents, businesses, agricultural interests, voluntary organizations, historically underserved communities, people with access and functional needs, and other affected populations in recovery planning and public-information processes.

8. Monitoring recovery progress, documenting decisions and unmet needs, reporting status to the Board of County Commissioners and participating jurisdictions and revising recovery priorities as conditions change.

The Community Planning and Capacity Building Recovery Support Function will operate in coordination with the Recovery Coordinator, EOC, Community Lifelines Coordinator, Economic Recovery RSF, Health and Social Services RSF, Infrastructure RSF, Natural and Cultural Resources RSF, and all applicable ESF lead agencies.

vi. Natural and Cultural Resources - coordinates the protection, restoration, rehabilitation, and resilient recovery of natural resources, environmental systems, agricultural lands, watersheds, public lands, wildlife habitats, parks, open space, historic properties, cultural resources, archaeological resources, and other community assets affected by an emergency or disaster.

Custer County Office of Emergency Management will coordinate this Recovery Support Function in partnership with the Board of County Commissioners; Planning and Zoning; Road and Bridge/Public Works; Custer County Public Health Agency; CSU Extension; Custer County Landfill; municipalities; fire districts; special districts; utilities; landowners; the U.S. Forest Service; Bureau of Land Management; Colorado State Forest Service; Colorado Department of Public Health and Environment; Colorado Parks and Wildlife; Colorado Department of Agriculture; Colorado State Historic Preservation Office; Colorado DHSEM; FEMA; and other State, federal, regional, tribal, nonprofit, academic, and private-sector partners as appropriate.

Natural and Cultural Resources Recovery Support Function activities may include:

1. Identifying and documenting impacts to natural resources, watersheds, drinking-water sources, wastewater systems, agricultural and ranching operations, wildlife habitat, public lands, parks, open space, forests, and other environmental assets.

2. Identifying and documenting impacts to historic properties, cultural landscapes, archaeological resources, cemeteries, community landmarks, museums, archives, and other cultural or historic assets.

3. Coordinating environmental-health, hazardous-materials, contamination, sanitation, water-quality, waste-disposal, debris-management, erosion-control, and rehabilitation actions.

4. Coordinating with appropriate agencies and technical experts to comply with applicable environmental, historic-preservation, cultural-resource, permitting, and regulatory requirements during debris removal, repair, reconstruction, emergency protective measures, and recovery projects.

5. Supporting watershed protection, post-fire stabilization, erosion and sediment control, revegetation, habitat protection, forest recovery, agricultural recovery, and mitigation actions that reduce future risk.

6. Incorporating natural and cultural-resource considerations into damage assessment, recovery project development, infrastructure restoration, land-use decisions, temporary housing or debris-site decisions, public information, and long-term recovery planning.

7. Coordinating public information on environmental hazards, water safety, debris and waste disposal, post-fire and flood recovery, historic-resource protection, agricultural/ranching support, and available recovery assistance.

Natural and Cultural Resources recovery priorities, resource needs, regulatory constraints, and project status will be included in the common operating picture, recovery situation reports, Recovery Action Plan, Community Lifelines coordination, and long-term recovery process.

vii. Emergency Debris Management – Focuses on emergency protective measures to provide for immediate life safety. Debris Management can be a costly and overwhelming task. Debris operations are governed by the separately adopted Custer County Debris Management Plan, which is incorporated into this EOP by reference.

viii. Mass Care – Focuses on meeting basic human needs to include food, water, shelter and emergency medical and mental health. In addition, it coordinates housing and long term sheltering, Disaster Welfare Inquiry (DWI), family reunification and recovery functions.

ix. Behavioral Health – Provides crisis behavioral health support and resources for ongoing behavioral health.

x. Health and Social Services - Custer County Public Health Agency and Custer County Human Services will coordinate Health and Social Services recovery in partnership with EMS, healthcare providers, behavioral-health providers, Medical Reserve Corps, voluntary organizations, municipalities, State agencies, and other appropriate partners. This function includes public-health recovery, medical and behavioral-health support, mass care, sheltering, temporary housing, family reunification, disaster welfare inquiry, support for people with access and functional needs, unmet-needs coordination, volunteer/donations coordination, and survivor access to disaster assistance.

xi. Infrastructure Systems - coordinates the assessment, stabilization, restoration, repair, replacement, reconstruction, and resilience of public and privately owned infrastructure systems affected by an emergency or disaster. This function addresses transportation systems; roads and bridges; water and wastewater systems; electric power; fuel and energy systems; communications and information technology systems; public facilities; emergency-service facilities; debris operations; critical infrastructure; and other systems necessary to protect life safety, restore essential services, support recovery, and enable economic and community continuity.

Custer County Road and Bridge/Public Works will coordinate the Infrastructure Systems Recovery Support Function in partnership with the Custer County Office of Emergency Management and the designated Recovery Coordinator. Support partners may include the Board of County Commissioners; Towns of Westcliffe and Silver Cliff; Planning and Zoning; County Finance; GIS/Information Technology; Custer County Public Health Agency; the Sheriff's Office; fire districts and fire departments; special districts; Round Mountain Water and Sanitation District; utilities and telecommunications providers; Custer County Medical Center; schools; contractors; private infrastructure owners and operators; Colorado Department of Transportation; Colorado Department of Public Health and Environment; Colorado DHSEM; Colorado Division of Local Affairs; FEMA; the U.S. Army Corps of Engineers; and other State, federal, regional, private-sector, and nonprofit partners as appropriate.

Infrastructure Systems Recovery Support Function activities may include:

1. Conducting and coordinating rapid, preliminary, and detailed damage assessments for roads, bridges, culverts, drainage systems, public buildings, water/wastewater systems, electric service, fuel systems, telecommunications, broadband, emergency communications, information technology, and other critical infrastructure.

2. Prioritizing stabilization and restoration based on life safety, responder access, public health, Community Lifelines, critical facilities, evacuation/re-entry needs, vulnerable populations, economic continuity, and interdependencies among infrastructure systems.

3. Coordinating debris clearance, emergency protective measures, temporary repairs, emergency contracting, utility restoration, temporary facilities, alternate communications, alternate transportation, and continuity measures needed to restore essential services.

4. Coordinating repair, replacement, reconstruction, mitigation, resilient design, code compliance, permitting, environmental and historic-preservation review, and long-term infrastructure recovery projects.

5. Coordinating resource needs, technical assistance, engineering support, contractor support, mutual aid, utility coordination, State/federal assistance, grants-management support, cost documentation, reimbursement, and project closeout.

6. Maintaining and sharing infrastructure status, damage information, restoration priorities, projected completion dates, public impacts, and unmet needs through the Community Lifelines process, EOC common operating picture, recovery situation reports, Recovery Action Plan, and public-information process.

7. Coordinating infrastructure-recovery priorities with the Housing, Economic Recovery, Health and Social Services, Community Planning and Capacity Building, and Natural and Cultural Resources Recovery Support Functions.

The Infrastructure Systems Recovery Support Function will preserve the legal authority, operational control, and financial responsibilities of infrastructure owners, municipalities, special districts, utilities, and other participating entities.

xii. Housing - coordinates the transition of disaster-affected residents from emergency sheltering to safe, accessible, interim, temporary, and permanent housing. The function supports housing stabilization, repair, reconstruction, redevelopment, and mitigation activities while accounting for the needs of homeowners, renters, landlords, displaced residents, older adults, children, individuals with disabilities and access and functional needs, people with limited incomes, historically underserved communities, and other populations with housing-related unmet needs.

Custer County Human Services will coordinate the Housing Recovery Support Function in partnership with the Custer County Office of Emergency Management and the designated Recovery Coordinator. Support partners may include the Board of County Commissioners; Towns of Westcliffe and Silver Cliff; Planning and Zoning; Road and Bridge/Public Works; Custer County Public Health Agency; County Finance; GIS/Information Technology; utilities; Custer County Medical Center; schools; voluntary and faith-based organizations; nonprofit housing and social-service providers; landlords and property managers; regional housing partners; Colorado Department of Local Affairs; Colorado Department of Human Services; Colorado DHSEM; FEMA; the U.S. Small Business Administration; and other appropriate State, federal, private-sector, and nonprofit partners.

Housing Recovery Support Function activities may include:

1. Assessing the number, location, and needs of displaced households, damaged residences, rental units, manufactured homes, and temporary-housing sites.

2. Coordinating emergency sheltering, congregate sheltering, non-congregate sheltering, accessible sheltering, interim housing, temporary housing, and long-term housing solutions.

3. Identifying housing needs for individuals with access and functional needs, medical or power-dependent needs, children, older adults, households with pets or service animals, and other populations requiring accommodations.

4. Coordinating survivor referrals to available local, State, federal, nonprofit, insurance, rental-assistance, repair, rebuilding, and financial-assistance resources.

5. Supporting safe re-entry, damage assessment, debris clearance, utility restoration, environmental-health actions, building safety, inspections, permitting, zoning, temporary land use, and expedited administrative approvals needed for housing repair or replacement.

6. Coordinating with voluntary organizations, housing providers, property owners, and community partners to identify available rental units, accessible units, temporary lodging, repair resources, and unmet housing needs.

7. Providing accessible public information on sheltering, temporary housing, repair/rebuild requirements, assistance programs, tenant and homeowner resources, application deadlines, and available recovery services.

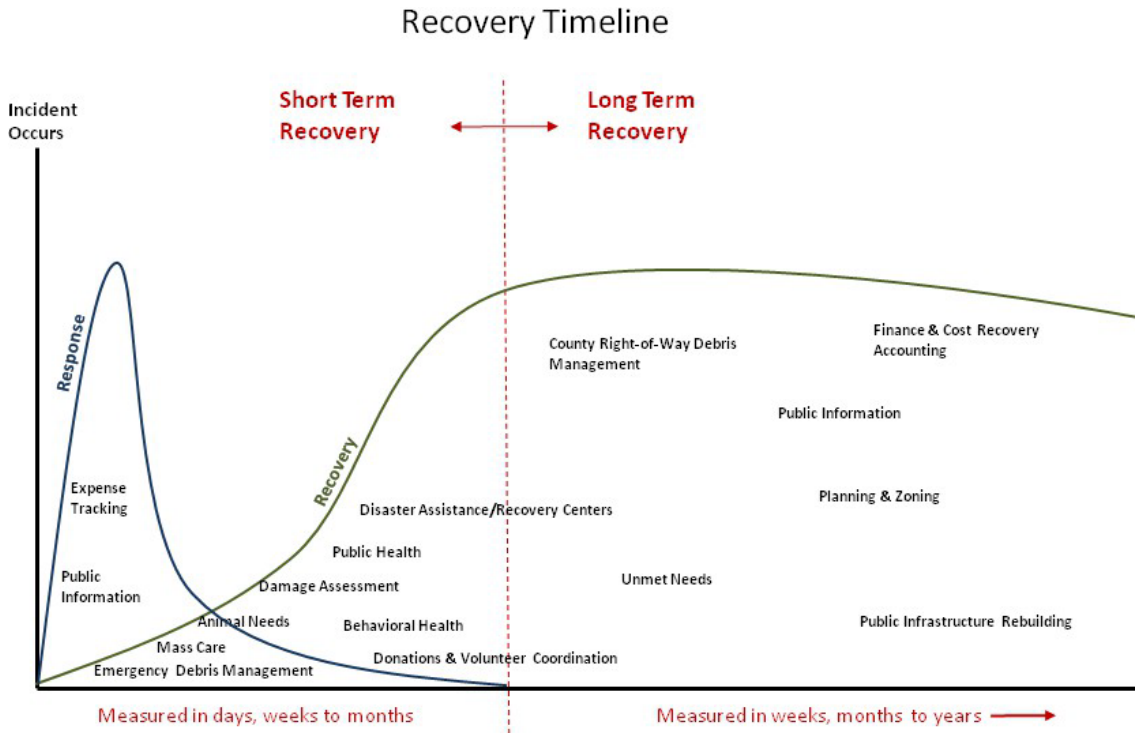
8. Identifying long-term housing gaps, resilience and mitigation opportunities, redevelopment priorities, and policy issues for consideration by the Board of County Commissioners and participating municipalities.

Housing recovery actions will be coordinated with the Health and Social Services, Economic Recovery, Community Planning and Capacity Building, Infrastructure, and Natural and Cultural Resources Recovery Support Functions, as applicable. Housing needs, unmet needs, resource requests, and recovery progress will be incorporated into the common operating picture, recovery situation reports, recovery action planning, and public-information process.

xiii. Donations Coordination – Coordinates regional and local volunteer agencies to support donations and volunteer management. Adventist Community Services (ACS) is the Colorado leader in the coordination of in-kind goods.

xiv. Volunteer Coordination - Established spontaneous volunteer system of background checking and assigning volunteers to appropriate volunteer jobs.

xv. Disaster Assistance/Recovery Center – Coordinated with State and/or FEMA officials to provide a location for disaster survivors to sign up for eligible disaster assistance.



40) Roles and Responsibilities (For Disaster and Emergency Support)

a. **General**

i. All County agencies listed below in this Plan are responsible for:

ii. Understanding their agency's emergency responsibilities identified in the EOP and its supporting annexes/plans and assigning personnel to perform those functions.
iii. Developing and maintaining internal policies, procedures, agreements and staffing patterns needed to meet their specific roles and responsibilities identified in the EOP and its supporting annexes/plans.

iv. Developing and implementing continuity of operations plans (COOP) to ensure that essential government services are provided to the public.

v. Considering access and functional needs (AFN) issues so that emergency response and recovery actions support the needs of all people.

vi. When appropriate, and requested by the EOC Manager, providing a representative to the Emergency Operations Center (EOC) to coordinate their assigned Emergency Support Functions (ESFs).

vii. Keeping the Disaster Policy Group and EOC updated with key information relating to the response and recovery of the emergency or disaster situation.

viii. In conjunction with the Lead Public Information Officer and the EOC, providing area expertise that is part of emergency public information.

ix. Providing personnel to attend EOC team meetings, training, and exercises, as appropriate.

x. In conjunction with County disaster finance policies, maintaining records for all disaster/emergency-related expenses and submitting them to the Finance Office/Unit for approval, tracking, and disaster cost recovery.

xi. Custer County Government

b. **The Board of County Commissioners shall be available, and are responsible for:**

i. Approve and commit county resources for disaster or emergency purposes.

ii. Formally declare an emergency or disaster, issue any official orders and emergency declarations as needed and requested by the Custer County BOCC and the CCOEM Director to preserve and protect life and public safety.

iii. Approve emergency financial authorizations as requested.

iv. Authorize and approve post emergency or disaster recovery operations including acquisition of temporary facilities.

v. Establish post emergency or disaster recovery timelines as necessary to include appointing a recovery manager, as needed.

vi. Implement a broad-based public awareness, education and information program designed to reach all citizens of the county through the county Public Information Officer and Joint Information System

vii. Develop and maintain a comprehensive emergency management plan subject to state and federal criteria.

viii. Maintain an emergency management program at the county level involving all organizations which have responsibilities under the comprehensive emergency management system within the county.

ix. Implement the emergency powers of local government, as needed.

x. The Board of County Commissioners can delegate authority to the Emergency Management Director to act on their behalf in regard to emergency management.

c. **The Custer County Office of Emergency Management (CCOEM) is responsible for:**

i. CCOEM is a full-time dedicated support element that advises various community organizations and agencies with responsibilities in disaster and falls under the Custer County BOCC. CCOEM comprises one full-time director and minimally one part-time staff, as the budget allows. The agency also utilizes other agencies for personnel and volunteers in times of disaster and to conduct exercises and help in writing and reviewing plans and being an integral part of the disaster response and recovery.

ii. CCOEM operates the EOC, which is maintained by Emergency Management personnel and utilized towards accomplishment of the office's mission. The CCOEM brings key players together in a concerted effort to prevent, prepare for, mitigate, respond to, and recover from major emergencies. It accomplishes these tasks by acting as a facilitator to the multitude of departments, independent agencies, and non-governmental organizations who have responsibility for certain elements. The OEM utilizes the Incident Command System.

iii. CCOEM provides the means for command, control, and communications primarily through the procurement of resources (equipment, teams, personnel, expertise) and the operation of facilities such as the EOC and mobile command units. During an incident, the CCOEM typically provides technical advice or support to the on-scene Incident Commander and to other local agencies, organizations, and facility operators that may have resource needs because of an emergency. CCOEM may also activate the EOC in a joint effort with local agencies to provide coordinated resource support.

iv. Additionally, the CCOEM performs any number of other activities.

v. Notifies the agencies of the need for an Emergency Operations Center within the county.

vi. Participates in hazards analysis within the county.

vii. Participates in various preparedness organizations.

viii. Establishes liaisons with towns, state, federal, and emergency planning, response, and relief agencies. Assists in the operation of warning systems to include public information and warning systems in conjunction with Communications dispatch and the Sheriff's office.

ix. Reviews plans of skilled nursing facilities, schools, and others in conjunction with the Public Health Agency, as requested by and required by state statute.

x. Develops/implements on the Comprehensive Emergency Plans.

xi. Coordinates the development of Emergency Support Function Plans in conjunction with each lead agency.

xii. Disseminates information on emergency preparedness to the public.

xiii. Participates in Federal, State, and Regional Emergency Management efforts.

xiv. Plans for state-level training to be brought to the area and teaching any classes that s/he is qualified to teach locally.

xv. Monitors the county's compliance with applicable State and Federal Statutes.

xvi. Coordinates/assists in the development and execution of county-wide exercises.

xvii. Provides emergency management staff, when requested for mutual aid.

xviii. Conducts exercise evaluation and monitoring of the implementation of recommended corrective actions.

xix. In conjunction with the PIO, coordinates with the multi-jurisdictional Public Information Office for media releases.

xx. Monitors severe weather and other hazardous conditions.

xxi. Activates and maintains the EOC in coordination with county administration.

xxii. Facilitates the response effort of requesting resources through mutual aid channels. Makes recommendations to the County Commissioners for declaration of a local disaster.

xxiii. Identifies facilities for use as points of distribution, evacuation centers, shelters, and county staging areas.

xxiv. Facilitate information distribution to area relief and response agencies.

xxv. Serves as liaison to state and federal agencies in response and recovery.

xxvi. Maintains incident records.

xxvii. Supports the Incident Command Post by:

xxviii. Activating the EOC if necessary.

xxix. Providing technical information and support.

xxx. Coordinating with appropriateagencies for opening of emergency shelters.

xxxi. Directing local evacuations/reentry in coordination with the EOC.

xxxii. Disseminating emergency information to the public.

xxxiii. Notifying State EOC of local disaster declarations and emergencies.

xxxiv. Activating mutual aid agreements with neighboring municipalities and counties.

xxxv. Requesting outside assistance when needed through the State EOC.

xxxvi. Facilitating requests for resources made by local facilities to the EOC during area wide disasters.

d. **The Assessor's Office is responsible for:**

i. Inventorying and prorating all demolished and destroyed property to the date of destruction.

ii. Thoroughly acquainting the Emergency Manager with the resources of the Assessor's Office that may prove to be invaluable in a disaster.

iii. Provide maps

iv. Real Property classifications

v. Physical Property inventories

vi. Structure diagrams and values

vii. Site pictures

viii. Property ownership records

e. **The County Administrative Assistant for the BOCC is responsible for:**

i. Providing representation as part of the Executive Policy Group, as appropriate.

ii. Direction and guidance of county departments before, during, and after a disaster or emergency.

iii. Coordinating emergency aid agreements with other involved jurisdictions as permitted by the Board of County Commissioners or their line of succession as dictated by County Policy.

iv. Determining additional representation from county departments/divisions as part of the Executive Policy Group, as appropriate.

f. **The County Attorney's Office is responsible for:**

i. Functioning as the principal legal advisor to Custer County government.

ii. Providing interpretation of federal, state, and local laws and regulations to ensure that Custer County is operating within the law during all phases of disaster planning, response, and recovery.

iii. Providing legal guidance for disaster policies implemented to support preparedness, response and recovery operations.

g. **The Clerk & Recorder's Office is responsible for:**

i. Assuring the safety and preservation of vital records necessary to maintain government continuity.

ii. Coordinating a system for citizens to replace lost documentation under the authority of the Clerk & Recorder's Office.

iii. Maintaining emergency plans for voter registration and elections.

iv. Coordinating emergency aid agreements with other involved jurisdictions as permitted by the Board of County Commissioners or their line of succession as dictated by County Policy.

h. **The County Public Health Director is responsible for:**

i. Coordinating the medical emergency support operations of governmental and support agencies during disaster response and recovery operations.

ii. Participating in the Emergency Operations Center and managing the appropriate medical related functions.

iii. Apprising the BOCC/BOH of the overall preparedness of Custer County agencies' plans to respond to all types of health-related disasters or emergencies.

iv. Creating situational awareness by informing Custer County officials, neighboring jurisdictions, and key partners of the health emergency or disaster situation. Assisting the BOCC in seeking support from state and federal emergency resources to supplement Custer County efforts.

v. Ensuring that the appropriate elected officials, department heads and support agencies are aware of the responsibilities herein.

vi. Serving as the lead agency in the development and implementation of Emergency Support Function 8 – Public Health and Medical Services, ESF 8a – Behavioral Health Services.

vii. Coordinating all County public health services and operations in incident planning, preparedness, response, and recovery.

viii. Advising the BOCC and Board of Health, as appropriate, on matters relating to public health emergency response.

ix. Coordinating the inspection of water supplies, wastewater systems, and regulated facilities; evaluating and recommending methods of disposal of contaminated foods and common household waste.

x. Providing public health assistance to the affected community once residents are allowed to return to their homes.

xi. Providing public health information and risk communication with other County and municipal agencies through the PIO and JIC.

xii. Providing appropriate assistance to ensure proper management and disposal of hazardous and radiological materials in addition to solid waste, coordinating with the Colorado Department of Public Health and Environment (CDPHE).

xiii. Conducting epidemiological surveillance and outbreak investigations.

xiv. Coordinating and advising with CDPHE, as appropriate, for public health emergency response initiatives and guidance.

xv. Coordinating damage assessments for private septic systems and private wells.

xvi. Providing guidance and direction for Public Health safety issues relating to the handling and disposal of debris generated by fires, floods, tornadoes, and other debris-generating incidents.

xvii. Providing guidance and coordination for the Medical Reserve Corps and Behavioral Health.

i. **The County Road and Bridge Department is responsible for:**

i. When appropriate, providing support for ESF 1 – Transportation.

ii. Providing logistical and maintenance support for County-owned equipment utilized during emergencies or disasters.

iii. Providing engineering support to Roads in assessing damage, providing emergency repair recommendations, and identifying permanent repairs, as needed to County-owned property within the right-of-way.

iv. Serving as the lead agency for the development and implementation of Emergency Support Functions 1 and 3 – Transportation and Public Works, respectively.

v. Coordinating debris management within Custer County right-of-way following a disaster or emergency.

vi. Providing emergency traffic control equipment and traffic control, including the establishment of emergency traffic routes.

vii. When available, providing heavy equipment for disaster response and recovery operations, or procuring such equipment from private or other sources.

viii. Communicating with municipal public works departments to determine the type and level of County Road & Bridge assistance able to be provided.

ix. Leading agency for demolition activities consulting Planning and Zoning.

j. **The Coroner's Office is responsible for:**

i. Serving as the lead agency for the development and implementation of Emergency Support Function 8 – Fatalities Management, within the Public Health and Medical Services ESFs.

ii. Determining the cause and manner of death.

iii. Advising the EOC on matters pertaining to the handling, disposition, and identification of the deceased.

iv. Establishing morgue facilities and directing the identification of the deceased.

v. Notifies next of kin in concert with behavioral health.

vi. Coordinates with law enforcement agencies to ensure thorough and proper investigations.

vii. Awareness of the Family Assistance Act and requesting family assistance centers be set up by OEM and Human Services.

k. **CSU Extension Office is responsible for:**

i. As requested, coordinating volunteers through the 4-H program and other volunteer groups (see ESF 11) for large animal care and emergency animal shelters established at the Custer County Fairgrounds.

ii. Providing advice and guidance to owners/operators of farms, ranches, gardens, and other agricultural facilities regarding the short- and long-term effects of the emergency or disaster.

iii. Identifying pests or pathogens on plants that are required to be quarantined by USDA Animal and Plant Health Inspection Service (APHIS).

iv. Providing expertise and emergency public information support for horticultural and pest management issues.

v. When appropriate, providing recovery assistance to disaster victims for family budgeting and finance management.

l. **Wet Mountain Valley Saddle Club (WMVSC) and Fair Board:**

i. Providing coordination in collaboration with all county departments for disasters impacting WMVSC and fairgrounds lands.

ii. Determining damage assessments in concert with the county for WMVSC and fairground(s).

iii. Coordinating volunteers through the WMVSC and Fair Board. Coordinate the use of equipment, facilities, and other resources under the management of WMVSC and Fair Board in concert with the county.

iv. When available, provide facilities for the emergency sheltering of animals and people.

v. Collaborate with law enforcement and emergency management for the availability of county fairground facilities for other purposes.

m. **The Designated Emergency Response Authority – Hazardous Materials Response is responsible for:**

i. The Sheriff's Office is responsible for coordinating hazardous materials responses within the unincorporated portions of Custer County, as the Designated Emergency Response Authority (DERA) for Custer County, in support of the local fire districts and municipalities.

ii. Coordinating hazardous materials responses with other local, state, and regional fire districts and law enforcement agencies in response to requests for assistance.

iii. Participating in the Local Emergency Planning Commission – a function which is required by SARA Title III Federal Regulations. The regulations implementing SARA Title III are codified in Title 40 of the Code of Federal Regulations, parts 350 through 372 and Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA), 42 U.S.C. Chapter 116.

iv. OEM is responsible for maintaining and distributing Tier II data, as required by SARA Title III Regulations.

v. Coordinating county hazardous materials team participation with local, state, and federal agencies during training exercises.

vi. Conducting training with local fire districts and other agencies to enhance initial hazmat response capabilities.

vii. Conducting site visits of county Tier II facilities and local industry to plan for safer coordinated response to incidents in those facilities.

n. **The District Attorney's Office is responsible for:**

i. Providing representation as appropriate. Working with law enforcement and the fire service to assist in an advisory role for investigation when requested.

ii. Working with law enforcement to determine whether criminal conduct occurred in a specific disaster or emergency.

iii. Coordinating with local emergency responders to assist with investigations.

iv. Coordinating with other state and federal officials on investigations and potential filing of criminal charges.

o. **Facilities Management / BOCC through the Office of Emergency Management (OEM):**

i. Coordinating logistics for response and recovery efforts for county-owned facilities.

ii. Coordinating office/conference room space for external emergency response teams, e.g., IMT, FEMA, Small Business Administration, etc.

iii. Coordinating environmental assessments and remediation efforts for county-owned facilities impacted by the incident.

iv. Coordinating FEMA reimbursement costs for damage sustained to county-owned facilities with the Finance & IT Department.

v. Coordinating the utilization of personnel under its management for emergency response and recovery efforts needing trades expertise, i.e., mechanical, electrical, plumbing, etc.

p. **The GIS/Information Technology Division is responsible for:**

i. Assuring that County information technology capabilities are maintained during an emergency or disaster and restoring service if the networks are damaged.

ii. Providing GIS support (GIS data and Aerial/Satellite Imagery) to the EOC.

iii. Assisting in maintaining the uninterrupted continuous operation of County and provider communications systems.

q. **The HR/Finance Division is responsible for:**

i. Providing support for County employees and their families impacted by the disaster.

ii. Providing information to County employees and their families on available benefits to include assistance with medical insurance claims and access to counseling services.

iii. Providing emergency procedures for purchasing supplies and/or equipment necessary for response and recovery operations in a disaster or emergency situation.

iv. Maintaining detailed financial records of all incident costs accrued during an emergency or disaster.

v. Coordinating the preparation of reports for state and federal reimbursements for the State and FEMA.

vi. Providing County financial information to state and federal governments for emergency and recovery disaster relief, and future reimbursement.

vii. Coordinating with the elected officials, appointed officials, and department heads on disaster fiscal policy, records, and expenditures.

viii. Collecting damage assessment data of County-owned property for the purposes of coordinating insurance claims, and reporting for FEMA and State documentation.

ix. Providing guidance regarding fund usage during emergencies as needed.

x. Assuring the appropriate use of budget supplemental as to not hinder emergency needs and expenditures.

xi. Identifying County funding limits recommending state and/or federal assistance.

xii. Following federal procurement procedures for reimbursable expenses. Coordinating workers' compensation claims with third-party administrators, county departments, and injured employees.

xiii. Coordinating with the Public Information Office to provide messaging to County employees regarding the impacts to County workers and their disaster-related roles.

xiv. Recruiting and hiring temporary workers for emergency related employment.

xv. Providing direction and guidance for the development and implementation of disaster employment-related policies to include: overtime policies.

r. **The Human Services Department is responsible for:**

i. Providing referral services to assist disaster victims with unmet needs.

ii. Providing referral services for crisis-oriented mental health services during and after an emergency or disaster.

iii. Sheltering operations in an emergency.

iv. Family reunification and disaster welfare inquiries.

v. In coordination and conjunction with the State Donations & Volunteer Coordination Team (DVCT), assisting with disaster donations and volunteer management.

vi. As appropriate, coordinating Human Services staffing support for disaster assistance centers established within Custer County.

vii. Coordinating with Colorado Department of Human Services (CDHS) for disaster and/or emergency assistance: Coordinating with non-profit organizations for the referral and provision of temporary or permanent housing assistance and other adult and family assistance for disaster victims.

viii. Consistent involvement in the services to people with access and functional needs (AFN).

s. **The Landfill Department:**

i. Coordinates acceptance/refusal of hazardous materials through the Custer County Landfill.

ii. When appropriate, provides for management of contaminants such as spoiled food, portable restrooms, and trash receptacles.

iii. Ensures continued environmental compliance with local, state, and federal regulations during emergency operations.

iv. In the event of hazardous materials, consult with PHA or CDPHE.

t. **The Planning and Zoning Department is responsible for:**

i. Determining the extent and type of building damage, including any use restrictions and whether services can be restored.

ii. Lead for damage assessment, collection and recording.

iii. Monitoring rebuilding in the recovery phase, coordinating with utility providers for the safe reconnection of utility services.

iv. Providing building permitting guidance, direction, and timing of issuance.

v. Providing guidance and direction regarding the selection of building sites, fire resistant construction techniques and wildland fire mitigation action recommendations, (in cooperation with the OEM).

vi. Providing guidance and direction regarding disaster and post-disaster temporary land-use issues:

vii. Land-use codes

viii. Land development

ix. Building permitting

x. Temporary housing

xi. Debris drop-off sites

xii. Temporary/expedited administrative permitting process

xiii. Providing guidance and direction for the transition from temporary land-use issues to long-term recovery.

u. **The Public Information Officer is responsible for:**

i. Assisting incident PIO Lead to get the latest information from the scene to those within the EOC (other departments working on the incident) so they can adjust their services as needed.

ii. Coordinating with EOC in support of BOCC Policy Group in the development of accurate, consistent, and BOCC-approved messaging.

iii. Providing a central place from which to distribute public information by establishing and coordinating a Joint Information Center for county departments working on the incident.

iv. Disseminating emergent and pertinent (need-to-know) details to the public on evacuations, closures, process, etc. through county public communications channels.

v. Communicating to county employees regarding impacts to county government, closures, or special work instructions.

vi. Responding to media requests and providing them with pertinent information that the incident PIO may not have been able to get to.

vii. Serving as the communications lead for the Recovery Coordinator to establish a main communication source through which all disaster recovery public information will flow.

viii. During disaster recovery, ensuring a single source for information relating to services available to assist those impacted by the disaster.

v. **The Sheriff's Office is responsible** for:

i. Providing communications support for agencies dispatched using voice over radio, telephone, paging, messaging, and text messaging. Notifying appropriate personnel of emergency and disaster events occurring in Custer County.

ii. Sharing disaster information coming in from the public with the Emergency Operations Center.

iii. Activating the emergency notification system for the purposes of warning and/or notifying the public of an emergency or disaster.

iv. Working collaboratively with Frecom as the primary dispatch center, other county dispatch centers, for cellular and phone emergency notifications, situational status updates, and initial call taking for citizen emergencies.

v. Coordinating the Patrol Division operations.

vi. Coordinating the Criminal Investigation Division.

vii. Implementing appropriate on-scene policies and procedures in accordance with NIMS guidelines and principles.

viii. In concert with Public Health identifying actions to be taken to protect people (including those with access and functional needs), property, and the environment.

ix. Establishing and maintaining law and order.

x. Controlling access to, and traffic around the area affected by any disaster or emergency.

xi. Initiating the evacuation of people who are, or might be, threatened by an imminent disaster or emergency. When necessary, coordinating with incident command and FreCom911 Dispatch Center for the activation of

the emergency notification system.

xii. Enforcing quarantines and evacuations as appropriate.

xiii. Enforcing Evacuation areas as appropriate.

xiv. Initiating the evacuation of people who are, or might be, threatened by an imminent disaster or emergency and stating actions if people do not evacuate. When necessary, coordinating with incident command and the

Communications Center for the activation of the emergency notification system.

w. **Administering and coordinating the Fire Investigations Unit.**

i. Serving as the agency for County wildland firefighting, wildland fire mitigation, and serving as the lead agency for lands not located within an existing fire protection service agency. (Colorado Revised Statutes, C.R.S. 30-10-513, Wildland Fire Authority)

ii. Coordinating aviation resource availability and response.

iii. Ensuring coordination with the Colorado Division of Fire Prevention and Control (DFPC) for the determination of eligibility for Emergency Fire Funds (EFF) and Wildfire Emergency Response Funds (WERF).

iv. Serving as agency representative to Type 1 and 2 Incident Management Teams that are brought in to manage incidents impacting Custer County.

v. Monitoring the continuum of incident complexity to ensure the appropriate delegation of authorities and assumptions of control are implemented and returned.

vi. Providing technical assistance for the development and implementation of Community Wildfire Protection Plans (CWPPs).

vii. Coordinating and monitoring fire danger conditions, and the need for fire restrictions and bans.

viii. Providing public information on fire restrictions and bans.

ix. Providing agency representation for the development of cooperative fire protection agreements.

x. **Custer County Search & Rescue (CCSAR):**

i. Administering and coordinating the Custer County Search and Rescue Team.

ii. Coordinating outside mutual aid resources, CSRB, CONG, & Air Ambulance

y. **Public Information Unit:**

i. Coordinating emergency public information with field operations, Custer County PIO, the EOC and elements established within the Joint Information System.

ii. Providing public information utilizing social media sites.

z. **The Treasurer's Office is responsible for:**

i. Assuring the safety and preservation of vital financial records necessary to maintain government continuity.

ii. Appropriately receive funding.

aa. **The Veteran Services Officer**:

i. When appropriate, assisting veterans in their request to replace destroyed personal Veterans Administration documents and/or DD 214s.

ii. Assist with disaster related services as appropriate.

bb. **Municipalities**

i. There are two official municipalities within Custer County, the Town of Westcliffe, and the Town of Silver Cliff. Each is an independent jurisdictional government responsible for prevention, preparedness, response, recovery, and mitigation within the town limits. Each municipal jurisdiction lies within the Wet Mountain Fire Protection District (WMFPD). WMFPD responds to fires in both towns and to unincorporated areas around the towns. Wetmore is an incorporated community in the northeast corner of the county. The Wetmore Volunteer Fire Dept. responds to fires in Wetmore and the surrounding areas, with mutual aid from Florence and Beulah. All local law enforcement related issues are handled by the Custer County Sheriff's Office.

ii. Westcliffe and Silver Cliff each maintain an array of critical infrastructure such as government buildings and maintenance facilities. Westcliffe and Silver Cliff each rely on the Round Mountain Water & Sanitation District for all water treatment needs.

iii. Each municipality is an independent jurisdictional government and the actions pertaining to each are not directed, controlled, or financed by Custer County. With that said, CCOEM is the community's recognized established emergency management agency. In that capacity, CCOEM maintains a close working relationship with both municipalities and helps to coordinate efforts pertaining to emergency management, while respecting the individual authority of each unit of government. This is accomplished in joint coordination through such means as information sharing, exercising, mitigation, and training opportunities, participation in local preparedness organizations, specific meetings, or workshops.

iv. During a disaster, CCOEM serves as the liaison between each municipality and the Colorado Division of Homeland Security and Emergency Management (DHSEM). Each municipality, therefore, must provide situational awareness and updates to CCOEM, or the EOC if operational, in order to be consolidated into a community-wide situation report. Additionally, this means once the resources of a municipality are either expended or overwhelmed, as well as the mutual aid assistance, any requests to the State for resources (teams, personnel, equipment, etc.) must be channeled through the CCOEM to the State of Colorado. Any expenses incurred from resource requests made by the municipalities remain the responsibility of the municipality. Additionally, all fiscal management, data tracking, personnel time, expenses, and the request for reimbursement from state or federal resources is also the responsibility of each municipality.

v. Responsibilities of the municipalities include, but are not limited to the following:

vi. Each municipality is responsible for the provision and execution of all jurisdictional authority and responsibilities.

vii. Each municipality is responsible for providing a liaison within one hour to the Custer County Emergency Operation Center (EOC), once activated. The EOC location is 710 Rosita Ave. Westcliffe (Search and Rescue building) unless circumstances require a different EOC location. The change will be noted at the dispatch center.

viii. Each municipality is responsible for providing situational updates through the liaison at the EOC.

ix. Each Municipality is responsible for formally declaring an emergency or disaster; issuing any official orders and emergency declarations as needed and requested by the principal executive officer of the locality, or the OEM Director, to preserve and protect life and public safety for their jurisdictions as needed.

x. Provide resources and other support during an incident. Operations conducted during an incident will be coordinated through the EOC.

xi. Each municipality will appoint one town board member to serve on the Custer Emergency Services Council (CES) and that member will commit to attend regular CES meetings.

cc. **Citizens of Custer County**

i. Each level of government conducts efforts on behalf of the citizens of Custer County to prevent emergencies, and to prepare for, mitigate, respond to and recover from those incidents that happen to occur. However, each member of the community is a stakeholder in the process, and as such has certain personal responsibilities that contribute to the community's ability to handle emergencies. Some of these responsibilities are detailed below.

ii. Prevention:

1. Maintaining situational awareness.

2. Reporting suspicious activities, or potentially hazardous conditions to local authorities.

3. Following local and state laws enacted to avoid emergencies.

4. Removing and properly disposing of hazards that may exist on personal property.

5. Abide by fire ban stage warnings and red flag days restrictions.

iii. Preparedness:

1. Participating in community training such as First Aid, CPR, EMR, and CERT in order to sustain life until help arrives

2. Taking steps to educate each member of the family on the hazards faced in Custer County and the actions to help prepare for each hazard Creating a family plan in case of emergency or disaster

3. Preparing emergency kits able to sustain each member for at least 3 days

4. Taking actions to plan/save for additional personal expenses that may occur as result of extended evacuations or dislocations

5. Being familiar with local evacuation routes, emergency numbers, fire escape plans, shelter-in-place plans, etc.

6. Monitoring local media, including local television channels, and radio used to disseminate emergency information, to include websites and social media.

7. Performing the preparedness and mitigation actions.

8. Provide constructive input into the emergency management process, either individually or through involvement with various local preparedness organizations.

9. Joining volunteer response organizations, if able, such as local fire departments, Search and Rescue, Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), Wet Mountain Fire Auxiliary or other numerous volunteer organizations in Custer County.

iv. Response:

1. Helping to the level trained, or obtaining help for those in need.

2. Taking action to mitigate an emergency, if able, or calling for assistance.

3. Following threat-specific recommendations or mandates (evacuations, shelter-in-place orders, etc.).

4. Taking actions necessary to ensure personal safety.

v. Recovery:

1. Taking actions necessary to facilitate personal recovery such as: making repairs, cleaning up debris, determining a personal plan of action for individual recovery, etc. Reporting needs, or available resources to the Custer County Emergency Management Director or EOC if activated.

2. Reaching out to those in need through individual action, church groups, or volunteer organizations.

vi. Mitigation:

1. Removing potentially hazardous conditions before an emergency develops.

2. Determining and implementing actions that can be taken to reduce the potential for personal loss due to hazards such as smoke detectors, homeowner's insurance, crop insurance, removing debris from personal property, factoring mitigation into new construction, landscaping with fire resistance, drought resistant plants, or cold-resistant species of plants, following fire mitigation recommendations in Wildland Urban Interface (WUI) housing areas, etc.

dd. **Affiliated Agencies**

i. Voluntary Organizations Active in Disasters (VOAD) is responsible for:

1. Coordinating VOAD member agencies for the provision of disaster volunteer services.

2. Keeping VOAD member agencies informed of disaster situations and possible resource needs.

3. Coordinating disaster volunteer information with the State Donations & Volunteer Coordination Team (DVCT).

ii. Non-Governmental Agencies (NGO) support for preparedness, response and recovery efforts. Most services are free of charge and support local government efforts.

iii. The Emergency Medical Service Organizations are responsible for:

1. Providing all regularly assigned functions relating to emergency medical services to minimize the loss of life due to disaster or emergency situation.

2. Coordinating and communicating with local and regional hospitals on the status of patient bed-count and overall emergency medical service capability.

3. Providing emergency medical transportation to hospitals or other designated treatment facilities.

4. Providing emergency triage sites.

5. Providing Alternate Care Sites coordinating with Custer County Health and possible staffing with the Medical Reserve Corps.

6. When appropriate, providing a representative to the EOC.

7. Providing resources from the Medical Reserve Corps.

8. Interface with hospitals in the area.

ee. **Fire Departments & Districts are responsible for:**

i. Providing all regularly assigned functions relating to fire control and prevention to minimize the loss of life and property due to disaster, emergency, or other incident situation.

ii. Establishing an Incident Command Post or supplying a representative to an already established Incident Command Post or to an Area Command Post, or providing representation for a Unified Command Post in an incident, emergency, or disaster situation.

iii. Providing a discipline representative to the EOC.

iv. Assisting in decontamination efforts in collaboration with other agencies and the DERA.

v. Conducting the response to, and containment of, hazardous materials incidents in collaboration with the DERA.

vi. Requesting the activation of the County EOC if warranted.

ff. **Custer County Medical Center is responsible for:**

i. Establishing Clinic Incident Command if affected or as needed. Maintaining communications with external agencies through County Dispatch centers and local or County Emergency Managers.

ii. Updating the clinic's ability to see "walking wounded" and current census in the clinic.

iii. Providing treatment to all patients within the scope of the clinic.

iv. Providing a clinic representative to the EOC if requested.

v. Following Emergency Declaration procedures as outlined by State and Federal guidelines.

gg. **Custer County Public School Districts are responsible for:**

i. Developing school and district emergency procedures, exercising plans, and providing for collaborative interaction with Public Health, OEM, and first responder Fire, EMS and law enforcement agencies.

ii. When available, providing public transportation assistance through their bus fleets.

iii. When available, providing use of school facilities for disaster response and recovery operations.

hh. **Municipal Offices are responsible for:**

i. Pursuant to C.R.S. 24-33.5-707(9), preparing and keeping current a local disaster emergency plan that serves the municipality.

ii. Coordinating local emergency operations plans with County Emergency Management.

iii. Creating situational awareness by coordinating warnings and notifications that result in the activation of emergency operations centers with County Emergency Management and appropriate neighboring jurisdictions.

iv. When local capabilities are exceeded, coordinating resource requests through the County Emergency Operations Center.

v. Considering access and functional needs so that emergency response and recovery actions support the needs of people with access and functional needs.

vi. As consistent with state and local mutual aid agreements, providing mutual aid, as available.

ii. **State & Federal Agencies**

i. The Colorado Division of Homeland Security & Emergency Management (DHSEM) is responsible for:

ii. Within their statutory authority (§24-33.5-705, C.R.S.), providing assistance and support to local jurisdictions when local resources are no longer effective to address an incident of significance.

iii. When appropriate, activating the State EOC in support of local jurisdictions and providing access to statewide mobilization resources.

iv. Interfacing with Federal agencies in the effort to support local goals and objectives.

v. Being available on a 24-hour basis at 303-279-8855 to provide advice and technical assistance, state resources, and coordinate supplemental assistance in support of local emergency management.

jj. **The Federal Government is responsible for:**

i. Through FEMA, responding to national emergencies and providing assistance to states when an emergency or disaster exceeds their resource capability.

ii. 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.

iii. The roles and responsibilities of Federal resources are outlined in the National Response Framework.

iv. FEMA partners with the Small Business Administration (SBA) to provide low cost loans to disaster survivors.

References

Colorado Disaster Emergency Act, State of Colorado Title 24, Article 33.5, Part 701 et. seq., Colorado Revised Statutes, as amended

Colorado Revised Statute §29-22-102, Designated Emergency Response Authority

Colorado Revised Statutes §30-10-513, Wildland Fire Authority

Colorado Division of Homeland Security & Emergency Management (DHSEM)

Colorado Division of Fire Prevention and Control

Comprehensive Preparedness Guide (CPG) 101, Version 3.1, FEMA, May 2025 Developing and Maintaining Emergency Operations Plans

Colorado State Emergency Operations Plan Custer County Hazard Mitigation Plan, 2023 Homeland Security Presidential Directive (HSPD)-5: Management of Domestic Incidents

National Disaster Recovery Framework (NDRF)

National Incident Management System (NIMS) Third Edition (Amended), December 2024

Homeland Security Presidential PolicyDirective PPD-8, National Preparedness

Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendment of 1974, PL93-288

Glossary, Acronyms, and Terms

Access and Functional Needs (AFN): The needs of individuals with disabilities and others with access and functional needs before, during and after disasters in order to integrate a whole community inclusion approach for overall emergency management

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

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

Board of County Commissioners (BOCC): an administrative and policy-making body for Custer County as delegated by the Colorado General Assembly. The three-member Board of County Commissioners is the main policy-making body in the County.

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

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

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

Colorado National Guard (CONG): State assets controlled by the Governor for missions authorized through the State Emergency Operations Center (SEOC). Colorado Search and Rescue Board (CSRB): Additional assets and resources requested by the locals to the state.

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

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

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

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

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

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

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

Emergency Response Personnel: Includes Federal, State, territorial, tribal, regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. These personnel are also known as emergency responders. Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) 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, tribal, city, county), or some combination thereof. The Emergency Manager for the county is the EOC Manager.

Emergency Manager: The Emergency Manager is the coordinator of resources on certain types of emergencies and often the EOC Manager, requesting resources and coordinating response. The Emergency Manager is not the Incident Commander.

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

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

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

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

Finance/Administration Section: Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved. These functions can be fire, law enforcement, search and rescue, utilities, transportation, mass care, etc. (ESFs)

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. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

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 event or activity.

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

Incident Action Plan (IAP): An oral or written plan containing general 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: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

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

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

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

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

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

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

Initial Response: Resources initially committed to an incident.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of authority.

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

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

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

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area. Also known as: Authority Having Jurisdiction (AHJ).

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

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

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

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

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

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

Managers: Individuals within Incident Command System Organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager, etc.).

Mission Assignment: The mechanism used to support Federal operations in a Stafford Act major disaster or emergency declaration. It orders immediate, short-term emergency response assistance when an applicable State or local government is overwhelmed by the event and lacks the capability to perform, or contract for, the necessary work. See also Pre-Scripted Mission Assignment.

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

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

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multi agency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

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

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

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

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

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for

a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

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

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

Operations Section: Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

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

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

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

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

Planning Meeting: A meeting held as needed before 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.

Planning Section: This Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident; and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs. This may be called the Staging Area.

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

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

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

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

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

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

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

Publications Management: Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

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

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center. Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Safety Officer: A member of the Command Staff responsible for monitoring incident operation and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident. This is also known as a Sitrep.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an optimal span of control is 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment. Often this is where the resources can be assigned to the operation for resource tracking purposes.

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

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

State: When capitalized, refers to any State of the United States.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources). Strategy: The general plan or direction selected to accomplish incident objectives.

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

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

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

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

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

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, tribal, and local 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 or hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping.

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

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies. Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

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

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

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

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

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS, but many others will be assigned as Technical Specialists.

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

Volunteer: For the purposes of NIMS, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed.

APPENDICES
Record of Changes

Brief Description of Change	Date of Change	Page(s) Affected	Change Made By
Minor edits for grammar, composition, and punctuation. Minor date change edits for currency.	April 2023	All	Office of Emergency Management (OEM)
Resolutions of ratification/approval by Custer County BOCC, Town of Silver Cliff, Town of Westcliffe, Wet Mtn. Fire Prot. District and Round Mtn. Water & Sanitation District	May - - July 2023	All	OEM
2026 comprehensive administrative and standards-current update: superseded the 2023 EOP; updated doctrinal citations (CPG 101 v3.1 (May 2025), NDRF 3rd ed. (Dec 2024), NIMS 3rd ed. (Oct 2017), NFPA 1660 (2024)); incorporated the separately adopted Recover, Re-entry, Debris Management, and Alter and Warning Plans by reference; added Colorado Title 29, Art 22.5 wildfire-planning reference; aligned population-needs terminology to CPG 101 v3.1. Adopted (MONTH DAY), 2026	August 2026	All	Office Of Emergency Management (OEM)

Disaster / Emergency Declaration Template

Disaster / Emergency Declaration

WHEREAS, Custer County is experiencing _

WHEREAS, this has affected/will impact ___;

WHEREAS, the (fire, flood, event description) constitutes an occurring or imminent threat of widespread and severe damage, injury or loss of life or property resulting from a natural or human cause; and,

NOW THEREFORE, BE IT RESOLVED, that the Chair of the Board of County Commissioners of Custer County, Colorado declares a local disaster emergency/state of emergency in and for the County of Custer, Colorado.

DATED, THIS__DAY OF ____, 20___.

COUNTY OF CUSTER
COUNTY STATE OF
COLORADO

Attest:

By_ _____
Chair
Board of County
Commissioners

County Clerk

Date: ____

Delegation of Authority Templates

Sample Delegation of Authority for Wildland Fire:

DELEGATION OF AUTHORITY
(Incident Name)_ Wildland Fire
As of ___(date), I have delegated authority and responsibility for the management of the _____ incident to Incident Commander
and your Type ____ Team. With the delegation comes the full authority to implement the selected Wildland Fire Situation Analysis (WFSA) alternatives and the responsibility for management of all aspects of the fire suppression effort. I want to emphasize the following key points of the selected strategy:
Provide for public and firefighter safety and protect all structures at all identified sites. Public and First Responder safety is your number one priority.
Protect critical infrastructure. This includes _.
Work in coordination with the Custer County Sheriff's Office and the Custer County Office of Emergency Management to prepare and execute evacuations plans as needed.
Follow the policy for national work/rest guidelines for all incident personnel. Shift lengths will conform to national policy with exceptions documented.
Night time operations are not constrained provided that you follow the risk assessment process to manage the risk and weigh the benefits of conducting two operational periods per day.

Finance consideration will be coordinated with the Chief Financial Officer of Custer County.

It is estimated that the final suppression cost will be $_____. You are expected to track all costs daily and consult with us if there is a potential to exceed the projected costs.

Coordination will be maintained with the County Emergency Manager and as required with the representative of Colorado Division of Local Affairs and the Division of Homeland Security and Emergency Management for other financial considerations, and disaster assistance.

Any significant changes to the WFSA in terms of time, cost, and resources allocated, and size will be documented with an amendment approved by the appropriate Line Officer in a timely manner. A copy of the WFSA is included in the Line Officer's Briefing package.

You are required to project the estimated total suppression cost for three days in the future and make this estimate known to the respective Agency Representative. This will assist if or when a revised Delegation of Authority may be required.

All land and resource damage caused by suppression will be rehabilitated prior to the home units reassuming control of the incident. This rehabilitation will include water bar construction, berm removal, and dispersion of berm piles on all fire lines and safety zones.

After the agency administrator's briefing you and your incident management team will report to
and establish your Incident Command Post. You and the current Incident Commander _____, will determine a transition and transfer of command time for the incident. A clear transition during a regular shift change is required in order to eliminate any confusion and enhance safety.

Manage the incident with consideration to produce as little environmental damage as possible.

Key resource considerations are:

Constraints or restrictions for the suppression actions include:

The Incident Management Team (IMT) will coordinate all media contacts and releases with the Joint Information Center.

Your agency administrator is _____. Your Custer County Liaison is __.
You will keep key representatives informed of the fire status and costs. These include __(name, position and contact information)____.

You have full authority and responsibility for managing incident activities, within the framework of statutory laws, United States Forest Service regulations and policy, Custer County Resolutions.

SIGNED: DATE:_____

_____
Incident Commander

_____
Chair, Board of County Commissioners Custer County, Colorado

Sample Delegation of Authority (Flood, Tornado, Blizzard)

TO INCIDENT COMMANDER

Agency authority and responsibility for managing and controlling the Custer County Tornado presently impacting the ___(define area)_____ is hereby transferred to _(IC's name)_as Incident Commander.

This transfer includes the authority to obligate agency funds necessary to pay for managing this incident.

As Incident Commander, you are accountable to me for the overall management of this incident including its control and return to local forces. I expect you to adhere to relevant and applicable laws, policies, and professional standards. Managing resources and developing safe operations plans are your primary tasks, however, you are expected to do so in a manner that provides for the safety and well-being of involved personnel. Consideration for the safety and needs of local residents and the communities is essential for successful management of the incident. Cost-effective and cost-containment practices will be used at all times.

Other needs/constraints:

Transition with existing forces will be handled smoothly but as rapidly as possible.
Finance consideration will be coordinated with the Chief Financial Officer of Custer County.
Coordination will be maintained with the field representative or designee assigned from the Colorado Division of Homeland Security and Emergency Management for other financial considerations, and disaster assistance.
Assist all municipalities and the County in developing a Debris Removal Plan, Damage Assessment Plan, Donations and Volunteer Management Plan, and a Long Term Recovery Plan. The Custer County Debris Management Plan and Recovery Plan have since been developed and adopted and are incorporated into this EOP by reference; this task now consists of maintaining and periodically updating those plans.

This transfer becomes effective at ____(time)_ time on the date of

(date)____, 20__, and may be changed or updated as conditions change.

Name	**Name**
Chair, BOCC	**Incident Commander**

Sample Mandatory Evacuation Order

MANDATORY EVACUATION ORDER

WHEREAS Custer County has a wildfire of catastrophic level that started on (date and time of fire) and is endangering the lives of residents living in the path of the fire; and

WHEREAS, the fire conditions are at "Red Flag" levels due to high winds and low relative humidity; and

WHEREAS, the fire is threatening the homes of residents located in the areas (describe the area such as west of State Highway 69 but south of State Highway 96 and north of Rosita Road); and

WHEREAS, the evacuation of these residents is required to ensure the safety of residents and firefighters; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of County Commissioners of Custer County, Colorado, declare that a Mandatory Evacuation exists in Custer County for the areas of (same areas listed above in item 3 above).

DATED at Westcliffe, COLORADO, this ___day of ., 202__.

Name(s) _
CHAIR, BOARD OF COUNTY COMMISSIONERS

Lloyd Rich Smith Sheriff, Custer County

ANNEX : A

Distribution Table

Following adoption, Custer County Emergency Management will distribute the current controlled electronic version of this Emergency Operations Plan to all County departments, constitutional offices, participating municipalities, fire protection districts and fire departments, law-enforcement agencies, public-health partners, special districts, schools, hospitals or medical partners, voluntary organizations, and other agencies or organizations assigned responsibilities under this plan.

Recipients are responsible for maintaining awareness of their assigned responsibilities; ensuring applicable personnel have access to the current EOP; maintaining supporting procedures, contact information, and continuity arrangements; and participating in training and exercises as requested. Custer County Emergency Management will maintain the official Record of Distribution and will notify recipients of substantive revisions.

Distribution table

Organization	Position / recipient	Distribution method	EOP version/date	Sent date	Acknowledged	Notes
Custer County BOCC	Commissioners; County Administrator	Resolution packet, email, controlled PDF	2026 EOP / revision date	[date]	Yes	Adoption record attached
Custer County Sheriff's Office	Sheriff; Undersheriff; dispatch/EOC liaison	Email and briefing	2026 EOP / revision date	[date]	Yes	ESF/annex responsibilities reviewed
Town of Westcliffe	Mayor; Clerk; emergency contact	Email and briefing	2026 EOP / revision date	[date]	Yes	Municipal coordination
Town of Silver Cliff	Mayor; Clerk; emergency contact	Email and briefing	2026 EOP / revision date	[date]	Yes	Municipal coordination
Westcliffe Fire	Chief / designee	Email and	2026 EOP /	[date]	Yes	ESF 4 /

Organization	Position / recipient	Distribution method	EOP version/date	Sent date	Acknowledged	Notes
Protection District		briefing	revision date			wildfire coordination
Wet Mountain Fire Protection District	Chief / designee	Email and briefing	2026 EOP / revision date	[date]	Yes	ESF 4 / mutual-aid coordination
Wetmore Fire Department	Chief / designee	Email and briefing	2026 EOP / revision date	[date]	Yes	ESF 4 / mutual-aid coordination
Custer County Public Health Agency	Director / preparedness coordinator	Email and briefing	2026 EOP / revision date	[date]	Yes	ESF 8
Custer County Road and Bridge / Public Works	Director / supervisor	Email and briefing	2026 EOP / revision date	[date]	Yes	Transportation, debris, infrastructure
County Finance, Clerk, and department heads	Department head / designee	Email and briefing	2026 EOP / revision date	[date]	Yes	Finance and records duties
Custer County School District	Superintendent / facilities or safety lead	Email and briefing	2026 EOP / revision date	[date]	Yes	Shelter, warning, reunification coordination
DHSEM Regional Field Manager	Field Manager	Email or required submission platform	2026 EOP / revision date	[date]	N/A	State coordination copy

ANNEX: B

Primary and Support Response Function Matrix

Matrix Use and Authority: The agencies identified as primary/lead agencies are responsible for coordinating the listed emergency support function or response function within the EOC and with assigned partners. Support agencies provide personnel, resources, technical expertise, and operational coordination within their respective legal authorities. This matrix does not supersede the authority having jurisdiction, incident command or Unified Command authority, statutory duties, mutual-aid agreements, or agency-specific policies and procedures.

Response function / ESF	Primary / lead agency	Support agencies
ESF 1 — Transportation	Custer County Road and Bridge	Custer County School District; Wet Mountain Rotary; Town public works; Sheriff's Office; fire agencies; mutual-aid partners
ESF 2 — Communications	Custer County Communications / dispatch	Fremont County Central Dispatch; Sheriff's Office; OEM; IT/GIS; telecommunications providers; fire/EMS communications representatives
ESF 3 — Public Works	Custer County Road and Bridge	Towns of Westcliffe and Silver Cliff; Round Mountain Water and Sanitation District; utilities; Planning and Zoning; Landfill; contractors
ESF 4 — Firefighting	Wet Mountain Fire Protection District, Wetmore Volunteer Fire Department, and Rye Fire Protection District, based on AHJ	Sheriff's Office; OEM; DFPC; U.S. Forest Service; Colorado State Forest Service; mutual-aid fire agencies; EMS; Search and Rescue
ESF 5 — Emergency Management	Custer County Office of Emergency Management	BOCC; municipal officials; Sheriff's Office; fire agencies; Public Health; Road and Bridge; Finance; IT/GIS; all ESF lead agencies

Response function / ESF	Primary / lead agency	Support agencies
ESF 6 — Mass Care, Emergency Assistance, Housing, and Human Services	Custer County Human Services and Custer County Public Health Agency	Medical Reserve Corps; faith-based/VOAD partners; Custer County School District; CSU Extension; behavioral health; municipalities; Red Cross, if available
ESF 7 — Resource Management	Custer County Office of Emergency Management and County Finance	Town finance offices; Road and Bridge; Logistics Section; purchasing/procurement; contractors; mutual-aid partners
ESF 8 — Public Health and Medical Services	Custer County Public Health Agency	Custer County EMS; Custer County Medical Center; Sol Vista Behavioral Health; Coroner; Medical Reserve Corps; Human Services; CDPHE
ESF 8a — Emergency Medical Services	Custer County EMS	Custer County Medical Center; Public Health; fire agencies; air-medical providers; mutual-aid EMS; Coroner
ESF 9 — Search and Rescue	Custer County Search and Rescue	Sheriff's Office; fire agencies; EMS; municipalities; Colorado Search and Rescue; mutual-aid SAR teams
ESF 10 — Hazardous Materials	Wet Mountain Fire Protection District / designated AHJ	Sheriff's Office as DERA where applicable; Colorado State Patrol; OEM; CDPHE; DFPC; mutual-aid HAZMAT resources
ESF 11 — Agriculture and Natural Resources	CSU Extension / Community Animal Response Team	Fair Board; Wet Mountain Valley Saddle Club; Public Health; U.S. Forest Service; BLM; Colorado State Forest Service; agricultural and animal-care partners
ESF 12 — Energy and	Utility providers / applicable utility AHJ	Sangre de Cristo Electric Association; Black Hills Energy; San Isabel Electric;

Response function / ESF	Primary / lead agency	Support agencies
Utilities		telecommunications/internet providers; OEM; Road and Bridge; municipalities
ESF 13 — Law Enforcement and Security	Custer County Sheriff's Office	Sheriff's Posse; municipal law-enforcement partners; Colorado State Patrol; fire/EMS; OEM; mutual-aid law-enforcement agencies
ESF 14 — Cross-Sector Business and Infrastructure	Custer County OEM / EOC, in coordination with the BOCC	Utilities; transportation providers; major businesses; chamber/economic partners; public works; IT/GIS; municipalities; State partners
ESF 15 — External Affairs	County Public Information Officer / Joint Information System	Sheriff's Office PIO; OEM; Public Health; Human Services; Road and Bridge; municipalities; fire agencies; participating ESF leads
Fatality Management	Custer County Coroner	Public Health; EMS; Sheriff's Office; fire agencies; Human Services; behavioral health; Custer County Medical Center
Evacuation and Re-entry	Sheriff's Office and applicable Incident Command / Unified Command	OEM; fire agencies; Road and Bridge; municipalities; dispatch; Public Health; Human Services; EMS; utilities
Recovery coordination	Custer County OEM	BOCC; municipalities; Finance; Road and Bridge; Public Health; Human Services; Planning and Zoning; Coroner; utility providers; voluntary organizations; DHSEM

Appendix: Mutual Aid and Intergovernmental Agreements Inventory.

Agreement / protocol	Parties	Resource/function	Request method	Financial / cost provision	Custodian
Countywide fire mutual-aid agreement	Fire districts/departments and partners	Fire, wildland fire, rescue	Dispatch / fire command	Per agreement	Fire chiefs / OEM
Law-enforcement mutual-aid agreement	Sheriff and partner agencies	Law enforcement, evacuation, security	Dispatch / Sheriff	Per agreement	Sheriff's Office
Pueblo regional ordering protocol	Participating regional partners	Resource ordering / logistics	EOC / designated ordering process	Per protocol	OEM
Custer County–municipal coordination agreement	County, Westcliffe, Silver Cliff	EOC coordination / resource support	OEM / EOC	Each jurisdiction bears its costs unless otherwise agreed	OEM
EMS mutual-aid agreement	EMS and medical partners	EMS, MCI, transport	Dispatch / EMS command	Per agreement	EMS
Colorado State resource-mobilization process	Custer County and DHSEM	State resources	CCOEM / EOC / WebEOC	State program rules	OEM

Mutual Aid and Regional Assistance Agreement Inventory

Agreement	Parties	Primary function	Request process	Review date	Expiration / renewal	Custodian
County fire mutual-aid agreement	Fire districts/departments	Fire, rescue, wildfire	Dispatch / fire command	[date]	[date]	Fire agencies / OEM
Law-enforcement mutual-aid agreement	Sheriff and partner agencies	Law enforcement, evacuation, security	Dispatch / Sheriff	[date]	[date]	Sheriff's Office
EMS mutual-aid agreement	EMS and medical partners	EMS, MCI, transport	Dispatch / EMS command	[date]	[date]	EMS
Pueblo interagency ordering protocol	Regional partners	Resource ordering / logistics	EOC / designated ordering process	[date]	[date]	OEM
County–municipality coordination agreement	County, Westcliffe, Silver Cliff	EOC/resource coordination	OEM / EOC	[date]	[date]	OEM
State resource-mobilization process	Custer County / DHSEM	State resources	CCOEM / EOC / WebEOC	Annual process check	N/A	OEM

ANNEX: C

Community Lifelines provide a structured framework for understanding, prioritizing, and coordinating essential services during incidents. They allow Custer County to rapidly assess impacts, identify stabilization priorities, and direct resources toward restoring the services that protect life, safety, and community functionality. During an incident, each lifeline's coordinating agency is responsible for monitoring system status, reporting disruptions, identifying resource needs, and implementing stabilization actions. The Custer County OEM synthesizes this information to support decision-making, ensure situational awareness, and maintain continuity across all lifelines.

Community Lifeline Coordination Matrix

Lifeline	Primary Agency	Supporting Agencies	Key Responsibilities
Safety & Security	Custer County Sheriff's Office	Fire Protection Districts, EMS, Colorado State Patrol	Public safety operations, evacuation coordination, responder safety, law enforcement resource management
Food, Water & Shelter	Custer County Public Health Agency	OEM, Local Volunteer Organizations, County Social Services	Mass care, sheltering, feeding operations, water distribution
Health & Medical	Custer County EMS	West Custer County Hospital District, Public Health, Regional Hospitals	EMS operations, patient transport, medical surge coordination, public health response
Energy	Sangre de Cristo Electric Association	Colorado Natural Gas, OEM	Power restoration priorities, fuel supply coordination, outage reporting
Communications	OEM (EOC Communications Unit)	Cellular Carriers (T-Mobile, AT&T, Verizon), ISPs (CenturyLink, Visionary Broadband, Hilltop Broadband, etc.), ARES/RACES	Maintain emergency communications, coordinate with providers, ensure public messaging capability
Transportation	Custer County Road & Bridge Department	CDOT, Sheriff's Office, Rotary Van Service	Road clearing, debris management, access restoration, essential transit support
Hazardous Materials	Fire Protection Districts	Colorado State Patrol HazMat Section, Sheriff's Office, OEM	HazMat identification and mitigation, spill response, public protective actions
Water Systems	Local Water Districts & Municipal Systems	Public Works, OEM	Potable water restoration, wastewater operations, contamination notices

ANNEX: D Custer County BOCC Resolution Adopting Custer County EOP 2026

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BOARD OF COUNTY COMMISSIONERS
CUSTER COUNTY, COLORADO
RESOLUTION NO. 26-50
A RESOLUTION ADOPTING AND PROMULGATING THE 2026 CUSTER COUNTY EMERGENCY OPERATIONS PLAN; DIRECTING IMPLEMENTATION OF ITS POLICIES AND PROCEDURES; SUPERSEDING PRIOR VERSIONS; AND PROVIDING FOR MAINTENANCE, DISTRIBUTION, AND AN EFFECTIVE DATE

WHEREAS, the Colorado Disaster Emergency Act, C.R.S. § 24-33.5-701 et seq., as amended, provides the framework for disaster preparedness, mitigation, response, and recovery within the State of Colorado; and

WHEREAS, C.R.S. § 24-33.5-707 provides for local emergency management agencies and services, including county emergency management and preparation and maintenance of a current disaster emergency plan for the jurisdiction; and

WHEREAS, the Board of County Commissioners of Custer County, Colorado (the "Board"), recognizes the need for a current, coordinated, all-hazards Emergency Operations Plan to protect life, public health, property, the environment, essential services, and continuity of government; and

WHEREAS, the Custer County Office of Emergency Management has prepared and revised the Custer County Colorado Emergency Operations Plan, 2026 edition (the "2026 EOP"), in coordination with participating County offices, departments, jurisdictions, and emergency-management partners; and

WHEREAS, the County reports that the 2026 EOP has been evaluated by the Colorado Division of Homeland Security and Emergency Management under its applicable evaluation process and has met the applicable State evaluation criteria, with the evaluation record to be retained with the County's official plan-adoption records; and

WHEREAS, State evaluation does not substitute for formal County adoption, authorize expenditures, alter statutory authorities, or constitute a declaration of a local disaster emergency; and

WHEREAS, the Board desires to formally adopt and promulgate the 2026 EOP, direct its implementation, establish its effective date, and supersede prior editions of the County EOP while preserving applicable laws, independent jurisdictional authorities, agreements, and separately adopted supporting plans;

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

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1. Adoption and Promulgation. The Board hereby approves, adopts, and promulgates the Custer County Colorado Emergency Operations Plan, 2026 edition, final revision dated 10-21-26, 2026, identified in Exhibit A, as the official County Emergency Operations Plan. The approved Basic Plan and the annexes, appendices, matrices, policies, and procedures expressly included in that final controlled edition are adopted as components of the 2026 EOP. Separately adopted supporting plans and executed agreements expressly incorporated by reference remain in effect under their respective adoption instruments and terms.

2. Effective Date and Implementation. This Resolution and the 2026 EOP shall take effect immediately upon adoption of this Resolution. From that date, the policies, procedures, organizational assignments, and coordination processes contained in the adopted EOP shall govern County emergency-management planning, preparedness, training, exercises, response, and recovery within applicable legal authority. Implementation of incident-specific provisions shall occur according to the EOP's activation criteria and applicable law; adoption alone does not activate the EOC or declare an emergency.

3. Supersession of Prior EOP Editions. Upon the effective date, the 2026 EOP supersedes and replaces the Custer County Emergency Operations Plan dated 2023 and all earlier editions, revisions, supplements, and administrative updates of the County EOP, to the extent replaced by the adopted 2026 edition. Prior resolutions adopting those EOP editions are superseded only to the extent necessary to give effect to this adoption. Unrelated provisions establishing the emergency-management office, appointments, advisory bodies, or other County authorities remain effective unless separately amended or repealed. Obsolete EOP copies shall be marked "Superseded" and retained in accordance with applicable records-retention requirements.

4. Preservation of Supporting Plans and Independent Authorities. This Resolution does not repeal or replace separately adopted recovery, re-entry, debris-management, alert-and-warning, hazard-mitigation, continuity, public-health, wildfire, municipal, special-district, or agency plans merely because they support the EOP. Nor does it amend executed mutual-aid agreements, intergovernmental agreements, contracts, ordinances, personnel policies, procurement policies, or statutory duties. County implementation shall conform to governing law and duly adopted County policy. Constitutional officers, municipalities, special districts, utilities, healthcare providers, private entities, and assisting agencies retain their respective legal authorities and responsibilities. Their participation is governed by applicable law, their authorized approvals, and operative agreements.

5. County Department and Office Responsibilities. County departments subject to Board direction shall implement their assigned responsibilities; designate qualified primary and alternate representatives; maintain supporting procedures and current contacts; participate in coordinated training, exercises, and reviews; and maintain continuity of essential functions. Independently elected offices and participating entities shall be requested to coordinate

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implementation consistent with their authorities and agreements. Supporting procedures shall remain consistent with the adopted EOP and governing policies.

6. Emergency Management Coordination. The Custer County Emergency Management Director, or authorized designee, shall serve as custodian of the official EOP and coordinate implementation, plan maintenance, partner liaison, EOC readiness, resource coordination, and dissemination. Such coordination does not confer tactical command of field operations or supervisory authority over independent agencies. Incident Command and Unified Command responsibilities remain as provided in the EOP and applicable delegations and authorities.

7. Financial, Procurement, and Contracting Limitations. Emergency spending, purchasing, procurement, hiring, contracting, and resource commitments shall comply with applicable law, County budget and procurement policies, duly approved delegations, operative agreements, and applicable grant requirements. This Resolution creates no new dollar threshold, independent contract-signature authority, appropriation, or unrestricted authority to obligate County funds. Commitments exceeding existing delegated authority require approval by the legally authorized official or governing body.

8. Delegation for Plan Maintenance and Modification. The Board delegates to the Emergency Management Director authority to approve administrative, editorial, and non-substantive EOP updates, including contact information, titles, formatting, resource references, and corrections that do not alter legal authority, County policy, financial authority, activation authority, lead or support assignments, or intergovernmental commitments. Proposed substantive amendments shall be coordinated with affected entities and submitted to the Board for approval before becoming effective. This requirement controls over any contrary EOP language stating that revisions during a review cycle do not require Board approval. No amendment to an independent entity's commitments becomes effective without its required approval.

9. Review, Documentation, and Distribution. The Emergency Management Director shall maintain a Record of Changes and a Record of Distribution; provide the adopted controlled edition to assigned County offices, municipalities, fire agencies, EMS, the Sheriff's Office, Public Health, Human Services, special districts, healthcare partners, other designated entities, and Colorado DHSEM as appropriate; and notify affected recipients of substantive revisions. The Basic Plan shall undergo comprehensive review at least every three years, with administrative currency checks and post-incident or exercise reviews as appropriate. Substantive revisions and replacement editions shall be presented for Board adoption.

10. Disaster Declarations and Temporary Operational Direction. Nothing in this Resolution constitutes a declaration of a local disaster emergency or changes the declaration requirements of C.R.S. § 24-33.5-709. Incident-specific operational guidance may be issued within existing legal and delegated authority without permanently amending the EOP. Any permanent substantive plan change shall follow Section 8 of this Resolution.

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11. Official Record and Severability. The County Clerk and Recorder shall retain this executed Resolution, Exhibit A, and the identified controlled EOP as official County records. The Emergency Management Director shall retain the State evaluation record and distribution documentation. If a provision of this Resolution is determined invalid by a court of competent jurisdiction, the remaining provisions shall remain effective to the extent they can be given effect independently.

APPROVED AND ADOPTED at a duly noticed public meeting of the Board of County Commissioners of Custer County, Colorado, this 21st day of October, 2026.

William R. Canda

Lucas D. Epp

Paul R. Vogelsong

Attest:

Kelley S. Camper, Clerk & Recorder