

## RESOLUTION NO. 15-11

### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES, COLORADO ADOPTING THE DOUGLAS COUNTY DISASTER RECOVERY PLAN

WHEREAS, by Resolution No. 10-52, the City Council previously adopted the Douglas County Emergency Operations Plan (“EOP”) to establish a process and structure for the systematic coordination and effective delivery of public safety services to the community during an emergency or disaster situation; and

WHEREAS, pursuant to Resolution No. 11-32, the City Council vested authority in the Mayor and other elected and appointed City officials to act with the full authority of City Council during a state of emergency or local disaster affecting the City of Castle Pines in order to ensure that emergency and/or disaster declarations are timely made in order to attempt to protect life and property;

WHEREAS, through its Office of Emergency Management, Douglas County has drafted and adopted a disaster recovery plan known as the Douglas County Disaster Recovery Plan (dated December 3, 2014) (the “DRP”); and

WHEREAS, the DRP is a comprehensive, all-hazard plan that establishes a framework for managing recovery efforts following a disaster or emergency situation within the County and assigns roles and responsibilities to departments and agencies; and

WHEREAS, the DRP provides, among other things, that the Douglas County government, cities and towns, and special districts within Douglas County will provide assistance and support to each other, within their ability, and will cooperate to ensure coordinated emergency operations at all times; and

WHEREAS, the City Council desires to adopt the DRP in order to ensure, in conjunction with the EOP and Resolution No. 11-32, that emergency and/or disaster situations are timely handled and recovery efforts are initiated in order to attempt to protect life and property and otherwise obtain intergovernmental coordination among affected public agencies.

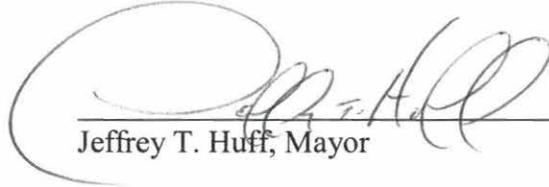
NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CASTLE PINES, COLORADO, THAT:

**Section 1.** The City Council hereby adopts the Douglas County Disaster Recovery Plan (dated December 3, 2014), attached hereto as Exhibit A, and authorizes the Mayor, City Manager, and designees to carry out all necessary steps in coordination with the County.

**Section 2.** By adoption of this Resolution, the City Council does not waive, modify or annul Resolution No. 11-32, thus retaining the full authority to declare local emergencies and disasters.

**Section 3.** This Resolution is effective immediately upon adoption.

INTRODUCED, READ AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES by a vote of 5 in favor and 0 against this 12 day of May, 2015.

  
Jeffrey T. Huff, Mayor

ATTEST:

APPROVED AS TO FORM:

  
Bruce Roome, CMC, City Clerk

  
Linda C. Michow, City Attorney



**EXHIBIT A**  
**DOUGLAS COUNTY DISASTER RECOVERY PLAN**

Douglas County  
Disaster Recovery Plan

December 3, 2014

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## 2. Acknowledgements:

Development of this plan represents a significant commitment by agency leadership, and would not have been possible except for the efforts of the planning committee members who provided valuable input and participated in the numerous meetings.

We would like to acknowledge the following entities that were instrumental in the development of this document:

- American Red Cross
- Arapahoe/Douglas Mental Health Network
- Castle Rock Adventist Hospital
- City of Castle Pines
- City of Littleton
- City of Lone tree
- Colorado Division of Homeland Security and Emergency Management
- Colorado Springs Independent Living Center
- Douglas County Board of County Commissioners
- Douglas County Assessor
- Douglas County Coroner
- Douglas County Government
- Douglas County Libraries
- Douglas County Sheriff
- Developmental Pathways
- HealthOne
- Highlands Ranch Metro District
- PetAid Colorado
- Town of Castle Rock
- Town of Larkspur
- Town of Parker
- Tri-County Health Department

During the planning process, the County departments and cooperating agencies agreed to:

1. Perform assigned roles and responsibilities identified in this plan.
2. Implement the Douglas County Recovery Plan concepts, processes, and structures when carrying out assigned roles and functional responsibilities.
3. Conduct operations in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS).
4. Maintain coordination between the Emergency Operations Center (EOC) and the Recovery Coordination Center.
5. Process information through the Joint Information System (JIS).
6. Participate in approved drills, tests, and exercises.



District, Colorado Division of Homeland Security – Emergency Management, Developmental Pathways, several local fire departments and districts, and local hospitals.

This plan was written for the purpose of disaster and emergency recovery in Douglas County. The scope is aimed at coordination among the various agencies within the cities and special districts.

It is intended to provide the framework for response to disasters and emergencies both natural and man-made. It is also intended to be used in conjunction with the National Incident Management System (NIMS) as well as the Incident Command System (ICS).

### **Disasters**

This Plan is intended to address recovery from a *disaster*. A disaster is an incident of a sufficient magnitude and nature that the normal capabilities and organizational structure of the County are insufficient to respond to, or recover from, without additional assistance. Such incidents could include, but are not limited to, natural and man-made disasters, mass casualties, supply-chain interruptions, communications breakdowns, widespread property damage, and disruptions of government services.

An incident of this magnitude would almost certainly trigger a request from the Governor to the President for an Emergency or Disaster Declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388 (Stafford Act). The County will activate its Emergency Operations Plan, enact appropriate emergency ordinances, and will activate the Emergency Operations Center (EOC) in response to a disaster. Notwithstanding this definition, concepts and organizational elements of this Plan may be applicable to incidents of various scales and scope.

This Plan intentionally does *not* provide specific or qualitative thresholds for activation or demobilization of organizational structures and/or processes described herein. Such determinations are left to the judgment of County leaders, based on the County's capability to manage disaster-recovery at a given time.

By focusing on the Strategic and Concept levels, this Plan provides a flexible and scalable framework for organization and decision-making that may be effectively deployed against unknown and unpredictable threats.

The Plan provides *the framework for recovery*. The size of the recovery organization will depend on the scope and scale of an incident, and will determine the potential roles of staff in a temporary Recovery Organization. It identifies potential issues and tasks that the recovery organization may need to address, and potential lead and supporting agencies in Recovery Support Function roles.

As noted above, the Plan is not a tactical or field manual, nor does it provide standard operating procedures.

attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.

- **Need for Supervision:** Individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's or psychiatric conditions such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves; and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.
- **Transportation:** Individuals who cannot drive or who do not have a vehicle may require transportation support for successful relocation. This support may include accessible vehicles (such as lift-equipped or vehicles suitable for transporting individuals who use oxygen) or information about how and where to access mass transportation during an evacuation, or relocation during the recovery process.

### **Service Animals**

It is the policy of the County that service animals owned by individuals with disabilities are permitted to accompany their owners into all County buildings, facilities and events, and onto the premises of contractors providing County programs, activities and services to the extent that the general public has access to such location. This includes all County operated emergency shelter sites, disaster, and recovery assistance centers.

### **Definitions**

A **service animal** is any dog individually trained to do work or perform tasks for people with disabilities. If an animal meets this definition, then it is considered a service animal under the ADA. Other species of animals are not service animals. Service animal users are not required to carry a service animal license or permit and shelter/recovery center staff may not request to see such documents. If it is not readily apparent, then staff may ask the service animal user whether the animal is a service animal required because of a disability and what tasks the service animal is trained to perform. Service animals are not pets. Animals whose sole function is to provide comfort or emotional support do not qualify as service animals under the ADA and will not qualify as a reasonable modification at County-operated facilities.

**e) Maintain and enhance the county's economic base**

Maintenance and/or restoration of the economic base are vital to the County's economic health. The County will focus on business continuity, maintenance of business-critical infrastructure systems, supply chains, social services, and proactive business recruitment and retention strategies by recognizing that new markets, new expertise, and new opportunities will be created by crises.

Businesses and employers will have varying levels of operational capability after a catastrophe. Concerted efforts will be made by County leaders to retain core businesses and to support their recovery. After a disaster, the County will support area businesses by attempting to clear obstacles to recovery, including assisting in facilitating staffing, supporting relocation if needed, and helping to resolve supply-chain issues.

The private sector will play a critical role in maintaining public confidence after a disaster. When the private sector is resilient in restoring employment, critical services, and normal day-to-day economic functioning, the community recovers more quickly. This translates into jobs retention and tax-base recovery. Experience has shown that in communities where public-private partnerships have been at the forefront of recovery planning, the public has been more optimistic about the community's ability to recover.

**f) Sustain social and human services, public safety, and health services**

The County, working with private and nonprofit partners, will work to provide and/or restore basic services needed to sustain the community. A temporary Recovery Organization will coordinate unmet needs and other ongoing needs that remain from the response phase. These efforts include providing for continuity and/or restoration of basic services, providing physical safety and security, as well as a sense of stability necessary for recovery and resumption of normal or new normal levels of functioning. The County and its non-profit partners (including houses of worship and faith-based organizations) will recognize the importance of maintaining and providing mental health and spiritual support and counseling, both to response and recovery personnel and to members of the community at large.

**g) Provide and/or ensure quality housing**

The County will strive to ensure that all residents, to include those persons with disabilities, are able to continue living in the county in settings that are:

- Safe, sanitary, and secure
- Affordable at levels comparable to residents' pre-disaster housing
- Integrated with the rest of the community
- Accessible to public services and transportation
- Compliant with all applicable regulations and standards

Such quality housing will be a goal of both temporary and medium-term housing efforts and of permanent reconstruction and redevelopment of housing to contribute to basic economic and emotional stability, allowing residents to attain other elements of individual recovery. Individual recovery, in turn, will contribute to the maintenance of the county's economic base and to its overall recovery.

- Protection and restoration of natural and cultural resources such as libraries, museums, historical sites, and parks
- Protecting property and the environment

## 7. Situation

### 7.1 Hazard Identification and Risk Assessment

Douglas County is located along the front range of the Rocky Mountains with roughly 40 % of the county located in the montane areas with dense ponderosa forests along the east side of the South Platte River. The 60 % that is located in the plains region, east of the foothills, is made up of mesas and canyons along the ridge between west Plum creek, East Plum Creek and Cherry Creek. The plains type vegetation is scrub oak, prairie grasses and some forested areas that are along ridge lines. Douglas County is in the Upper South Platte River watershed the major rivers that flow thru the County are the South Platte River, Plum Creek and Cherry Creek. All three rivers are prone to flooding due to heavy rainfall along with some snow melt type events. There are four major reservoirs Rueter-Hess, Cheesman, Chatfield and Strontia Springs with numerous smaller dams scattered across the County. The County and the municipalities are all members of the National Floodplain Insurance Program.

The United States Census Bureau estimates that the County population was 302,464 in 2014. The County is approximately 843 square miles, 71 square miles of which are permanently protected land through the Douglas County Open Space Program. Recreational areas include more than 146,000 acres of Pike National Forest, Roxborough State Park, Castlewood Canyon State Park and the Chatfield State Recreation Area.

There are five incorporated municipalities within the boundaries of Douglas County: Castle Pines, Castle Rock, Larkspur, Lone Tree and Parker. Each has its own mayors and town or city councils, and provides services in cooperation with Douglas County.

Incorporated towns and cities estimated populations:

- Castle Pines 10,488
- Castle Rock 53,293
- Larkspur 191
- Lone Tree 12,665
- Parker 47,922

As part of the County's collaborative work with other local governments, the Partnership of Douglas County Governments was established in 2002. The Partnership includes the Towns of Castle Rock, Larkspur and Parker, the Cities of Castle Pines and Lone Tree, Douglas County, the Douglas County School District, Douglas County Libraries and the Highlands Ranch Metro District.

provided by individual domestic wells. Many County residents depend upon pumped groundwater for their water supply.

Wastewater treatment service is provided at several large regional treatment facilities in the County and in the Denver metro area. These facilities are somewhat resilient in that those large portions of the system are gravity-fed and the treatment plants may have back-up systems for key components.

Local communications systems are susceptible to a disaster. There is diversity of providers for internet, cellular phone services, and land line telephone service. Cellular phone disruptions and overloads will be common during an emergency. The loss of communication capability will be a significant threat during disaster conditions.

NOAA Weather Radio (NWR) is a nationwide network of radio stations broadcasting continuous weather information direct from a nearby National Weather Service office. NWR broadcasts National Weather Service warnings, watches, forecasts and other hazard information 24 hours a day. Douglas County residents who live in the southern portions of the County can access the NOAA Weather Radio, Franktown transmitter, with frequency 162.450MHz. Residents living in the northern portions of the County can access the NOAA Weather Radio, Denver transmitter, with frequency 162.550MHz.

Transportation systems are a vital part of Douglas County's infrastructure. It has the benefit of a major transportation corridor – Interstate 25 – running north/south through the County and is a major mover of goods and people. In addition, the Metro Denver area's beltway C-470 and E-470 run through northern Douglas County. The railroad lines of Union Pacific and Burlington Northern/Santa Fe run north/south through Douglas County and serve the County's industrial areas.

## 8. Planning Authorities

The Douglas County Disaster Recovery Plan is authorized and enabled under the authorities listed below.

### 1. United States Government

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended.
- The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the Stafford Act).
- The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.
- "Emergency Services and Assistance," Code of Federal Regulations, Title 44.
- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.
- National Response Framework (NRF), January 2008.
- National Preparedness Goal, September 2011.

13. Vital utility services such as electrical power, water service and petroleum fuels will be severely restricted or may not be available.
14. Damage to fixed facilities that generate or use hazardous or toxic chemicals could result in the release of these hazardous materials into the environment.
15. Restaurants and grocery stores may not be able to supply food. Additionally, basic necessities, such as medicines, may be in short supply.
16. Volunteers may come from other areas to help, causing problems with accountability. Donated goods not presently needed may be dropped off.
17. Businesses in Douglas County may have difficulty remaining open or providing paychecks to their employees.
18. Effective emergency and recovery operations require periodic training and exercising of all potentially involved personnel and agencies.

## 10. Organization & Responsibilities

### 10.1 Recovery Governance and Command

Douglas County's leadership will be responsible for coordinating and organizing recovery operations at the local level. Once the Recovery Plan has been activated a Recovery Manager will be assigned and a temporary Recovery Organization will be formed. Staffing may include County employees, volunteers, temporary staff, or other contracted personnel. Depending on circumstances, as well as its availability, the Douglas County Incident Management Team (IMT) may be given responsibility to manage all or portions of the recovery effort. The scope of those responsibilities will be determined by County Leadership, and will be established in the writing of a Delegation of Authority to the Team as described in the Emergency Operations Plan. The County will request an incident management structure appropriate for the level of complexity.

### 10.2 Policy Group

The ultimate responsibility for the response to and recovery from an emergency or disaster rests with elected officials. Complex, inter-jurisdictional incidents may require activation of the Policy Group, which consists of elected and appointed officials, as well as executives from the agencies having jurisdiction, mutual response agencies, affected local governments, districts, and infrastructure providers. The Board of Douglas County Commissioners (BOCC) will lead the Policy Group on behalf of the County entities, when the County is the agency having jurisdiction (AHJ). The AHJ Elected Official(s) maintain responsibility for the incident. It is anticipated that other members of the County Policy Group will include the Douglas County Sheriff, Treasurer, Assessor, Clerk and Recorder, Coroner, and other elected officials. The County Manager and his succession line are also included in the Policy Group.

At any time during the recovery process, this group can expand to include additional agency administrators and elected officials as appropriate for inclusion in decisions made relating to policy and fiscal needs for the incident. If a disaster occurs within an incorporated area of the County, the Policy Group will work in a collaborative environment to coordinate community recovery. The Policy Group also coordinates and issues formal requests related to recovery to

designee. This individual will be solely dedicated to the recovery effort, and will be unable to perform duties related to his/her permanent job or home agency until released from this role by the County Manager or designee.

During recovery command-and-control of the Recovery Organization and all recovery operations will be maintained from the County Recovery Coordination Center, which will house the Recovery Organization. The Recovery Manager will have full authority over both the Recovery Organization and the Recovery Coordination Center.

Specific desired skill sets and credentials of the individual designated as Recovery Manager depend on the particular qualifications necessary to manage the impacts associated with the recovery phase. However, it is generally preferable that this individual have some (if not all) of the following:

- Experience in management of large, complex, inter-departmental projects
- Knowledge and/or experience in disaster recovery
- A solid understanding of emergency operations and Incident Command System (ICS)
- Knowledge of Douglas County
- Extensive public relations experience
- Political savvy
- Subject-matter expertise relevant to the particular recovery issues faced by the county

Depending on circumstances, familiarity with the National Incident Management System (NIMS), multi-agency coordination (MAC), and the National Response Framework (NRF) may also be desirable.

The Recovery Manager also serves as the Local Disaster Recovery Manager (LDRM), as defined in the National Disaster Recovery Framework (NDRF). In this role, the Recovery Manager is Douglas County's primary point-of-contact for disaster recovery programmatic and organizational implementation and coordination with the State of Colorado and the Federal Government. The Douglas County Recovery Manager is authorized to liaise directly with the State Disaster Recovery Manager and the Federal Disaster Recovery Coordinator.

The Douglas County Recovery Manager shall have the authority to appoint a deputy and other staff to positions consistent with the ICS organizational structure as necessary. Until deputy and other support staff are appointed, the Recovery Manager will be supported by personnel activated during the response phase – in particular staff serving in the EOC's Recovery Branch, but potentially including others as well – as they transition into recovery roles.

If a Unified Command is established for recovery operations, the Recovery Manager will participate in this effort on behalf of Douglas County.

#### Pre-Disaster Responsibilities:

- Serve as primary point of contact for disaster recovery preparedness
- Coordinate development, training and exercise of the Disaster Recovery Plan

boards in public buildings, and other existing resources and communication networks available). This includes the identification of alternate methods and alternate formats for communication in the event traditional methods are insufficient because of utility outages or the communicated needs of people with functional needs and/or disabilities.

The County PIO is responsible for the development of a public communications and messaging plan in the early stages of the recovery effort that will serve as a roadmap for strategic communications between the Recovery Organization and the public, identifying communications tools, outlets, and messaging to ensure a coordinated approach to public information. This Plan will be a living document, revised as necessary based on the needs of the Recovery Organization.

The County PIO coordinates his/her activities with the DCSO PIO Team and external PIOs. For large incidents that require coordination with city, state and federal agencies, the PIO will establish a Joint Information Center (JIC) and will lead its operations.

Public information channels must be quickly established to receive incoming questions, referrals, etc. via news/social media, hotlines, or in-person visits; this will be coordinated with Disaster Recovery Centers. Communication with residents and businesses that may have been displaced within or outside the county will also be addressed.

The County PIO should have pre-established relationships with media and community organizations that the Recovery Organization must communicate with during recovery. Additional support staff may be assigned from the County or affected cities as appropriate.

Community meetings are a vital part of the recovery process. The County PIO will work with the Recovery Manager, as well as RSF Branch Leads to determine the format, frequency, location(s), and information provided at these meetings. The County PIO is responsible for ensuring that Sign Language Interpreters and other alternate means of communication are available at each of these meetings when required.

### 10.7 Safety Officer

The Safety Officer (SOF) reports to the Recovery Manager and is responsible for ensuring the safety of recovery workers in the field, disaster recovery centers, and other associated facilities. The SOF may have assistants, as necessary, and the assistants may also represent assisting agencies or jurisdictions. Assistant Safety Officers may have specific responsibilities, such as air operations, hazardous materials, etc.

The Safety Officer may perform the following functions:

- Prepare a recovery safety plan
- Participate in planning meetings
- Identify and cause correction of occupational safety and health hazards
- Continuously monitor workers for exposure to safety or health hazardous conditions
- Alter, suspend, evacuate or terminate activities that may pose immanent safety or health danger to the workers
- Take appropriate action to mitigate or eliminate unsafe condition, operation, or hazard

monitoring individual agency contract relationships, while maintaining a close working/communications relationship with both the Logistics and Finance Sections (see below).

Operations Section leadership will be drawn from the Lead Agencies for those Recovery Groups (identified in the Annexes to this PDRP) whose responsibilities are most central to the Recovery Organization's mission, which will respond to the nature of the particular incident. RSF Branches (see below) may be established within the Operations Section depending upon the circumstances and recovery needs. The Operations Section Chief will activate and deactivate RSF Branches and Recovery Groups, as appropriate.

### 10.11 Planning Section

The Planning Section Chief oversees the Planning section, which collects, evaluates, and disseminates critical incident situation information and intelligence to the Recovery Manager, the Recovery Organization, Douglas County government and the community. The Planning Section prepares status reports on the progress of operational objectives, displays situation information for all recovery personnel, and develops and documents a Recovery Action Plan for each operational period.

The Planning Section Chief is also responsible for:

- Reviewing, evaluating, and updating the Community Recovery Plan
- Documenting decision-making and action planning.
- Providing copies of situation reports and Recovery Action Plans to:
  - Colorado Division of Homeland Security and Emergency Management
  - All authorized agencies and organizations
- Coordinating the development of the recovery effort After-Action Report (AAR)

The leadership of the Planning Section will be drawn from the Department of Community Development, Department of Public Works, Office of Emergency Management, or other County agencies as appropriate to the situation and/or based on technical expertise.

A *Recovery Transition Unit* may be established within the Planning Section in order to facilitate the transition from response to recovery. The Recovery Transition Unit would be the point of coordination for tracking organizational transition from response to recovery, and identifying and addressing gaps or problems.

Additionally, the following standard Planning Section units may be established or maintained as necessary:

- Situation Unit
- Documentation Unit
- Resource Unit
- Demobilization Unit
- Technical Specialists/Technical Specialist Unit

The leadership of the Finance/Admin Section will be drawn from the Finance Department, Risk Management, or other County agencies as appropriate to the situation.

#### **10.14 Emergency Operations Center (EOC)**

The primary focus of the Emergency Operations Center is to support the response to emergencies and disasters. As response efforts decrease and recovery efforts increase, the EOC transitions into short term recovery. If an extended recovery is anticipated or necessary, the EOC will transition recovery duties to the Recovery Manager. Information gathered in the response phase including situation status, damage assessments, resource lists, unmet needs, shelter locations, etc. will be given to the Recovery Manager and Recovery Planning Section (if established).

The EOC may have these on-going responsibilities in support of the Recovery Manager:

- Identifying critical areas and unmet needs
- Providing logistical support
- Maintaining situational awareness
- Prioritizing and re-assigning assets (in coordination with the Recovery Manager)
- Preparing for subsequent emergencies or disasters

#### **10.15 Recovery Organization Staff and Structure**

The Recovery Organization will comprise the leadership of the recovery effort, including the Recovery Manager (see above) who will serve as the Director of the Recovery Organization, and all Command and General Staff positions. The Recovery Manager will be a full-time appointment; Command and General Staff may be detailed to the Recovery Organization full or part-time, depending on the situation. Recovery Organization staff will be relieved (full or part-time, as appropriate) from their permanent job duties until released from their recovery role. The cost of Recovery Organization staff and recovery tasks will be borne by their home agencies, unless such costs are eligible for reimbursement under federal or state programs, or if other funding mechanisms are provided by the County.

### 10.16 Recovery Support Function (RSF) Common Responsibilities:

Although each RSF has individual and unique responsibilities, there are several responsibilities that are common among all RSFs. These include:

- Identifying critical areas
- Prioritizing projects within their respective area of responsibility
- Supporting vulnerable populations
- Sharing information with other RSFs and the EOC
- Maintaining situational awareness across RSFs
- Tracking and managing resources assigned to them
- Providing safety information to assigned resources
- Data Collection and tracking
- Maintaining effective internal communication

## 11. Recovery Support Functions (RSFs)

The planning committee has determined the need for seven Recovery Support Functions. The RSFs will be activated at the discretion of the Recovery Manager, and depending on the size and scope of the disaster, may be direct reports to the Recovery Manager, or may report to the Operations Section Chief if one has been designated. Certain RSFs have subcategories which may also be activated as needed.

The Recovery Support Functions are:

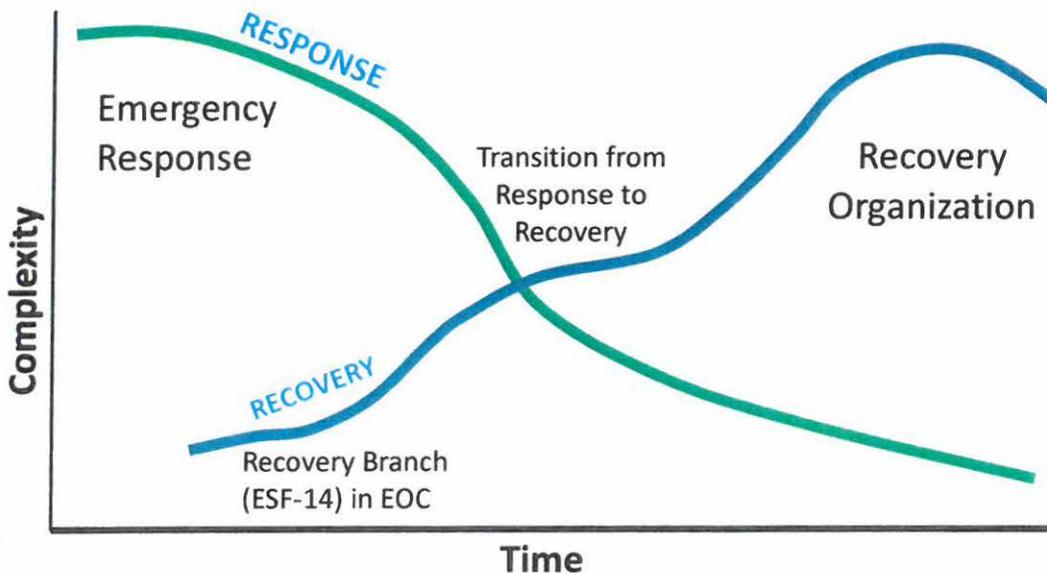
- A. Community Recovery Planning RSF Branch
- B. Economic RSF Branch
  - Employment Recovery
  - Business Restoration Recovery
  - Business Retention and Recruitment Recovery
  - Supply Chain Recovery
- C. Natural and Cultural Resources RSF Branch
  - Natural Resources Recovery
  - Cultural Resources Recovery
- D. Housing RSF Branch
  - Intermediate Housing Recovery
  - Long-Term Housing Reconstruction and Relocation Recovery
- E. Infrastructure RSF Branch
  - Utility Restoration Recovery
  - Transportation System Recovery
  - Capital Repairs and Reconstruction Recovery
  - Debris Management Recovery

3. Short-term Recovery: Short-term Recovery accounts for the response to vital-life support systems, critical infrastructure, health and safety needs, assessment of scope and damages, restoration of basic services, and mobilization of recovery organizations and resources. Short-term recovery begins immediately following a disaster, and may last days to weeks. Short-term recovery operations are tasked under the Emergency Operations Plan (EOP).

4. Intermediate Recovery: This phase includes returning individuals, families, critical infrastructure, and essential services to a functional state. In this phase that could mean temporary accommodations which could lead to more permanent measures. Intermediate Recovery can begin within a day or more after a disaster and will continue and overlap into long-term recovery.

5. Long-term Recovery: The long-term recovery phase is the period when disaster damages are returned to a normal, pre-disaster, or much improved state. This phase includes physical rebuilding; social, economic, natural, and environmental restoration towards self-sufficiency, sustainability, and resilience to future disasters. Long-term recovery can begin once the community is in the position to plan for future sustainability and resiliency and may last for years.

Once it is determined by the Commissioners that the Recovery Organization is no longer needed, recovery will move to a decentralized, long-term process which will be managed by individual County or City departments. The exact demobilization process of the Recovery Organization will be determined by the Recovery Manager with assistance of the Planning Section Chief.

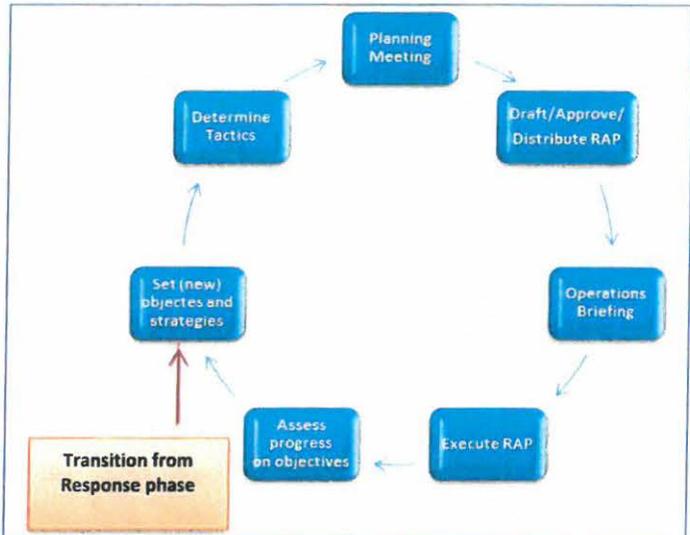


### 13.1 Recovery Action Planning Cycle:

The Recovery Action Planning (RAP) cycle is a defined process, structure, and schedule for setting and prioritizing objectives, resource availability, progress, and general functions of the Recovery Organization's goals. The Planning Section Chief is charged with the coordination and scheduling of this process. Operation periods may last anywhere from days to months based on the discretion of the Recovery Manager. The Recovery Action Planning cycle is consistent with the Incident Action Planning Process used during response operations.

The RAP cycle steps include:

- a) Transition from response phase
- b) Assess progress on current objectives & set (new) objectives and strategies
- c) Determine tactics
- d) Planning meeting
- e) Draft/approve/distribute the Recovery Action Plan (RAP)
- f) Operations briefings
- g) Execute Recovery Action Plan
- h) Reassess progress on objectives



The steps of the RAP cycle are outlined below.

#### a) Transition from response phase

As management of the overall incident transitions from Response to Recovery, non-life-safety objectives that were set but not fully accomplished during Response will be transitioned from the responsibility of the Response-phase Incident Command to the Recovery Organization. These unmet needs and other ongoing Response objectives will form the initial basis for setting Recovery objectives.

#### b) Assess progress on objectives & Set (new) objectives and strategies

Regardless of whether the Recovery Organization is in its initial operational cycle or conducting ongoing planning, the first step of a new RAP cycle is for the Operations Section to report on the status of its objectives, as well as identifying additional needs or new objectives. This will include input from the RSF Branches. This is a very important step and will help to reinforce the development of measurable objectives by ensuring that specific Branch input results in clearly scoped and defined objectives, particularly for objectives that may last over numerous operational periods.

The next step of the RAP cycle is for the Recovery Manager to work with his/her staff (and – at the Recovery Manager's discretion only – the Recovery Policy Advisory Board) to identify and prioritize objectives and strategies for the next operational period. These may be ongoing or incomplete objectives from previous operational periods, or they may be new.

#### 14. Policies for Lead and Supporting Agencies:

The following are a list of guiding principles for the execution of objectives within the Recovery Action Plan to Lead and Supporting Agencies within RSF Branches and Recovery Groups.

- RSF Branches and Recovery Groups will operate according to ICS principles which include; unity of command, chain of command, management by objectives, appropriate span of control, common terminology and proper accountability of resources
- To the degree applicable, agencies participating in RSF Branches and Recovery Groups will employ normal day-to-day operating and reporting procedures
- Lead and Supporting Agencies will establish internal communications and information exchange protocols to ensure awareness and transparency
- Assets available to any Recovery Function will be made available to support County-wide recovery activities in coordination with the Logistics and Finance/Admin Sections.

The Douglas County Office of Emergency Management (OEM) is responsible for ensuring that all assigned staff has an understanding of their roles and responsibilities and that necessary training is available.

#### 15. Common Objectives:

##### Pre-Disaster:

- Establish and maintain pre-incident coordination among the Recovery Group's Supporting Agencies and other identified partners.
- Inventory resources and capabilities, and address gaps. A NIMS-compliant, resource-typed inventory is ideal.
- Address potential issues of resource procurement.
- Maintain and promote continuity capabilities.
- Train and exercise roles and responsibilities in coordination with the OEM.

##### Post-Disaster:

- Brief supporting agencies and organizations to ensure that mobilized Supporting Agency staff within each Recovery Group have up-to-date situational information and assignments.
- Identify and address resource needs.
- Identify additional or extraordinary funding needs.
- Maintain documentation in coordination with the Finance/Admin Section.
- Provide information and updates through the Recovery Action Planning Cycle.
- Maintain compliance with applicable legal requirements.
- Ensure the Health Safety and Welfare of Recovery Staff through communication with the Safety Officer and Logistics Section.

the Division of Homeland Security and Emergency Management for State and Federal level resources.

## **18. Intergovernmental Coordination and Other External Coordination:**

Coordination with external partners is tasked to the Liaison Officer. However, if more direct operation coordination with neighboring jurisdictions is necessary, the ICS organizational structure can be expanded to accommodate intergovernmental coordination. In this case, a Unified Command will be established.

### **Coordination with the State of Colorado and the Federal Government:**

Douglas County can coordinate with external jurisdictions and partners in the following ways:

- Sharing information through conference calls, situational reports, briefings etc.
- Exchanging Liaison Officers with other jurisdictions for sharing of information.
- Exchanging authorized agency representatives.
- Establishing joint coordination entities such as Multi-Agency Coordination Centers.
- Establishing joint operations through Unified and Area Commands.
- Use of WebEOC

### **Coordination with Private Companies, Non-Profit Organizations, Stakeholders, and the General Public:**

- Private and non-profit assets may be assigned directly to an RSF Branch.
- Interested outside organizations may approach the Recovery Organization to offer or request services through the Liaison Officer and may receive/submit information to the Public Information Officer.
- Impacted parties may express concerns to the members of the Recovery Policy Group
- Impacted parties may also express concerns to the Recovery Organization Liaison Officer.

## **19. Information Collection and Dissemination:**

Information collection and dissemination is critical to the success of the recovery process and will be consistent with those implemented in the response phase, and described in the EOP. This will include coordination and interaction with a Joint Information Center (JIC) and coordination among Public Information Officers (PIO). The JIC can be either a physical or virtual location depending upon the incident.

## **20. Interaction with other County Plans:**

County Emergency Operations Plan (EOP): The County EOP addresses roles and responsibilities and organizational structures during the emergency response phase. Elements of the EOP and its annexes, especially ESF-14 Recovery as listed in Annex C, may be utilized throughout the recovery phase.

Exercises: Exercises are a valuable and important way to prepare County staff, cooperating agencies, and other partners for the response to, and recovery from, a disaster. It is also a mechanism to validate or determine gaps in emergency plans such as this. Douglas County Emergency Management, in coordination with its partner agencies, will determine an exercise schedule for this plan.

## Annex A - Community Recovery Planning RSF Branch

### A. Purpose

The Community Recovery Planning RSF Branch is responsible for coordination the County's public, private, and non-profit sector efforts to coordinate recovery planning for human services, public works, and volunteer management after a disastrous event. This RSF Branch will only be activated in the case that recovery activities require special coordination that cannot be accomplished through normal county functioning. If the recovery objectives described below can be accomplished without activation of this RSF Branch, this Branch will be deactivated and its staff and assets returned to normal operations, at the discretion of the Operations Section Chief.

A Lead Agency will be assigned for this RSF Branch by the Operations Section Chief, and this Lead Agency will staff the Community Recovery Plan RSF Branch Director position. Other agencies identified as potential Lead Agencies in the above list will become Supporting Agencies.

### B. Organization

The following agencies and organizations may be asked to lead or support this RSF Branch:

Lead Agencies:
<ul style="list-style-type: none"> <li>● Douglas County Department of Community Development</li> <li>● Tri-County Health Department</li> </ul>
Support Agencies--Douglas County Government:
<ul style="list-style-type: none"> <li>● Douglas County Department of Human Services</li> <li>● Arapahoe/Douglas Mental Health Network</li> <li>● Douglas County Department of Public Works Engineering (DPWE)</li> <li>● Douglas County Libraries: Volunteer Management</li> </ul>
Support Organizations--Private/Non-Profit:
<ul style="list-style-type: none"> <li>● Area Chambers of Commerce</li> </ul>
Support Organizations--Regional:
<ul style="list-style-type: none"> <li>● Colorado Volunteer Organizations Active in Disaster (COVOAD)</li> <li>● Colorado Emergency Preparedness Partnership (CEPP)</li> </ul>
Support Agencies--State of Colorado:
<ul style="list-style-type: none"> <li>● Division of Homeland Security and Emergency Management</li> <li>● Department of Local Affairs</li> </ul>
Support Agencies--Federal Government:
<ul style="list-style-type: none"> <li>● Federal Emergency Management Agency (FEMA)</li> </ul>

be identified as part of the community involvement process. Project considerations include; the needs of the community, project feasibility, project sustainability, linkages throughout the community, and how it enhances the quality of life in the community.

The FEMA Long Term Recovery Toolbox may be of assistance in this process and can be found at: [http://www.fema.gov/media-library-data/20130726-1841-25045-2720/ltr\\_toolbox\\_508compliant\\_062112.pdf](http://www.fema.gov/media-library-data/20130726-1841-25045-2720/ltr_toolbox_508compliant_062112.pdf)

7. Draft the Community Recovery Plan: The Community Recovery plan describes specific strategies and actions, and includes physical improvements, policies, and programs. It should be written in a manner that is easily comprehensible by the public, business, and other stakeholders.
8. Prepare a Community Recovery Funding Strategy: Funding is critical in implementing recovery projects that realize the community's visions and goals. The establishment of a not-for-profit organization outside of county government that can collect and distribute funds has been used and strongly recommended by other counties which have gone through an extensive recovery effort.

### C. Supply Chain Group:

A critical part of recovery is the ability for citizens to purchase basic life support needs. The Economic Recovery Branch will work to restore local supply chains. This can include groceries, gas for vehicles, pharmaceutical goods, supplies and hardware to repair homes and business. Once these immediate needs are met, it is important that other retail and business services are re-established.

The Supply Chain Recovery Group will also coordinate local efforts with state and federal recovery programs designed to identify both large and small business resources that will either directly support recovery efforts or otherwise contribute to the overall economic recovery of the community, and to ensure that logistics, transportation, and shipping challenges associated with these are monitored and addressed. This Group will also monitor and address logistics, transportation, and shipping challenges that impact the general economic health and resilience of the county.

This Group is not tasked with acquisition or provision of emergency response supplies or assets during the emergency response phase. This group will ensure that supply chain problems are not impeding big-picture economic recovery.

#### **Short-Term Recovery Objectives:**

1. Identify market sectors that have been significantly disrupted: The County's recovery efforts must have the capability to identify and prioritize local, damaged market sectors. By identifying these local businesses, the Supply Chain Group will be able to champion the restoration and/or repairs to reestablish the supply chain needs.
2. Ensure efforts to address supply chain disruptions, with priority to recovery-essential goods and services: This Group will work with other RSF Branches to address private-sector supply chain concerns and restoration priorities.
3. Coordinate transition from emergency provision of commodities: As local, state, and government logistics and distribution of federally-supplied commodities wind down, the local business community should be ready to meet county residents' and companies' needs for those goods and services through normal (retail) business practices.
4. Distribute information regarding access to goods and services: Public access to recovery-related goods and services requires accurate and timely public information. This Group will coordinate with the Public Information Officer and Business Recovery Centers to provide information for distribution through county public information channels. In this manner, the public and other companies can be kept aware of important locations and supply chain program changes, particularly as provision of such goods and services reverts to normal (retail) business practices.

### D. Employment Group:

The Employment Recovery Group will coordinate local efforts with state and federal recovery programs designed to sustain local employment during the disaster recovery phase. More specifically, the Employment Group's purpose is to provide or advocate for

4. Communicate recovery plans and priorities: It is essential that local businesses understand the recovery objectives that pertain to their individual recovery needs to ensure that their business restoration and recovery planning takes into consideration realistic planning assumptions for the restoration of public utilities and other essential support systems. This Group will work with the Public Information Officer to communicate economic recovery and business restoration priorities to County residents and businesses.

**Intermediate and Long-Term Recovery Objectives:**

1. Identify and promote opportunities for IT or telecom infrastructure upgrades: This Group will work with the Infrastructure RSF Branch to identify and promote opportunities for IT or telecom infrastructure upgrades as part of disaster reconstruction work.
2. Identify and promote opportunities for enhanced private sector resiliency: This Recovery Group will work with private sector businesses, trade groups, and professional associations to promote business resiliency in terms of adequate insurance, continuity planning, IT recovery planning, etc., as well as promoting enhanced efficiency of facilities and operations.

### C. Natural Resources Group

The purpose of the Natural Resources Recovery Group is to coordinate local efforts with state and federal recovery programs designed to support the return of the community's natural and environmental assets and systems to pre-disaster or improved condition during disaster recovery.

The Group will ensure county natural resources are monitored and addressed as necessary – inclusive of parks, reservoir(s), watersheds, and other environmental assets, whether publicly or privately owned/operated.

#### **Short-Term Recovery Objectives:**

1. **Monitor environmental issues:** The Recovery Group, in coordination with federal and state agencies, will continuously monitor threats to other identified natural and environmental assets or systems, including forest resources.
2. **Advocate for recovery actions that conserve, rehabilitate, and restore natural and environmental assets or systems:** The Natural Resources Recovery Group in coordination with other local, state, and federal partners, will advocate for actions to assess, conserve, and restore county natural resources in accordance with FEMA's Public Assistance program environmental regulations, other state or federal environmental regulations and standards, County Comprehensive Plan policies, and other environmental initiatives.

#### **Intermediate and Long-Term Objectives:**

1. **Coordinate with public and private partners for the permanent restoration and/or rehabilitation of natural resources:** The Natural Resources Recovery Group will work with public and private-sector providers of environmental restoration and rehabilitation services to coordinate and execute the permanent restoration of publicly owned natural resources.
2. **Monitor CBRN issues:** The Natural Resources Recovery Group will offer expertise, oversight, and advocacy as appropriate for clean-up and restoration of natural areas and systems from a Chemical, Biological, Radiological, or Nuclear (CBRN) event, or other events with immediate or long-term environmental impacts.

### D. Cultural Resources Group

The purpose of the Cultural Resources Recovery Group is to coordinate local efforts with state and federal recovery programs designed to support the return the community's cultural and historic assets and structures to pre-disaster or improved condition during disaster recovery.

The Group will ensure county cultural and historic assets and structures are monitored and addressed as necessary – inclusive of historical sites, libraries, museums, and other sites of cultural importance, whether publicly or privately owned/operated.

## Annex D - Housing RSF Branch

### A. Purpose

The Housing RSF Branch is responsible for coordinating the County's public, private, and non-profit sector efforts to develop and implement programs and policies that provide for rehabilitation and reconstruction of destroyed and damaged housing, and/or the development of new permanent housing options. In the recovery phase this would account for intermediate housing, long-term housing, and transient housing. It is estimated that 62% of households in Douglas County own at least one pet, and many own two, three, or more. Since domestic animals are such an important part of our lives, temporary housing must include provisions for service and companion animals. Refer to the Douglas County Animal Annex for more detailed information on animal management.

### B. Organization

The following agencies and organizations may be asked to lead or support this RSF Branch:

Lead Agencies:
<ul style="list-style-type: none"> <li>● Douglas County Department of Community Development (Community and Resource Services Division)</li> </ul>
Support Agencies--Douglas County:
<ul style="list-style-type: none"> <li>● Douglas County Housing Partnership</li> <li>● Arapahoe/Douglas Mental Health Services</li> <li>● Douglas County Department of Human Services</li> <li>● Douglas County Sheriff's Office Animal Control</li> <li>● Douglas County Fleet, Facilities &amp; Emergency Support Services</li> <li>● Douglas County Open Space</li> </ul>
Support Organizations--Private/Non-Profit:
<ul style="list-style-type: none"> <li>● Community of Care Network (Transient population) (DCD)</li> <li>● Colorado Voluntary Organizations Active in Disasters (COVOAD)</li> <li>● Denver Dumb Friends League (DDFL)</li> <li>● PetAid Colorado</li> </ul>
Support Organizations--Regional:
<ul style="list-style-type: none"> <li>● Douglas-Elbert County Animal Response Team (DECART)</li> <li>● Douglas-Elbert County Horse Council (DECHC)</li> <li>● Jefferson County Animal Control</li> <li>● Tri-County Health Department</li> </ul>
Support Agencies--State of Colorado:
<ul style="list-style-type: none"> <li>● Colorado Housing &amp; Financing Authority, Division of Housing</li> </ul>
Support Agencies--Federal Government:
<ul style="list-style-type: none"> <li>● Federal Emergency Management Agency (FEMA)</li> </ul>

#### D. Long-Term housing Group

The purpose of the Long-Term Housing Recovery is to coordinate local efforts with state and federal recovery programs that promote, incentivize, or directly provide for the permanent rehabilitation and reconstruction destroyed and damaged housing, whenever feasible, and develop other new accessible, permanent housing options. This Group is responsible for implementing housing solutions that effectively support the needs of the whole community and contribute to its sustainability and future disaster resilience.

#### **Short-Term Recovery Objectives:**

The following objectives must be addressed as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.
2. Assess and communicate intermediate housing needs and costs: Based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.
3. Establish and implement consumer-protection reporting and safeguards: The Long-Term Housing Group will offer information to the public regarding consumer protection and potential abuses. The Group will also receive and investigate public complaints related to contractors, and it will compile and distribute lists of contractors receiving verified complaints, and where appropriate refer such complaints to the Office of the County Attorney.

#### **Intermediate and Long-Term Recovery Objectives:**

The following intermediate and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the objectives of other Recovery Groups.

1. Implement programs to facilitate long-term reconstruction and relocation: These may include technical assistance and financial tools related to rebuilding in-place and/or permanent relocation, if necessary.
2. Promote site-level resiliency and best practices to mitigate future damage: Provide technical assistance and administer funding associated with physical mitigation of new permanent long-term housing against relevant hazards.
3. Monitor insurance issues: The Group will work to monitor insurance premiums and coverage issues.
4. Provide public information related to long-term housing: The Long-term Housing Reconstruction and Relocation Group will provide public information related to long-term housing programs and resources, for distribution by the Public Information Officer.

## Annex E - Infrastructure RSF Branch

### A. Purpose

The Infrastructure RSF Branch is responsible for coordinating the County's public, private, and non-profit sector efforts to facilitate maintenance and restoration of county facilities, critical infrastructure systems, public works operations, road and bridge access, debris management (to include livestock carcass removal), and other related services.

### B. Organization

The following agencies and organizations may be asked to lead or support this RSF Branch:

<b>Lead Agencies:</b>
<ul style="list-style-type: none"><li>● Douglas County Department of Public Works Engineering</li><li>● Douglas County Department of Public Works Operations</li><li>● Douglas County Department of Community Development (Parks, Trails, and Building Grounds Division)</li><li>● Victim Services</li><li>● Local Jurisdictions' public works departments--Castle Rock, Larkspur, Parker, Castle Pines, Lone Tree</li></ul>
<b>Support Agencies--Douglas County:</b>
<ul style="list-style-type: none"><li>● Douglas County Department of Human Services</li><li>● Douglas County Coroner</li><li>● Planning Services Division (DCD)</li><li>● Building Services Division (PWE)</li><li>● Douglas County Sheriff's Office</li><li>● Douglas County Animal Control</li><li>● Douglas County GIS (mapping)</li><li>● Douglas County Public Information Office</li><li>● Douglas County School District</li></ul>
<b>Support Organizations--Private/Non-Profit:</b>
<ul style="list-style-type: none"><li>● Colorado Emergency Preparedness Partnership (CEPP)</li><li>● CenturyLink</li><li>● Comcast</li><li>● AT&amp;T Long Distance</li><li>● Wholesale Fiber Optic Communication Providers</li><li>● Cellular Providers</li><li>● Private contractors</li><li>● Burlington Northern and Santa Fe Railroad</li><li>● Union Pacific Railroad</li></ul>
<b>Support Organizations--Regional:</b>
<ul style="list-style-type: none"><li>● Tri-County Health Department</li><li>● Water &amp; Sanitation Providers (districts, authorities, municipalities, etc.)</li></ul>

Recovery and Information Centers, short-term or interim housing, as well as major employers, commodities distributors, and other key recovery functions, with a focus on the maintenance of basic lifelines and services.

2. Assess and communicate major or long-term utility reconstruction costs.
3. Provide public information related to utility service and restoration: The Recovery Group will provide information for distribution to the Public Information Officer (PIO).

#### **Intermediate and Long-Term Recovery Objectives:**

The following intermediate- and long-term recovery objectives are characterized by operations that may provide sustained temporary measures to bridge the gap into permanent solutions, return life to normal or an improved state, or otherwise support the objectives of other Recovery Groups.

1. Coordinate the permanent reconstruction of major critical utilities infrastructure: The Utility Restoration Recovery Group will work with public and private-sector providers of utility services to coordinate and execute the reconstruction of major utilities infrastructure.
2. Ensure mitigation measures are considered: The Utility Restoration Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities in order to help reduce future risk and enhance community resilience.

#### **D. Transportation System Recovery Group**

The purpose of the Transportation Recovery Group is to coordinate local efforts with state and federal recovery programs designed to provide post-disaster transportation services, and restore transportation infrastructure and service to pre-disaster or improved condition. It is inclusive of roads, passenger rail, freight rail, bus, and air travel systems.

The Group will monitor transportation infrastructure and systems and provide coordination with key public, public authority, and private-sector transportation partners to facilitate transportation restoration and infrastructure reconstruction.

#### **Short-Term Recovery Objectives:**

The following objectives must be addresses as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Coordinate the restoration or interim provision of critical transportation infrastructure and services: The Transportation Group will work with public and private-sector providers and managers of transportation infrastructure and services to coordinate and execute immediate restoration of utility services that support public transportation according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle, and it may require requesting the input of the Recovery Policy Group (through chain of command).
2. Assess and communicate major or long-term transportation reconstruction costs: The Transportation Recovery Group will assess and communicate to the Planning

### **Intermediate and Long-Term Transportation Recovery Objectives:**

1. Coordinate the permanent reconstruction of public facilities: The Capital Repairs and Reconstruction Group will coordinate and execute the reconstruction of public facilities (including schools), as needed. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle and will be consistent with the Community Recovery Plan developed by the Community Recovery Planning Branch, supporting mitigation, housing, and economic recovery priorities.
2. Ensure mitigation measures are considered: The Utility Restoration Recovery Group will coordinate with local, state, and federal partners to identify and implement mitigation opportunities in order to help reduce future risk and enhance community resilience.

### **F. Debris Management Recovery Group**

Debris removal is typically one of the first major issues that must be addressed in recovery. Large piles of organic and non-organic debris can become public health concerns and once dry, can become a fire threat. The purpose of the Debris Management Recovery Group is to coordinate local efforts with state and federal recovery programs designed to remove, transport, store, and otherwise manage debris on public property or rights-of-way throughout Douglas County during disaster recovery. The Group will ensure debris issues are monitored and addressed as necessary.

### **Short-Term Recovery Objectives:**

The following objectives must be addresses as quickly as possible after the activation of the Recovery Plan and may begin as early as the response phase.

1. Coordinate debris removal and management as necessary: The Debris Group will refer to the Douglas County Debris Management Plan for continued guidance regarding debris removal, management, storage, and disposal operations.
2. Ensure that all disaster-generated debris is properly and immediately disposed of according to the type of debris being handled, contamination factors, and environmental impacts: The management and removal of CBRN contaminated debris will require the development of a separate strategy to be developed in close coordination with the Safety and Security Branch as well as the Health and Medical Group.
3. Coordinate the removal of animal and livestock carcasses: In partnership with Animal Control, State Veterinarian's Office, and Tri-County Health, develop and execute a carcass removal plan. This may include instructions to the public and the processes to dispose of deceased animals from their property.
4. Provide public information related to debris: The Debris Group will provide public information related to debris clearance and management for distribution by the Public Information Officer.
5. Ensure that records associated with debris removal meet FEMA standards and are coordinated with the Finance Section.

## Annex F - Safety and Security RSF Branch

### A. Purpose

The Safety and Security RSF Branch is responsible for coordinating the County's public, private, and non-profit sector efforts to ensure safety and security of county residents, businesses, etc. during recovery.

### B. Organization

The following agencies and organizations may be asked to lead or support this RSF Branch:

Lead Agencies:
<ul style="list-style-type: none"><li>● Douglas County Sheriff's Office</li><li>● Local Police Departments</li><li>● Fire Districts and Departments</li><li>● Building Services Division (DPWE)</li></ul>
Support Agencies--Douglas County:
<ul style="list-style-type: none"><li>● Douglas County Department of Public Works Engineering</li><li>● Douglas County Department of Public Works Operations</li><li>● Douglas County GIS (mapping)</li><li>● Douglas County Assessor</li><li>● Planning Services Division (DCD)</li><li>● Douglas County School District</li></ul>
Support Organizations--Private/Non-Profit:
<ul style="list-style-type: none"><li>● American Red Cross</li></ul>
Support Organizations--Regional:
<ul style="list-style-type: none"><li>● Tri-County Health Department</li></ul>
Support Agencies--State of Colorado:
<ul style="list-style-type: none"><li>● Colorado Division of Homeland Security and Emergency Management</li><li>● Colorado National Guard</li></ul>
Support Agencies--Federal Government:
<ul style="list-style-type: none"><li>● Federal Emergency Management Administration (FEMA)</li><li>● Natural Resources Conservation Service (NCRS)</li><li>● Department of Homeland Security (DHS)</li></ul>

### C. Public Safety Recovery Group

The purpose of the Public Safety Recovery Group within the Safety and Security RSF Branch is to coordinate local efforts with state and federal recovery programs designed to maintain law enforcement and other security operations within the county – inclusive of protection of life and property – during disaster recovery.

#### D. Structural Safety and Damage Assessment Recovery Group

The purpose of the Structural Safety and Damage Assessment Recovery Group is to coordinate local efforts with state and federal recovery programs designed to sustain the community's structural safety – inclusive of inspections and code enforcement – and damage assessment operations during disaster recovery, and thus to help return and restore the community to pre-disaster or normal conditions or an improved state following a large-scale disaster or catastrophic incident.

The Structural Safety and Damage Assessment Recovery Group will ensure structural safety issues are monitored and addressed as necessary and will expedite the County's building code enforcement, structural safety, and damage assessment procedures as appropriate. The Structural Safety and Damage Assessment Recovery Group will also coordinate with county departments, private and nonprofit sector partners, and regional, state, and federal partners to identify resources.

#### **Short-Term Recovery Objectives:**

The following short-term recovery objectives must be addressed as quickly as possible after the activation of the Plan and will likely meet pressing unmet needs of county residents and businesses (excluding immediate life-safety and property-protection objectives).

1. Monitor structural safety hazards, building code enforcement issues, and damage assessment operations: The Structural Safety and Damage Assessment Recovery Group will build upon initial efforts made during the preliminary damage assessment process and continue to monitor structural safety hazards, building code enforcement issues, and damage assessment progress related to the disaster, and report information back to the Planning Section and the Director of Emergency Management.
2. Implement damage assessments: Build upon initial efforts made during the preliminary damage assessment process. Coordinate with the Planning Section to maintain situational awareness of the scale of demolition and reconstruction needs.
3. Maintain Structural Safety in the County: Evaluate safety of impacted structures and indicate whether they may be reoccupied.
4. Facilitate and enforce building codes inspections and compliance.
5. Implement expedited procedures for demolitions permits and building permits.
6. Provide public information regarding structural safety and damage assessments in coordination with the Public Information Officer.

#### **Intermediate and Long-Term Recovery Objectives:**

1. Continue to assess and provide structural safety: The Structural Safety and Damage Assessment Recovery Group will facilitate structural safety/integrity and damage assessment operations in coordination with local, regional, state, and federal partners. The Structural Safety and Damage Assessment Recovery Group will continue to assess and prioritize the need for structural safety and damage assessments within the community.
2. Consider abandoned or other non-code-compliant properties: The Structural Safety and Damage Assessment Recovery Group will coordinate with the Interim and Long-

## Annex G - Community Services RSF Branch

### A. Purpose

The Community Services RSF Branch is responsible for coordinating the County's public, private, and non-profit sector efforts to ensure the provision of public health, health care, mental health networks, social, and human services to affected individuals, families, and communities.

### B. Organization

The following agencies and organizations may be asked to lead or support this RSF Branch:

Lead Agencies:
<ul style="list-style-type: none"><li>● Douglas County Department of Human Services</li><li>● Tri-County Health Department</li><li>● Arapahoe/ Douglas Mental Health Network</li></ul>
Support Agencies--Douglas County:
<ul style="list-style-type: none"><li>● Community of Care Networks</li><li>● Community and Resource Services Division (DCD)</li><li>● Victim Assistance</li><li>● Douglas County Transit Solutions (DCD)</li></ul>
Support Organizations--Private/Non-Profit:
<ul style="list-style-type: none"><li>● American Red Cross</li><li>● Developmental Pathways</li></ul>
Support Organizations--Regional:
<ul style="list-style-type: none"><li>● Castle Rock Adventist Hospital</li><li>● Parker Adventist Hospital</li><li>● Sky Ridge Medical Center</li><li>● Clinical Entities</li><li>● Neighbor Counties</li></ul>
Support Agencies--State of Colorado:
<ul style="list-style-type: none"><li>● Colorado Department of Public Health &amp; Environment (CDPHE)</li><li>● Colorado Department of Local Affairs (DOLA)</li></ul>
Support Agencies--Federal Government:
<ul style="list-style-type: none"><li>● Federal Emergency Management Administration (FEMA)</li></ul>

### C. Social and Human Services Recovery Group

The purpose of the Social and Human Services Recovery Group is to coordinate local efforts with state and federal recovery programs designed to sustain the community's social and human services operations (including provision of mental health and spiritual counseling) during disaster recovery.

2. Continue to support General Population Shelters as appropriate.
3. Implement or maintain isolation and quarantine:  
In conjunction with the Office of the County Attorney and the Safety and Security Group, the Health and Medical Group shall continue to ensure appropriate steps are taken to implement isolation and/or quarantine actions in response to disease outbreaks resulting from or exacerbated by the disaster, per Tri-County Health Department protocols and guidelines.
4. Ensure provision of basic health and medical services and supplies: The Health and Medical Group will continue to ensure provision of health and medical services into the recovery phase, as necessary, in accordance with Recovery Manager.
5. Provide health services to staff, contractors, and volunteers.
6. Monitor the safety and security of health facilities.
7. Approve reopening of Health Department-regulated facilities.
8. Provide public information related to social and human services

**Intermediate and Long-Term Recovery Objectives:**

1. On-going health and medical unmet needs: In addition to short-term recovery activities described above, the Health and Medical Recovery Group will maintain and restore other recovery-critical health and medical services in coordination with local, regional, state, and federal partners. The Group will participate in the Recovery Action Planning cycle to develop recovery goals and objectives, and it will monitor and report on the status of recovery issues.

The Health and Medical Group may not be to meet service expectations and/or normal standards of care, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Policy recommendations related to altered standards of care will be offered to the Recovery Manager in accordance with established Policies and Priorities

2. Approve reopening of Health Department-regulated facilities: Coordinate post-disaster inspections and approvals for re-opening of restaurants, schools, and other regulated facilities.
3. Manage the transition back to normal health and medical services: Provide management and coordination for the services described above to transition back to normal day-to-day operations.