



EMERGENCY OPERATIONS PLAN

June 20, 2023

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LETTER OF PROMULGATION

The City of Fort Collins City Council hereby affirm their support for the City of Fort Collins Office of Emergency Preparedness and Security, and the planning process. The following Emergency Operations Plan has been reviewed by the City Council and is hereby ordered published and distributed.

All departments, department heads, and City personnel are hereby directed to accept the responsibilities assigned within this document and to conduct the necessary planning and training needed to implement the Emergency Operations Plan.

Fort Collins City Manager

Date

Director of Emergency Preparedness and Security

Date

REVIEW AND CONCURRENCE

The following departments, personnel, and non-City organizations assigned responsibilities in this City of Fort Collins Emergency Operations Plan have reviewed the following plan and have concurred.

The City of Fort Collins

| | |
|--|---|
| Accounting and Treasury | Information Technology |
| Budget | Purchasing |
| Community Development and Neighborhood Services | Safety and Risk Management |
| City Attorney's Office | Sales Tax |
| City Clerk's Office | Social Sustainability |
| City Manager's Office | Streets |
| Communications and Public Involvement | TransFort and Parking Services |
| Economic Health | Utilities - Customer Connections |
| Engineering | Utilities - Light and Power |
| Environmental Services | Utilities - Water Engineering & Field Services |
| Fort Collins Police Services | Utilities - Water Resources and Treatment |
| Human Resources | |

City of Fort Collins Partners

| | |
|--|--|
| Banner Health | Larimer Humane Society |
| Colorado State University | Larimer County Office of Emergency Management |
| Larimer Emergency Telephone Authority | Larimer County Volunteer Organizations Active in Disaster |
| Office of the Larimer County Coroner | Poudre Fire Authority |
| Larimer County Department of Health and Environment | UCHealth |

EXECUTIVE SUMMARY

The City of Fort Collins Office of Emergency Preparedness and Security (EPS) is an office of the City of Fort Collins local government (heretofore known in this plan as “the City”), housed within the City Manager’s Office. EPS was established in the City’s Municipal Code via ordinance in the year 1990. The authority from which EPS derives its authority is Municipal Code Chapter 2, Article IX “Emergency Management”. EPS is tasked with the mission of Emergency Management before, during, and after a disaster.

The Fort Collins Emergency Operations Plan (EOP) describes the guidelines, structure, policies, and procedures for managing a major incident impacting the City that overwhelms normal resources. This plan is a component of a series of plans developed at the local, state, and federal levels of government. This EOP is founded upon the guidance and principles set forth in the National Response Framework (NRF), National Disaster Recovery Framework (NDRF), and the National Incident Management System (NIMS). By founding this plan upon those guidelines and principles, it allows for optimal coordination, cooperation, and understanding by responders from all levels of government.

This plan is based on the emergency management principle that all incidents begin and end at the local level. Incidents are also “owned” by the jurisdiction upon which the incident originates in. Additional resources that respond, including State and Federal resources, are for support and it should not be assumed the State or Federal government will assume the responsibility of the incident. Requests for support flow in an upward manner, starting at the local level and eventually ending at the Federal level.

The City’s EOP is structured in segments, with the base EOP serving as the overall structure, designation of roles and responsibilities, and general guidance for the Emergency Management function inside the City of Fort Collins.

[illegible]

DISTRIBUTION LIST

The following departments and personnel have been issued copies of the Emergency Operations Plan.

| 114 N. Mason St | Department | Working-Group/Sub-Dept | Qty |
|--------------------|--------------------|------------------------|-----|
| | Police | District One | 1 |
| | Total For Building | | 1 |

| 215 N. Mason St | Department | Working Group/Sub-Dept | Qty |
|-----------------------|---------------------------------------|---------------------------|-----|
| | Communications and Public Involvement | | 1 |
| | Emergency Preparedness and Security | | 8 |
| | Financial Services | Accounting and Treasury | 1 |
| | | Budget | 1 |
| | | FP&A | 0 |
| | | Purchasing | 1 |
| | | Revenue | 1 |
| | | Safety, & Risk Management | 1 |
| | Human Resources | | 1 |
| | Information Technology | | 1 |
| | | GIS | 1 |
| | Municipal Court | | 0 |
| | Park Planning and Development | | 0 |
| | Parking Services | | 0 |
| | Recreation | | 0 |
| | Personnel | | Qty |
| | Chief Financial Officer | | 1 |
| | Chief Information Officer | | 1 |
| | Chief Judge | | 1 |

Distribution List

| | | | |
|--------------------------|---|------------------------|-----|
| | Director of Communications | | 1 |
| | Director of Emergency Preparedness and Security | | 1 |
| | Senior Emergency Management Specialist | | 1 |
| | Lead Security Specialist | | 1 |
| | Lead Special Events Specialist | | 1 |
| | Total For Building | | 25 |
| 222 Laporte Ave | Department | Working Group/Sub-Dept | Qty |
| | Connexion | | 1 |
| | Utilities | Customer Connections | 1 |
| | Economic Health | | 1 |
| | Environmental Services | | 1 |
| | Social Sustainability | | 1 |
| | Personnel | | Qty |
| | Broadband Executive Director | | 1 |
| | Utilities Executive Director | | 1 |
| | Director of Sustainability Services | | 1 |
| | Total For Building | | 8 |
| 250 N. Mason St | Department | Working Group/Sub-Dept | Qty |
| | Transfort Bus Services | | 1 |
| | Total For Building | | 1 |
| 281 N. College Ave | Department | Working Group/Sub-Dept | Qty |
| | Building Services | | 1 |
| | Engineering | | 1 |
| | FC Moves | | 0 |
| | Historic Preservation | | 0 |
| | Neighborhood Services | | 1 |

Distribution List

| | | | |
|--|--|--|------------|
| | Planning, Development, and Transportation Administration | | 1 |
| | Personnel | | Qty |
| | Director of Planning, Development, and Transportation | | 1 |
| | Total For Building | | 5 |

| | | | |
|--------------------------------|----------------------------------|-------------------------------|------------|
| 300 Laporte Ave | Department | Working Group/Sub-Dept | Qty |
| | City Attorney | | 1 |
| | City Clerk | | 2* |
| | City Council | | 1 |
| | FCTV | | 1 |
| | Operations Services | | 1 |
| | Personnel | | Qty |
| | City Attorney | | 1 |
| | City Clerk | | 1 |
| | City Council Members | | 6 |
| | City Manager | | 1 |
| | Deputy City Managers | | 2 |
| | Director of Facilities and Fleet | | 1 |
| | Mayor | | 1 |
| | Senior Assistant City Manager | | 1 |
| | Total For Building | | 20 |

*One Copy of the EOP must be filed in accordance with 26-307B ARS

| | | | |
|---------------------------------|-------------------|-------------------------------|------------|
| 413 S. Bryan Ave | Department | Working Group/Sub-Dept | Qty |
| | Parks | Cemeteries | 0 |
| | | Forestry | 0 |
| | | Golf | 0 |
| | Personnel | | Qty |

Distribution List

Emergency Operations Plan

| | | | |
|---------------------------|--|--------------------------------------|-----|
| | Parks Director | | 1 |
| | Total For Building | | 1 |
| 417 W. Magnolia Ave | Department | Working Group/Sub-Dept | Qty |
| | Cultural Services | | 0 |
| | Total For Building | | 0 |
| 625 9 th St | Department | Working Group/Sub-Dept | Qty |
| | Streets | | 1 |
| | Personnel | | Qty |
| | Streets Superintendent | | 1 |
| | Total For Building | | 2 |
| 626 Linden St | Department | Working Group/Sub-Dept | Qty |
| | Traffic | | 1 |
| | Total For Building | | 1 |
| 700 Wood St | Department | Working Group/Sub-Dept | Qty |
| | Utilities | Connexion | 1 |
| | | Water Resources and Treatment Ops | 1 |
| | | Water Engineering and Field Services | 1 |
| | | Light and Power Operations | 1 |
| | | Electric Field Services | 1 |
| | | Utility Strategic Finance | 1 |
| | Personnel | | Qty |
| | Deputy Directors of Utilities (L&P, WEFS, WRT) | | 3 |
| | Total For Building | | 9 |
| 1745 | Department | Working Group/Sub-Dept | Qty |
| | Natural Areas | | 1 |

| | | |
|--------------------------------|---------------------------|----------|
| Hoffman Mill Rd | Total For Building | 1 |
|--------------------------------|---------------------------|----------|

| 2221 S. Timberline Rd | Department | Working Group/Sub-Dept | Qty |
|--------------------------------|----------------------------------|------------------------|-----|
| | Police | FC911 | 3 |
| | | Investigations | 1 |
| | | Patrol | 1 |
| | | Records | 1 |
| | Personnel | | Qty |
| | Chief of Police | | 1 |
| | Deputy Chief of Police | | 1 |
| | Assistant Chief(s) | | 3 |
| | Director of Information Services | | 1 |
| Total For Building | | 12 | |

| 3036 Environmental Dr | Department | Working Group/Sub-Dept | Qty |
|--------------------------------------|---------------------------|----------------------------|----------|
| | Utilities | Wastewater Treatment Plant | 2 |
| | Total For Building | | 2 |

| 3400 W. Vine Dr | Department | Working Group/Sub-Dept | Qty |
|--------------------------------|---------------------------|-----------------------------|-----------|
| | Emergency Management | Emergency Operations Center | 10 |
| | Total For Building | | 10 |

| 4316 Laporte Ave | Department | Working Group/Sub-Dept | Qty |
|---------------------------------|---------------------------|--------------------------|----------|
| | Utilities | Water Treatment Facility | 2 |
| | Personnel | | Qty |
| | | | 0 |
| | Total For Building | | 2 |

| Other Entities | | |
|------------------------------------|--|-----|
| Entity | Address | Qty |
| Larimer County OEM | 4872 Endeavor Dr Johnstown, CO 80534 | 1 |
| Loveland OEM | 4872 Endeavor Dr Johnstown, CO 80534 | 1 |
| Poudre Fire Authority Headquarters | 102 Remington St Fort Collins, CO 80521 | 1 |
| Poudre Fire Authority Stations | Varies | 16* |
| Total | | 19 |

* One For Each Station

1. INTRODUCTION

The Federal Government and State of Colorado has mandated that local governments are responsible for the response to emergencies and crises within their jurisdictions. As a result, the City of Fort Collins (henceforth known as “the City”) is entrusted by law to protect life, preserve property and the environment. This plan is developed in compliance with the State of Colorado Revised Statutes § 24-33.5-707 (2016) and the City Municipal Code, Chapter 2, Article IX “Emergency Management”.

This Emergency Operations Plan (EOP) serves as an all-hazards template to direct, control, coordinate, and manage operations, including resources, following an incident that overwhelms normal operations. The City will respond to a local incident using its available resources, which include using mutual aid, and requesting the assistance of the county, state and federal government if required. Within the concept of whole community, private resources should also be included as a potential source of assistance.

The City is responsible for the efficient, and responsive, mobilization of resources to preserve life, protect property and the environment. During response and recovery to an incident, the City acknowledges that all incidents begin and end locally. With that acknowledgment, the City will remain involved in all decisions impacting it during each phase of emergency management.

Incidents are fluid in nature, and no plan could address all contingencies that may arise; for that reason, the all-hazards approach is utilized by the City in response to all emergencies, and in the development of this plan. Roles and responsibilities of the City’s departments were assigned and agreed upon in the review process, providing a basic template for emergency response. City departments are assigned the important task of developing, maintaining, and training for internal operational plans that would be utilized in emergency situations.

This plan will be formally reviewed, and potentially updated on a bi-annual basis. Following the activation of this plan, simulated or real-world, the EOP will be evaluated for its effectiveness. Revisions made to the EOP should be done so in accordance with the development of an After-Action Review (AAR) and Improvement Plan (IP).

1.1 Purpose

The purpose of the City’s EOP is to:

- Ensure that lives are saved, and that property and the environment are protected through a coordinated response from all levels of government
- Identify the roles, responsibilities, and expectations of participating City departments and City personnel in the preparation, planning, response, and recovery to an emergency
- Provide a framework for the coordination of this EOP into programs at local, state, and federal levels
- Integrate the response and recovery efforts from the private, volunteer, and non-governmental organizations, into a coordinated effort with the City’s efforts
- Establish the framework upon which all City emergency plans are developed

This EOP is not a procedural document for the response to an emergency. This EOP provides a basis for a coordinated response and does not provide specific operations or procedures. This plan also attaches a series of annexes intended to assist in various aspects of emergency response and recovery (i.e., Debris Management).

1.2 Scope

This EOP addresses all incidents occurring inside the City’s jurisdictional boundaries, at City-owned property beyond the City’s jurisdiction, or events at the regional or national levels that have the potential to impact the City or the community in a significant manner. The EOP works to ensure that the stages of planning are undertaken through an all-hazards approach. This plan addresses broad responsibilities in the response, and short-term

recovery to an emergency. This plan does not address tactical strategies in the planning, response, and recovery stages.

1.3 Legal Authorities

Federal

- *Americans With Disabilities Act, (ADA)*, 42 U.S.C. § 12101
- *Comprehensive Preparedness Guide 101, (CPG101) Version 2.0, (2010)*
- *Emergency Planning & Community Right-to-know Act (EPCRA)*; 42 U.S.C. Ch. 116; 40 C.F.R. 350-375.
- *Federal Emergency Management Agency Disaster Assistance Policy, 9523.6, Mutual Aid Agreements for Public Assistance & Fire Management Assistance*
- *Federal Emergency Management Agency, National Response Framework (2013)*
- *Homeland Security Act 2002*; 6 U.S.C. Ch. 6.
- *Homeland Security Presidential Directive 5 (HSPD 5): Directive on Management of Domestic Incidents*, 39 Weekly Comp. Pres. Doc. 10 (February 28, 2003).
- *National Planning Framework (NPF)*, (July 2014)
- *Pets Evacuation and Transportation Standards Act (PETS Act)* (October 2006)
- *Plain Writing Act of 2010*, 5 USC 301 note, (October 2010)
- *Presidential Policy Directive 8 (PPD-8): National Preparedness* (Mar. 30, 2011).
- *Presidential Policy Directive 21 (PPD21): Critical Infrastructure Security and Resilience* (Feb. 12, 2013).
- *Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA)*
- *Radio Amateur Civil Emergency Service (RACES)*; 47 C.F.R. 97.407 (2002).
- *Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments*; 42 U.S.C. Ch. 68., **Public Law 93-288, as amended, 42 U.S.C. 5121 et seq.**

State

- *Colorado Disaster Emergency Act of 1992*, Colo. Rev. Stat. § 24-33.5-700 et. seq.
- *Colorado Hazard and Incident Response and Recovery Plan (CHIRRP)*, November 2016
- *Executive Order: National Incident Management System. Colo. Exec. Order. D 011 04* (Dec. 6, 2004), available at: <http://www.colorado.gov/pacific/sites/default/files/d01104.pdf>
- *Colorado Municipal Records Retention Schedule*, Schedule No. 100.040
- *Poison Control Act*, Colo. Rev. Stat. § 25-32-101.

Local

- *City of Fort Collins Home Rule Charter and Code of the City of Fort Collins*
- *Resolution 2005-105 "Adopting the National Incident Management System Principles and Policies"*

1.4 References

Federal

- *Comprehensive Preparedness Guide (CPG) 101 (ver. 2.0, Nov 2010)*
- *FEMA Public Assistance Program and Policy Guide (ver. 4, FP-104-009-2)*
- *United States Code of Federal Regulations, Title 2, Subtitle A, Chapter II, Part 200*

Local

- *City of Fort Collins Emergency Operations Center (EOC) Guidance*
- *City of Fort Collins Home Rule Charter and Code of the City of Fort Collins*
- *City of Fort Collins Procurement Policies & Procedures Manual*
- *Colorado State University Emergency Response Plan*
- *Larimer County Comprehensive Emergency Management Plan*
- *City of Loveland Emergency Operations Plan*
- *Northern Colorado Tactical Interoperable Communications*
- *Poudre School District Crisis Management Plan*
- *Resolution 2014-111 "Approving an Intergovernmental Agreement Among the City of Fort Collins and Other Governmental Entities Regarding Disaster-Emergency Mutual Aid and Disaster-Emergency Funding Assistance"*

1.5 Plan Development and Maintenance

The City of Fort Collins EOP, and subsequent annexes and appendices, will supersede all previous editions once signed by those listed in the **Letter of Promulgation**. The Director of Emergency Preparedness and Security is responsible for the review of this document on an annual basis. This plan shall be re-certified, regardless of if revisions have been made, on a two-year cycle. A committee of Subject Matter Experts (SMEs) as designated by the Director of EPS, will participate in the two-year review.

The SMEs will consist of those departments, personnel, and organizations named inside this document. The Director of EPS may also elect to have this document reviewed by peers in the field of emergency management.

This plan will be updated and revised as required. Exercises and real-world events will be used to identify deficiencies with this plan and issue revisions. Plan revisions and changes will be tracked in the **Record of Changes** table.

1.6 Special Definitions

The following terms used in this plan have special meanings. While they may be commonly used terms, their usage inside this document has the following definitions:

the City – When referenced, this refers to The City of Fort Collins

the County – When referenced, this refers to Larimer County.

Consequence Management - Those actions required to manage and mitigate cascading effects resulting from disasters.

Disaster – (State of Colorado Definition) An occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural or manmade cause, including, but not limited to, fire, plague, spill, or any water contamination requiring emergency action to avert danger or damage, epidemic, air contamination, blight, drought, infestation, explosion, civil disturbance or hostile military or paramilitary action. For the purpose of state or federal disaster declarations, the term disaster generally falls into the category of

major or catastrophic, based on the level of severity and impact on local and state resources. Major disasters are likely to require immediate state assistance supplemented by federal resources, if necessary, to supplement state efforts and resources. Catastrophic disasters may require immediate and massive state and federal assistance in both response and recovery.

Emergency – (State of Colorado Definition) An unexpected event that places life or property in danger and requires an immediate response using state and community resources and procedures.

Mitigation – Any sustained action taken to reduce or eliminate the long-term risk to human life and property from hazards. Mitigation activities may be implemented prior to, during, or after an incident.

Non-Governmental Organization (NGO) – An organization that is independent of governments and international governmental organizations (though often funded by governments) that are active in humanitarian, educational, health care, public policy, social, human rights, environmental, and other areas to effect changes according to their objectives.

Policy Group- A group that sets the overarching policy of emergency management response and recovery during an incident. The Policy Group consists of several specific personnel, and any other needed support members as identified by the City Manager. The specific personnel, or their designees, that must participate are:

- Mayor
- City Manager
- Deputy City Manager
- Director of Emergency Preparedness
- City Attorney

Per City Municipal Code, the Policy Group has the following powers and duties:

The Policy Group shall have the duty and power to develop and recommend for adoption by the City Council emergency and mutual aid plans and agreements and such ordinances, resolutions and rules and regulations as are necessary to implement such plans and agreements. The Policy Group shall meet upon call of the City Manager or, in his or her absence from the City or inability to call such meeting, upon call of the Deputy City Manager or other designee.

Preparedness – Activities necessary to build, sustain, and improve readiness capabilities to prevent, protect against, respond to, and recover from natural or man-made incidents.

Prevention – Actions taken, and measures put in place for the continual assessment and readiness of necessary actions to reduce risk of threats and vulnerabilities, to intervene and stop an occurrence, or to mitigate effects.

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

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

Response – Activities that address the short-term, direct effects of an incident, including immediate actions to save lives, protect property, and meet basic human needs.

State – When referenced, this refers to the State of Colorado.

Voluntary Organizations Active in Disaster (VOAD) – (Ready.gov definition) A forum where organizations share knowledge and resources throughout the disaster cycle—preparation, response, and recovery—to help disaster survivors and their communities.

1.7 City of Fort Collins Situation Overview

Geographic Overview

- **Elevation:** Approximately 5,000 feet above sea level
- **Area:** 57.16 square miles (2017)
- **Precipitation:** Average of 16.1 inches per year
- **Temperatures:** Averages range from 87°F to 17°F
- **Major Waterways:** Poudre River (approximately 6 miles in length inside City limits)

Demographic Overview

- **Government Structure:** Council/Manager Structure, with Mayor elected at large
- **Population:** 174,871 (2020), most populous community in Larimer County
- **Housing Units:** 70,429 (2020)
- **Median Age:** 29.1 years old (American Community Survey, 2014-2018)
- **Unemployment Rate:** 2.0% (December 2019, Bureau of Labor Statistics)
- **Median Household Income:** \$62,132 (American Community Survey, 2014-2018)
- **Colorado State University (CSU) Population:** Approximately 34,000 undergraduate and graduate students each enrollment year

Infrastructure Overview

- **Lane Miles:** 1922 street miles (2017)
- **Parks Area:** 600 acres
- **Natural Areas Area:** 40,000 acres
- **Bus Routes:** 22 individual routes
- **Water Mains:** 500+ miles of pipe
- **Water Collection:** Approx. 450 miles of pipe
- **Electric Distribution:** 1,955 miles (99% of distribution rests underground)
- **Railways:** Union Pacific operates a railway that runs along the east side of the City limits, moving in a north and south direction. Burlington Northern Santa Fe (BNSF) operates a railway that runs through the center of Fort Collins, moving in a north/south direction.
- **Hospitals:** 2, Poudre Valley Hospital and Banner Fort Collins Medical Center
- **Schools:** According to Greatschools.org (a national non-profit organization), 150 schools operate inside the City (Pre-School to High School). This consists of both private institutions and Poudre School District.
- **Assisted Living Facilities:** Approximately 15 locations

1.8 Hazard Analysis Summary

The City of Fort Collins has experienced, or is threatened by, the following disaster events in the chart below. The information reflected below has been based off the information collected in the 2021 Larimer County Hazard Mitigation Plan.

| Hazard | Frequency of Occurrence | Hazard Extent | Severity | Overall Significance |
|--|-------------------------|---|--------------|----------------------|
| Biological Hazards | Occasional | Extensive | Critical | Medium |
| Civil Unrest/Disturbance | Likely | Limited | Limited | Medium |
| Cyber Attack/Intrusion | Likely | Limited | Critical | High |
| Dam Failure | Occasional | Extensive | Catastrophic | Medium |
| Drought | Likely | Extensive | Negligible | Low |
| Earthquake | Unlikely | Significant | Catastrophic | Medium |
| Flood | Likely | Significant | Critical | High |
| Hazardous Material Incident | Likely | Limited | Critical | Medium |
| Severe Summer Storm | Highly Likely | Extensive | Negligible | Low |
| Severe Winter Storm | Highly Likely | Extensive | Limited | Low |
| Tornado | Unlikely | Limited | Catastrophic | Low |
| Utilities Disruption | Occasional | Extensive | Critical | Medium |
| Wildfire | Likely | Limited | Critical | Medium |
| Frequency of Occurrence Highly Likely: Near 100% probability in next year. Likely: Between 10 and 100% probability in next year or at least one chance in ten years. Occasional: Between 1 and 10% probability in next year or at least one chance in next 100 years. Unlikely: Less than 1% probability in next 100 years. | | Potential Magnitude Catastrophic: Multiple deaths, complete shutdown of facilities for 30 days or more, more than 50% of property is severely damaged Critical: Multiple severe injuries, complete shutdown of facilities for at least 2 weeks, more than 25% of property is severely damaged Limited: Some injuries, complete shutdown of critical facilities for more than one week, more than 10 percent of property is severely damaged Negligible: Minor injuries, minimal quality-of-life impact, shutdown of critical facilities and services for 24 hours or less, less than 10 percent of property is severely damaged. | | |
| Hazard Extent Extensive: 50-100% of planning area Significant: 10-50% of planning area Limited: Less than 10% of planning area | | Overall Significance (Subjective Opinion) High: Widespread Potential Impact Medium: Moderate Potential Impact Low: Minimal Potential Impact | | |

1.9 Mitigation Overview

The City's efforts in Hazard Mitigation can be found in the Larimer County Multi-Jurisdictional Hazard Mitigation Plan (LCHMP), last updated in 2021. Larimer County has committed to reviewing and updating this document once every 5 years. EPS, along with other City departments, participate in this update process. This document should be utilized to reference detailed explanations of both ongoing and completed hazard mitigation projects.

EPS continues to make ongoing training for City Staff and public education and outreach all part of daily mitigation efforts. The City is also a partner with LETA, which uses a variety of methods and means to alert residents and visitors inside the City of potential and/or ongoing threats.

1.10 Planning Assumptions

The following assumptions were made in the planning process of this EOP:

- Emergencies and disasters can, and will, take place with little to no warning
- All incidents start, and end, locally
- The City will continue to operate at normal levels of service, or as close as possible, under any threat of emergency or disaster
- The City will use all available resources to ensure that lives, and the public health, are preserved, property is protected, and essential services are delivered
- The City will request assistance for the incident in accordance with the National Response Framework (NRF) and National Disaster Recovery Framework (NDRF)
- Due to the size and scope of the emergency, the City may need to request assistance, mutual aid or otherwise, from other municipalities, and Larimer County. Further incident growth may require Larimer County to request aid from the State of Colorado, and the State of Colorado from the United States Federal Government
- The size and scope of the emergency may result in the City being unable to meet responsibilities that have been outlined in this plan
- Emergencies may result in human suffering, including death, the destruction of property, negative impacts to the environment, and inflict significant financial harm to the City organization, the City's residents, and the private sector
- Organizations with regulatory oversight may participate in emergency response to support ongoing efforts and ensure that the City is compliant with relevant regulations
- The City may see an influx of assistance from NGO's, volunteer organizations, private businesses, and private residents
- The City will work towards restoring the community, as soon as possible, to a pre-disaster, or better, condition unless it is not feasible or possible
- Recovery from an incident will require addressing items such as the City's economy, critical infrastructure, and the mental health of the City's residents
- Recovery from an incident can last days, weeks, months, or years

2.1 General

2. CONCEPT OF OPERATIONS

It is the City's responsibility to preserve life, protect property and the environment during incidents occurring inside the City limits.

This EOP's Concept of Operations (CONOPS) is based around the foundation that any incident taking place inside the City, will be the responsibility of the City from the beginning to the end. The entirety of this plan, or part of this plan, including its annexes, may be activated in response to an emergency.

City response to any incident will adhere to the principles set forth in the National Incident Management System (NIMS). By implementing NIMS and Incident Command Structure (ICS) principles into response, the City will be able to co-operate more effectively during response and recovery operations that will consist of more than just City resources.

The City also adheres to the five phases of Emergency Management, and the 32 core capabilities that are identified in the National Preparedness Goal. The following image illustrates which core capabilities fall into each emergency management phase.

| Prevention | | Protection | Mitigation | Response | Recovery |
|--------------------------------------|--|--|---|--|----------|
| Planning | | | | | |
| Public Information and Warning | | | | | |
| Operational Coordination | | | | | |
| Intelligence and Information Sharing | | Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazards Identification | Infrastructure Systems | | |
| Interdiction and Disruption | | | Critical Transportation Environmental Response/Health and Safety Fatality Management Services Fire Management and Suppression Logistics and Supply Chain Management Mass Care Services Mass Search and Rescue Operations On-scene Security, Protection, and Law Enforcement Operational Communications Public Health, Healthcare, and Emergency Medical Services Situational Assessment | Economic Recovery Health and Social Services Housing Natural and Cultural Resources | |
| Screening, Search, and Detection | | | | | |
| Forensics and Attribution | Access Control and Identity Verification Cybersecurity Physical Protective Measures Risk Management for Protection Programs and Activities Supply Chain Integrity and Security | | | | |

The City's Emergency Management goal is to assist its residents, private businesses, and employees of the City organization, to prepare for emergencies. Preparation starts with small, achievable goals that all can strive for. By meeting the goal of preparedness, the City can respond and recover to emergencies in an efficient and effective manner. The goal of recovery for the City is the restoration of the impacted areas to their original state, with a view to installing mitigation and improvements to prevent future emergencies.

2.2 Pre-Disaster Operations

Prior to an incident, the City will be undertaking every effort to prepare and lessen the impact of a disaster. The following actions will be undertaken by the City to limit the impact of a disaster, but are not limited to:

- Conduct regular reviews of the EOP, its annexes, and other critical documents to ensure viability
- Train City staff on emergency management principles, such as ICS and NIMS, for use during emergency response situations
- Conduct trainings of emergency management principles for elected officials and executive leadership
- Test emergency communications systems to ensure functionality
- Develop plans, policies, and procedures to prepare for the response and recovery phases of an incident
- Conduct, and participate, in exercises with internal and external stakeholders to:
 - Test existing plans, policies, and procedures
 - Identify gaps in response and recovery
- Build relationships with Volunteer Organizations Active in Disaster (VOADs), Non-Governmental Organizations (NGOs), and private sector entities to improve the emergency response and recovery phases
- Conduct assessments of City assets and infrastructure, and provide possible recommendations to make those assets and infrastructure more resilient
- Assess the interoperability of City communications systems with non-City emergency response partners and address any identified issues or non-interoperable communications methods
- Conduct, and participate in, public outreach through social media, public events, trainings, and other means to better prepare the residents of the City for an incident
- Identify City resources, and their capabilities, and log them in resource management tools

2.3 Disaster Operations and Response Priorities

The National Response Framework (NRF) identifies the priorities that response personnel should take as

1. Life Safety
2. Incident Stabilization
3. Conservation of Property and the Environment

The City acknowledges those three priorities, while also identifying additional needs of the community such as their financial wellbeing and the beginning of community recovery.

1. Save Lives

- Save human lives
- Treat the injured
- Provide notification to the public about the incident to prevent future harm
- Evacuate residents inside the affected area
- Shelter those who cannot return home
- Save animals; livestock and domestic
- Work with Public Health entities to prevent possible cascading public health impacts
- Restore and stabilize critical lifeline utilities
- Clear roadways to provide access to emergency services
- Establish temporary housing solutions for those impacted by the disaster

2. Incident Stabilization

- Prevent cascading effects from the ongoing incident
- Maintain evacuation and incident area closures to prevent life safety risks

3. Protect Property and the Environment

- Prevent property from experiencing future damage
- Conduct an initial damage assessment of structures impacted by the incident
- Demolish structures that pose a threat to public health and safety
- Minimize impact to waterways and porous surfaces
- Notify stakeholders of impacts so that they may mitigate downstream impacts

5. Minimize Impact to the Economy

- Identify and address price gouging and other predatory business behaviors
- Develop, administer, and/or manage programs designed to mitigate financial impacts for residents and businesses

6. Begin Community Recovery

- Work with VOADs, NGOs, and other entities, to aid impacted residents
- Develop a roadmap to recovery, and ultimately a formalized recovery plan, while soliciting input from residents and stakeholders
- Ensure that an equitable recovery process is a priority during the development of initial recovery activities
- Ensure that roadways and other critical community locations can be utilized following the incident
- Ensure that critical societal lifelines (medical care, houses of worship, schools, etc.) can return to operation and support the City's residents
- Provide mental health resources for residents to access following the incident

2.4 Post-Disaster Operations

Following an incident, the City will work towards a whole community recovery effort. These efforts will include, but are not limited to, the following tasks and actions:

- Conduct an after-action review (AAR) of incident response and develop an Improvement Plan (IP) based on findings from the AAR
- Create a long-term community recovery team that will champion and lead the community's recovery process. Including identifying, and applying for, potential recovery funding sources
- Identify NGOs, VOADs, and private sector entities that will have a role in the recovery process and engage them in recovery activities
- Engage all members of the community on how to best conduct recovery, identifying short- and long-term goals
- Conduct regular assessments of recovery activities, and its processes, to ensure that activities are being administered equitably
- Identify mitigation projects that would limit the impacts of future incidents
- Address the community's needs in recovery, such as:
 - Housing

- Infrastructure
- Economic
- Wellness; physical and mental
- Provide regular updates to the community to ensure constant awareness of ongoing recovery activities

2.5 Organization

The City's organizational response to any emergency will be in accordance with ICS and NIMS principles. These principles were adopted by Fort Collins City Council through resolution on September 20, 2005 (Resolution 2005-105). Any person or organization participating in pre-disaster, response, or post-disaster operations inside the City will be expected to adhere to ICS and NIMS principles.

2.6 Direction and Control

Upon the threat, or occurrence, of an incident the City will utilize the following to respond efficiently and effectively, and recover from, the incident. Coordination between the following items is required for an effective response.

2.6.1 Incident Commander (IC)

This individual is responsible for all incident operations taking place at the site. Activities include the development of tactics, ordering of resources, and release of those resources. If the incident becomes more complex, the IC may request assistance from the Emergency Operations Center (EOC) to assist in filling resource requests.

2.6.2 Incident Command Post (ICP)

The ICP is a location where the IC coordinates on-scene incident response. This location should be both close enough to observe response activities, but far enough away to maintain safety and remove the IC from the distractions of the response. It is possible that the ICP may be co-located in the same facility as the EOC because of the type of incident, as well as its magnitude.

2.6.3 Emergency Operations Center (EOC)

The EOC is established to support the ICPs and conduct long term strategic planning related to incident response and recovery. The EOC will augment incident response through supporting decision making made by elected officials, making resource requests, making requests to the County, State, or federal agencies, disseminating information to the public, and consequence management of the incident.

2.6.4 Multiagency Coordination Group (MAC)

The MAC group is established for a more efficient incident response when the incident begins to expand across response agencies and jurisdictional boundaries. This is a group of administrators and executives, or their representatives, who are authorized to commit resources and funds.

2.6.5 Policy Group

The Policy Group provides the vision and strategy for emergency response and recovery. For further information on the Policy Group, see section **3.2 Policy Group**.

2.6.6 EOP Integration

This EOP was designed to integrate with the Larimer County EOP. The County's EOP was referenced in development to ensure efficient and seamless integration. While the City does not share a border with the City of Loveland, mutual aid resources may be requested by the City or by Loveland during an incident. As a

result, Loveland's EOP was referenced during development to ensure similar integration to the Larimer County EOP.

2.7 Disaster Declaration

The Fort Collins City Manager, or their designee, is permitted to proclaim the existence of a disaster. This proclamation permits a series of executive powers to assist in the response to a disaster. This proclamation automatically expires after 7 days, unless further extended by the Fort Collins City Council, which will remain in place until rescinded by the City Manager.

Upon the decision that a Disaster Declaration will be made, the City shall notify the County and the State (through the City's assigned Regional Field Manager) of the impending, or already issued, declaration. Once the declaration has been signed by the City Manager, and the City Clerk, it should be forwarded on to the County and the State.

2.8 Mutual Aid

Large incidents may exceed the City's current resources, requiring assistance from other organizations. The City has entered into a series of mutual aid agreements will aid response to assist in these disasters that exceed the scope of City-only response.

2.8.1 Mutual Aid Activation

Should City resources be determined to be insufficient to adequately respond, mutual aid requests are made by the City's EOC to the requested jurisdictions EOC. If the EOC has not been activated, the IC/UC will make the request to FC911 dispatch who will make that request to the requested jurisdictions dispatch.

2.8.2 Mutual Aid Agreement Reviews

EPS will review the City's Mutual Aid Agreements, relative to this document and emergency response, in tandem with this document's review. This review will take place on a two-year cycle

2.8.3 Current Disaster Mutual Aid Agreements

Intergovernmental Agreement for Disaster-Emergency Mutual Aid and Disaster-Emergency Funding Assistance

This document enters the City into an agreement with the County, and other signed jurisdictions in Larimer County, to assist with response to an incident. This agreement covers items such as resource deployment, payment/compensation for those resources, and disaster planning and interagency cooperation. This agreement is in effect until a signed party opts to remove itself from the agreement, with written notice. All other parties will remain in agreement.

2.9 Emergency Operations Center (EOC)

2.9.1 Overview

The EOC serves as the principal point for:

- Initiating and coordinating the tasking of City departments
- Long term consequence management and planning
- Resource ordering
- Facilitating the support of VOADs and NGOs during response and recovery
- Assembly and analysis of critical disaster information
- Facilitate the decision-making process

The City's primary EOC is located at 215 N. Mason St. If the primary EOC cannot function, the following considerations should be made when selecting a new location

- The room is large enough to support the EOC's operations
- The facility which the EOC is operating out of has adequate power to support operations, including back-up power capability
- The location can support both hard-line and wireless internet connectivity
- The location can support the addition of phone-lines as needed
- The location has mechanisms to ensure that the EOC is a secured location

2.9.2 Roles and Responsibilities

1. The Emergency Operation Center (EOC) is established for assembling and coordinating city government response, and for facilitation of communicating with all other levels of government, the private sector, and the public (both the public at large and the public at risk). The primary function of the EOC is coordination of resources, policymaking, operational support, information gathering, record keeping, and public information dissemination.
2. Policy decisions are made, as needed, to guide the overall citywide response to the crisis. They are broad decisions that affect the overall nature of the response rather than affecting specific operations. These decisions are made by the Policy Group, who then funnels that decision making to the EOC.
3. Coordination focuses on response-generated demands. It requires assessment of the threat and preparation of the City's resources for a concerted action to counter the threat. The EOC is responsible for ensuring that the responder departments and organizations are working together and that they understand one another's missions and responsibilities.

2.9.3 EOC Activation

Activation of the EOC is primarily the decision of the on-call Emergency Manager. EOC activation can also be requested by the following:

- Incident Commander
- City Manager

2.9.4 EOC Activation Levels

The EOC's operational level is based upon the severity of the impending or occurring incident. The EOC's activation level should be based not only on the current situation but the anticipated needs and impacts as well.

The EOC's activation levels are defined below.

Level 3 – EPS Staff Activated/Surveillance

This activation involves the possible deployment pre-identified EOC staff and possibly requiring the staging of resources for needed response. This activation will occur during the following types of incidents:

- A Special Event that has the capacity to grow beyond pre-identified resources
- OR
- An unplanned incident that could grow beyond the current situation being addressed
- OR

- An unplanned incident that has lead time and the City can begin preparations for incident response and activate resources as needed

Activation of the EOC during a planned event will be at the discretion of the on-call Emergency Manager. If there is lead time to the event, the on-call Emergency Manager will collaborate with the event's Incident Commander (IC) to determine if the EOC should be activated. The on-call Emergency Manager will determine the level of staffing in the EOC.

Following an unplanned event, the City's on-call Emergency Manager will notify the City Manager's Office that the EOC has been activated in a surveillance capacity. The EOC's level of staffing will be determined by the on-call Emergency Manager.

Level 2 – Partial Activation

The incident is of a size where coordination efforts from the EOC are required to adequately respond to the event. This includes supporting incident response, assessing the impact(s) on the City's operations and residents, documentation of the incident, and financial tracking of personnel and the equipment responding. Additional agencies may need to be included in the EOC, either physically, virtually or through situational awareness. Notification to those identified agencies should take place at this activation level.

Level 1 – Full Activation

The incident occurring has reached a level where coordination at the scene is not feasible, and the EOC's activation is necessary for adequate response. The EOC will be fully staffed, usually for multiple operational periods, working to coordinate and support efforts for incident response and expedient recovery from the event. An incident of this magnitude may also result in Departments activating their own Department Operations Center's (DOCs) to respond to the incident and simultaneously maintain regular operations.

It is also possible that an Incident Management Team (IMT) will be deployed to the incident scene at this level. The IMT will interface with the EOC, should this occur.

2.9.4 EOC Deactivation

The EOC's deactivation is the responsibility of the EOC Director. The EOC Director should assess the current incident situation, ongoing activities, and the need for future support that is provided by the EOC.

The EOC Director, upon deciding that the EOC should be deactivated, should provide this notification to the City Manager and other relevant partners participating in the incident's response and/or recovery. The EOC Director should also provide a point of contact, and their contact information, for on-going incident response and/or recovery activities.

2.10 Continuity of Government (COG)

Lines of Continuity of Government are defined in the *City of Fort Collins Home Rule Charter and Code of the City of Fort Collins*. Lines of Continuity for the City Council, and City Manager are defined in the following sections:

- Fort Collins Charter, Article II. – City Council, Section 18. – Vacancies.
- Fort Collins Charter, Article III. – City Manager, Section 3. – Absence of City Manager.

Service Area and Department lines of succession are defined in the Continuity of Operations Plan (COOP).

2.11 Continuity of Operations Plan (COOP)

The City of Fort Collins has developed a Continuity of Operations Plan (COOP) to assist in the prioritization of services that have been impacted by an incident. This document defines:

- Lines of Service Area and Department leadership succession
- Prioritization of functions organized by department
- Required materials (software's, tools, etc.) and services needed for a function to be operate
- Requirements for the relocation of the function, should the need arise

The COOP's process for activation, activation authority, access, and revision schedule is outlined in that plan

2.12 Preservation of Essential Records

Protection of essential local records is vital if the City is to resume functioning after an incident. Essential records and documents which require safeguarding fall into three general types:

- a) records that protect the rights and interests of individuals; local land and property records, financial and tax records, election records, license registers, etc.
- b) records required for effective emergency operations; plans, procedures, resource inventories, lists of succession, maps, memorandums of understanding, and agreements
- c) records required to re-establish normal governmental functions and protect the rights and interests of government, rules and regulations, official proceedings, financial and court records

2.12.1 Municipal Records Retention Schedule

Per the Colorado Municipal Records Retention Schedule, the City will retain all documentation pertaining to any incident taking place inside the City's jurisdictional boundary on a permanent basis. The following guidance is given in Retention Schedule 100.040 "Emergency Planning and Response", Section B "Incident Records – Major Disasters and Emergencies".

Documentation of the extent and impacts of major natural or manmade disasters and emergency incidents and actions taken in response to such incidents; includes logs, diaries, damage assessment and response reports, situation and resource allocation reports, incident plans, resource ordering and tracking, financial documentation, photographs, and similar incident-related documentation. A major disaster or emergency incident is defined as one that may have historical significance and/or a federal or state disaster declaration; i.e., the 2008 Windsor tornado, the Granby armored bulldozer incident

2.13 After-Action Review and Improvement Plan

Following the activation of this document, EPS shall conduct an After-Action Review (AAR) and develop an Improvement Plan (IP), following the guidance established by the Homeland Security Exercise and Evaluation Program (HSEEP).

2.13.1 After Action Review (AAR)

The AAR's development shall include the City Departments, and non-City organizations that responded to the event. The development of an AAR allows for all responding agencies to properly evaluate how response was executed. Findings will include recognition for efficient and effective response as well as areas for improvement. The findings of the AAR will directly contribute to the creation of the IP.

2.13.2 Improvement Plan (IP)

The IP is created following the AAR's development and identifies strategies to address the areas for improvement. The IP will identify the department and/or organization responsible for leading the improvement efforts. EPS will be responsible for tracking the improvement process and developing any progress reports related to the IP.

3. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

3.1 City of Fort Collins Emergency Management Program

The City of Fort Collins emergency management program is the responsibility of the Office of Emergency Preparedness and Security (EPS). EPS is tasked with the following emergency management objectives:

Preparedness:

- Develop, implement, and conduct review of the EOP in accordance with the time frames established in section **1.5 Plan Development and Maintenance**
- Develop, organize, and maintain emergency plans that serve as a standalone document, or annex to the EOP, in accordance with that document's plan development and maintenance schedule
- Make the City's Emergency Management program as inclusive as possible. Considerations on preparedness, response, and recovery activities should account for all City Residents including, but not limited to:
 - Residents who do not speak English as their primary language
 - Residents who are visually impaired
 - Residents who are deaf, or are partially deaf
 - Residents who use mobility equipment during their daily lives
- Establish, coordinate, and maintain a training and exercise program to ensure that City personnel are adequately prepared to respond to an incident
- Consult and provide guidance to City departments in department specific emergency planning efforts
- Develop Mutual Aid (MA) and Intergovernmental Aid Agreements (IGA) related to emergency preparedness, response, and recovery
- Aid City departments in the assessment of facilities and critical infrastructure and provide recommendations on possible risk-mitigation strategies
- Establish procedures for accurate financial tracking during an incident, in partnership with the City's Financial Services service area
- Provide methods for City leaders and non-City organizations/entities to contact the on-call Emergency Manager
- Maintain the readiness of the City's primary EOC
- Establish standards for a location to serve as a back-up EOC

Response

- Organize, direct, and coordinate the EOC's response and recovery activities
- Activate emergency plans needed to respond to the incident (e.g., Continuity of Operations)
- Provide support to the City Manager in the development of a disaster declaration
- Maintain open communications with regional partners, such as the County, and the State of Colorado
- Collaborate with Financial Services to ensure that accurate financial documentation is being kept for possible cost sharing and financial reporting requirements
- Collaborate with the City's Communication and Public Involvement Office and/or EOC Public Information Officer (PIO) to ensure that emergency messages and notifications are being delivered equitably and inclusively
- Ensure that the EOC is providing regular updates to the City's Policy Group
- Conduct planning and begin development of an equitable and inclusive recovery plan

Recovery

- Collaborate with other appropriate partners on the City-wide recovery effort
- Collaborate with Volunteer Organizations Active in Disaster, on the establishment of locations where residents impacted by the incident can obtain aid and assistance (e.g., Disaster Assistance Centers, Disaster Recovery Centers)
- Ensure that recovery efforts are being done equitably and inclusively, so that all impacted residents can recover from the incident
- Deliver a formal After-Action Report (AAR) following the end of the response phase. With information and feedback collected from, but not limited to:
 - City Departments
 - Responding Organizations and Regional Partners
 - VOADs
 - Residents
- Develop and deliver an Improvement Plan (IP) based on the findings of the AAR
- Develop mitigation actions, in collaboration with appropriate partners, to prevent or lessen the effects of a future incident
- Preserve, and retain, documentation generated during response per the guidelines established in section **2.12 Preservation of Essential Records**
- Assist Financial Services in the application for Public Assistance related to the incident, if applicable
- Revise and make changes, as needed, to plans, policies, and procedures
- Evaluate department actions taken during all phases and make improvements, as needed

3.2 Policy Group

The Policy Group is the collection of Executive City Leadership that provides the strategy and vision for how emergency response, and recovery, should be conducted. The Policy Group's strategy and vision must align with the response priorities as identified section **2.3.1 Response Priorities**.

3.2.1 Policy Group Composition

The Policy Group will consist of, at minimum, the following personnel or their designees:

- Mayor of Fort Collins (liaison to City Council)
- City Manager
- Deputy City Manager
- Director of Emergency Preparedness & Security
- City Attorney

The City Manager may choose to add additional leadership or subject matter experts to the Policy Group, at their discretion, during an incident.

3.2.2 Policy Group Activation and Deactivation

The Policy Group is immediately activated following a disaster or emergency declaration made by the City Manager, or their appointed designee. Additionally, the City Manager, or their appointed designee, may convene the Policy Group at any point to address the threatened existence or existence of an emergency event.

The Policy Group is deactivated by the City Manager. Deactivation should consider how frequently the Policy Group needs to meet, the existing needs of the City, and any potential needs that may arise.

3.2.3 Policy Group Roles and Responsibilities

Preparedness

- Maintain familiarity with the EOP, its corresponding annexes, and the updates made to those documents
- Participate in relevant City emergency planning and preparedness efforts

Response

- Set the vision and strategy for emergency response and recovery activities, and provide updates to the EOC when the vision and strategy changes
- Ensure that response activities are meeting the needs of all residents impacted by the emergency event
- Document relevant activities taken during incident response

Recovery

- Set the vision and strategy for City recovery activities, and provide updates to relevant City partners when the vision and strategy changes
- Ensure that City recovery is equitable for all residents, and is meeting the needs of the City

3.3 City Department Roles and Responsibilities

City departments will have a role to play in emergency preparedness, response, and recovery. The following departments and service areas have identified roles during the preparedness, response, and recovery phases of an incident. As all incidents differ in size and scope, additional tasks may be identified during the preparedness, response, and recovery phases. Additionally, not all the listed entities will be activated during an incident, nor will all the identified tasks be needed or activated. It should also be noted that the listed tasks are not in chronological order.

3.3.1 Accounting and Treasury

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Collaborate with EPS to establish procedures for accurate financial tracking of incident response and recovery, in accordance with the FEMA PA program requirements
- Maintain familiarization with FEMA Public Assistance (PA) program and other relevant disaster funding/cost sharing programs

Response

- Provide a representative to the EOC, upon request
- Provide guidance and information, via the EOC, on proper financial tracking and documentation to responding City departments and non-City organizations/personnel
- Ensure that all financial tracking and documentation is being generated and reported via the EOC
- Collaborate with the EOC, EPS, and relevant partners on the development of reports related to incident costs and financial impacts to the City
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Provide a final report of the costs associated with the incident's
- Collaborate with EPS on the submission of documentation to FEMA, should the need arise
- Ensure that all documentation related to incident expenses are collected and retained
- Retain incident-related documentation

- Evaluate department actions taken during all phases and make improvements as needed

3.3.2 Budget

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Collaborate with EPS on awareness related to emergency response funds available via City budget

Response

- Provide a representative to the EOC, upon request
- Collaborate with the EOC, EPS, and relevant financial departments on the development of reports related to incident costs and financial impacts to the City
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Provide a final report on the incident's financial impacts to the City's budget
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.3 Building Services

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Develop and release policies and procedures related to emergency building inspections and damage assessments
- Provide EPS with methods to reach on-call building inspectors
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Conduct damage assessment of impacted structures, and assess those structures for their potential risk to life and environment
- Condemn, and coordinate the demolition of, structures that pose immediate risks to public safety and the environment
- Develop and submit damage assessment reports to the EOC
- Accurately document relevant time and activities taken by staff during incident response
- Assist in the development, and delivery, of messaging to owners of structures who have been impacted

Recovery

- Participate in the City AAR process
- Provide a final damage assessment report once the incident has stabilized and no structures are further threatened
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.4 City Attorney's Office

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Collaborate with EPS on the development and review process MA and IGA Agreements
- Collaborate with EPS and Purchasing to enter pre-incident contracts with qualified vendors
- Collaborate with EPS on the review, and suggested changes, of relevant Municipal Code sections relating to emergency response and recovery

Response

- Provide a representative to the EOC, upon request
- Provide legal guidance related to emergency response, i.e. interpretation of laws, regulations, and orders issued
- Accurately document relevant time and activities taken by staff during incident response
- Assist in the development of ordinances, proclamations and other legal documents related to emergency response

Recovery

- Participate in the City AAR process
- Provide legal guidance during incident recovery
- Respond to legal matters related to the City's emergency response and recovery
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.5 City Clerk's Office

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Assist EPS in processes and procedures for the changing of City Municipal Code, related to emergency response and recovery
- Coordinate with EPS on appropriate document retention policies

Response

- Receive, and file, all declarations from the City Manager, or their designee, related to emergency response
- Accurately document relevant time and activities taken by staff during incident response
- Provide a representative to the EOC, upon request

Recovery

- Participate in the City AAR process
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.6 City Manager's Office

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Ensure that the City Manager position has clear lines of delegation of authority, ensuring that the duties entrusted to the City Manager can be executed
- Collaborate with EPS on emergency management initiatives identified by City Council and executive leadership

Response

- Provide a representative to the EOC, upon request
- Accurately document relevant time and activities taken by staff during incident response
- Serve as the lead department for the creation of disaster proclamations and other emergency code enactments or suspensions

Recovery

- Participate in the City AAR process
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.7 Communications and Public Involvement (CPIO)

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Develop processes and procedures to ensure that emergency communications can be distributed quickly and inclusively
- Assist EPS in large outreach efforts to City staff regarding emergency preparedness
- Ensure that all CPIO personnel in the usage of emergency communications systems
- Assist EPS in emergency preparedness outreach efforts to ensure that they are inclusive and equitable
- Collaborate with the public information offices of City departments and regional partners, to ensure the delivery of coordinated and cohesive emergency information dissemination
- Ensure that all CPIO personnel are familiar with the roles and responsibilities of a Joint Information Center (JIC)
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Coordinate with the on-scene Public Information Officer (PIO), and the PIO's of other jurisdictions that are responding to the emergency
- Provide a representative to the City EOC, upon request
- Establish and operate a JIC when deemed appropriate by the EOC
- Coordinate a regular schedule for press releases and press conferences
- Accurately document relevant time and activities taken by staff during incident response
- Interact with local, regional, and national media to provide timely and accurate information
- Utilize all relevant emergency notification and communication platforms
- Ensure that all emergency communications are being distributed equitably and inclusively
- Maintain and update the following with information relevant to the current incident:

- City Websites (www.fcgov.com and City intranet)
- City Social Media accounts
- Participate in recovery planning so that public messaging can be delivered at appropriate and relevant times

Recovery

- Participate in the City AAR process
- Provide regular information releases related to recovery
- Coordinate with recovery personnel on the hosting of community outreach efforts
- Coordinate with recovery personnel so that residents can provide feedback related to City response and recovery
- Evaluate the performance of the JIC and communication methods that were used during the emergency, and make relevant changes/suggest changes to relevant partners
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.8 Community Development & Neighborhood Services

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Identify historic structures inside the City's jurisdiction and maintain records of those structures
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Assist in the enforcement of emergency code enactments or suspensions that have been instituted
- Provide guidance and advisement on how to manage impacted historic structures
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Assist with the management of recovery sites, such as debris management locations
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.9 Economic Health

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Collaborate with EPS on the development of a City Recovery Plan outline and structure

Response

- Develop process to collect data and develop a report related to residential and commercial financial impacts arising from the incident
- Establish a regular release schedule of reports related residential and commercial financial impacts arising from the incident

- Serve as the lead organization for the initial recovery planning process, and identify relevant partners needed for this recovery process
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Collaborate with EPS, and other relevant partners, in the development and release of a Recovery Plan
- Provide information and guidance to City leadership on potential funding opportunities related to residential and commercial recovery
- Develop processes for residents and local businesses to apply for recovery programs
- Assist CPIO in the development of messaging to residents and businesses on recovery programs that are available
- Ensure that recovery efforts are being conducted equitably and inclusively
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.10 Engineering

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Develop and produce policies and procedures related to emergency infrastructure inspections and damage assessments
- Provide EPS with methods to reach on-call inspectors
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Assess damaged infrastructure, such as roads and bridges and determine if they are still safe for use
- Condemn damaged infrastructure, as needed
- Develop and submit damage reports to the EOC
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.11 Environmental Services

Preparedness

- Participate in relevant City emergency planning efforts
- Maintain systems and methods to monitor air quality and provide alerts to EPS and CPIO as necessary

Response

- Provide a representative to the EOC, upon request
- Interpret and provide recommendations to the EOC and other partners, based on relevant environmental issues and/or concerns
- Accurately document relevant time and activities taken by staff during incident response

- Assist the EOC PIO/CPIO in developing messaging for the public, related to environmental issues and/or concerns

Recovery

- Participate in the City AAR process
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.12 Fort Collins Police ServicesPreparedness

- Participate in relevant City emergency planning and preparedness efforts
- Collaborate with EPS in relevant public outreach and community training events
- Ensure that law enforcement personnel are aware of their expectations during an incident
- Maintain Department Operations Center (DOC) readiness

Response

- Perform life-safety operations
- Provide site security and traffic control at incident locations
- Provide a representative to the EOC, upon request
- Assist in evacuation and re-entry operations
- Assist in the provision of security at shelter and outreach sites inside the City
- Enforce emergency code enactments or suspensions of city code
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Continue to provide site security at incident locations
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.13 FC911Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Assist relevant partners in the development and/or maintenance of emergency communication interoperability across Public Safety Access Points (PSAPs)
- Participate in trainings hosted by LETA related to the usage of the emergency alerting systems
- Ensure that personnel are trained on the process for relocating FC911 operations to backup locations
- Mitigate against possible disruptions to emergency dispatching operations

Response

- Maintain situational awareness of deployed resources and the status of requested resources
- Provide situational awareness to the EOC, at the incident start
- Ensure that deployed resources can communicate with each other, using interoperability procedures
- Provide a representative to the EOC, upon request

- Accurately document relevant time and activities taken by staff during incident response
- Partner with LETA to provide updates to residents through emergency notification means such as Everbridge

Recovery

- Participate in the City AAR process
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.14 Human ResourcesPreparedness

- Collect and maintain employee information including phone, address, emergency contacts
- Participate in relevant City emergency planning and preparedness efforts
- Collaborate with EPS on the development of personnel policy and procedures related to emergency preparedness, response, and recovery

Response

- Provide support to departments in mobilizing needed human resources through use of current employees and hiring of emergency staff
- Provide a representative to the EOC upon request
- Assist with the registration and tracking of volunteers
- Develop and implement temporary HR policies relevant to the incident
- Accurately document relevant time and activities taken by staff during incident response
- Coordinate with City benefit providers to ensure continued support to City personnel impacted by the incident

Recovery

- Participate in the City AAR process
- Remove temporary personnel policies that were installed during the incident that are no longer needed
- Issue new City Personnel policies and procedures following lessons learned from the incident
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.15 Information Technology (IT) & GISPreparedness

- Participate in relevant City emergency planning and preparedness efforts
- Secure IT infrastructure to mitigate against intrusions and cyber-attacks
- Backup City data to ensure continued access
- Train City employees on how to detect, avoid, and report cyber-attacks
- Develop maps and other spatial analysis products related to emergency planning
- Collaborate with EPS to establish priorities for the restoration and resumption of IT infrastructure
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Produce maps and provide spatial analysis for the EOC
- Provide a damage assessment of impacted IT infrastructure, and restore that infrastructure in a prioritized manner
- Provide communications to City personnel on the status of City network infrastructure and restoration times during disruption
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Continue restoration of IT services that were not restored during the response phase
- Provide information to Financial Services related to the cost of the restoration of all impacted IT infrastructure
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.16 Operations ServicesPreparedness

- Participate in relevant City emergency planning and preparedness efforts
- Secure agreements with vendors to ensure continued access to critical resources such as fuel
- Ensure availability and access of a variety of skillsets (i.e., electricians, plumbing) to restore City facilities that have been impacted by the incident
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Assist with emergency repairs to City facilities so that they may continue critical functions
- Assist Building Services with damage assessments to City facilities and the development of damage assessment reports
- Provide emergency vehicle maintenance to ensure continued effective emergency response
- Assess damages to City equipment and provide reports to the EOC on those damaged assets
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Continue restoration activities to City Facilities until all facilities are functional
- Provide a final report of damaged equipment following the emergency
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.17 Purchasing

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Maintain familiarization with FEMA purchasing requirements
- Assist EPS in the establishment of pre-disaster contracts related to emergency response and recovery services, in accordance with FEMA purchasing requirements

Response

- Provide a representative to the EOC, upon request
- Assist the EOC in the procurement of response materials and personnel, and in accordance with FEMA purchasing guidelines
- Accurately document relevant time and activities taken by staff during incident response
- Ensure that the EOC is retaining all documents related to procurement

Recovery

- Participate in the City AAR process
- Ensure that the EOC has collected and has retained all documents related to procurement
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.18 Safety and Risk Management

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Provide regular trainings to City personnel on safe behavior that should be followed regardless of whether an incident is or is not taking place
- Maintain insurance of City facilities and equipment

Response

- Provide a representative to the EOC, upon request
- Ensure that City staff can file workers compensation claims while injured responding to the emergency
- Manage insurance claims by the City
- Accurately document relevant time and activities taken by staff during incident response
- Provide Safety Officers to emergency site locations

Recovery

- Participate in the City AAR process
- Continue to accept injury claims from City personnel following the end of the incident
- Develop and implement new Personnel safety policies and procedures
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.19 Sales Tax

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Develop policies and procedures for the collection of City sales tax during an incident

Response

- Provide a representative to the EOC upon request
- Communicate with City businesses and partners on sales tax collections procedures following an incident
- Develop reports regarding the impact of uncollected sales tax as a result of the incident
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Retain incident-related documentation
- Provide a final report regarding the impact of uncollected sales tax as a result of the incident
- Evaluate department actions taken during all phases and make improvements as needed

3.3.20 Social Sustainability

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Maintain partnerships with various NGO and VOAD organizations that assist in department missions
- Collaborate with EPS on emergent and non-emergent sheltering strategies

Response

- Provide a representative to the EOC, upon request
- Collaborate with agencies and organizations who are coordinating sheltering services
- Collaborate with the EOC's PIO and/or CPIO on the development of public messaging to those seeking shelter
- Collaborate with the EOC and other partners on the development of social recovery strategies (i.e., memorials)
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Assist in the City recovery process, with a focus on the social welfare of the City's residents
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.21 Streets

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Maintain a list of roadways that are prioritized for restoration during an incident
- Provide EPS with the means to contact on-call crew chiefs
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Provide City roadway damage assessments to the EOC
- Assist in the establishment of road closures
- Assist with emergency repairs to City roadways, and clearance of debris to allow for emergency vehicle access, and evacuation efforts
- Assist in the response to hazardous materials, where requested
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Evaluate and update, if needed, roadway prioritization list
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.22 Transport/Parking Services

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Provide EPS with list of on-call supervisor contact methods
- Develop prioritization of route restoration
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Assist in support of evacuation and re-entry efforts
- Implement prioritized service routes and communicate those changes to Residents and the Northern Colorado region
- Assist in the enforcement of newly implemented parking restrictions in impacted areas
- Make changes to service delivery
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Review prioritized service routes and make changes to those prioritizations
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.23 Utilities – Broadband

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Take mitigation actions against threats facing the City's broadband system
- Provide EPS with contact information for on-call and other key personnel
- Communicate to staff the possibility of their utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Respond to reports of internet outages and make needed emergency repairs
- Perform damage assessment to broadband infrastructure and provide reports of damage to the EOC
- Provide outage report information to the EOC and Customer Connections, including potential restoration times
- Accurately document relevant time and activities taken by staff during incident response
- Communicate impacts with Loveland and Estes Park and collaborate for solutions if appropriate

Recovery

- Participate in the City AAR process
- Provide a final report on the damaged Connexion infrastructure
- Make non-emergency repairs to the damaged Connexion infrastructure
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.24 Utilities – Customer Connections

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Develop and maintain methods to contact Utilities customers during an incident
- Collaborate with CPIO on the development of emergency communications methods and plans
- Ensure that relevant personnel are trained and can operate as a member of a JIC
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Provide personnel to the JIC, upon request
- Notify Utilities customers of outages and, if available, time of restoration, through methods such as social media, and City webpage
- Continue to provide Customers situational awareness of service disruptions and restoration timelines
- Enact modifications to payment requirements to those disproportionately impacted by the event (i.e., Customer Assistance Programs)
- Establish a hotline, specific to the incident, for Utilities customers to call and speak with a representative on matters related to disruptions and payment issues
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Review communications methods used during an incident and make needed improvements
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.25 Utilities – Light & PowerPreparedness

- Participate in relevant City emergency planning and preparedness efforts
- Take mitigation actions against threats facing the City's power distribution system
- Provide EPS with contact information for on-call Crew Chiefs and other key personnel
- Communicate to staff the possibility of their utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Respond to reports of power outages and make needed emergency repairs
- Perform damage assessment to power distribution infrastructure and provide reports of damage to the EOC
- Provide outage report information to the EOC and Customer Connections, including potential restoration times
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Provide a final report on the damaged Light and Power infrastructure
- Make non-emergency repairs to the damaged Light and Power infrastructure
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.26 Utilities – Water Engineering & Field ServicesPreparedness

- Participate in relevant City emergency planning and preparedness efforts
- Take actions to mitigate threats facing the City's water distribution system
- Take actions to mitigate potential flooding threats
- Maintain the stormwater flooding alert system
- Hold refreshers and trainings on the flooding alert system
- Provide EPS with contact information for on-call Crew Chiefs and other key personnel
- Communicate to staff the possibility of utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Provide situational awareness to the EOC regarding the flooding alert system
- Respond to reports of water service disruptions and make needed emergency repairs
- Perform damage assessments to water distribution infrastructure and provide damage reports to the EOC
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Provide a final report on the damaged water distribution infrastructure
- Make non-emergency repairs to damaged water distribution infrastructure
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.3.27 Utilities – Water Resources and TreatmentPreparedness

- Participate in relevant City emergency planning and preparedness efforts
- Take actions to mitigate threats facing the City's water treatment and production facilities
- Maintain, and protect, the City's SCADA water distribution system
- Provide EPS with contact information for on-call facility leadership and environmental response personnel
- Communicate to staff on possible utilization during an incident and the expectations of their roles

Response

- Provide a representative to the EOC, upon request
- Respond to reports of environmental concern and provide situational awareness to the IC and EOC
- Perform damage assessment to water production and treatment infrastructure
- Make emergency repairs to damaged water production and treatment infrastructure
- Take action to provide continued access to potable water and the treatment of wastewater
- Accurately document relevant time and activities taken by staff during incident response

Recovery

- Participate in the City AAR process
- Make non-emergent repairs to impacted water production and treatment facilities
- Provide a final report impacts to water production and treatment facilities
- File reports, and other needed documentation, to applicable regulatory authorities related to emergency response
- Retain incident-related documentation
- Evaluate department actions taken during all phases and make improvements as needed

3.4 Non-City Organization Roles

The City's current organization requires additional support from other entities present in the community. Additionally, through City Code, the City has vested control of some services and duties to other organizations.

3.4.1 Educational Organizations

The major educational organizations in the City consist mainly of Poudre School District (PSD), Front Range Community College (FRCC), and Colorado State University (CSU). Alongside these organizations there are multiple private schools operating inside the City. PSD, FRCC, and CSU all develop and maintain their own individual emergency response plans. organizations may have the following roles during preparedness, response, and recovery:

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Provide emergency planning documents to EPS for reference during planning efforts

Response

- Provide a representative to the EOC, upon request and if possible
- Provide timely communications to students and/or the parents/guardians of students
- Receive emergency response resource requests from the EOC and fill those requests, where possible

Recovery

- Participate in the City AAR process

3.4.2 Emergency Medical Services (EMS) Agencies

EMS inside the City is UCHealth. Alongside UCHealth's EMS, Poudre Fire Authority (PFA) also provides initial care and treatment but does not conduct any transportation services. Both PFA and UCHealth may have the following roles during preparedness, response, and recovery:

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Provide emergency planning documents to EPS for reference during planning efforts

Response

- Provide a representative to the EOC, upon request
- Maintain emergency readiness through the development of transportation guidelines and procedures for the transferring of patients from an incident scene to available locations
- Provide triage services at incident scene(s)
- Provide transport services (ground and air), including the coordination of where patients are to be sent for care
- Provide services to locations such as disaster shelters, disaster assistance centers, and evacuation points, as needed
- Document all incident response activities
- Provide situational awareness to the EOC

Recovery

- Participate in the City AAR process
- Collaborate with EPS on how to improve coordination during incident response

3.4.3 Office of the Larimer County Coroner

The Office of the Larimer County Coroner is responsible for the management of human remains that are found during incidents. The Office of the Larimer County Coroner may have the following roles during preparedness, response, and recovery:

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Provide emergency planning documents to EPS for reference during planning efforts
- Provide notification to EPS on changes to relevant emergency response and recovery policies and procedures

Response

- Provide a representative to the EOC, upon request, or provide info to the EOC through a representative in the Larimer County EOC
- Provide guidance and direction during the recovery of human remains
- Provide notification to the families and/or next of kin when human remains have been identified
- Perform decedent identification and autopsy services
- Document all incident response activities

Recovery

- Participate in the City AAR process
- Collaborate with EPS on how to improve coordination during incident response

3.4.4 Larimer County Department of Health and Environment (LCDHE)

LCDHE is responsible for directing, controlling, and coordinating all public health operations. As the City does not have a Public Health department or authority, the City vests control of public health response to Larimer County Health and Environment. The City will make every effort to engage Larimer County Health and Environment in emergency planning and preparedness. During response and recovery phases, the City will often be linked to LCDHE through the Larimer County EOC. LCDHE may have the following roles during preparedness, response, and recovery:

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Provide emergency planning documents to EPS for reference during planning efforts
- Provide situational awareness to EPS on public health concerns such as epidemics or pandemics

Response

- Provide a representative to the EOC, upon request, or provide info to the EOC through a representative in the Larimer County EOC
- Issue public health guidance and orders needed to mitigate public health impacts
- Coordinate the distribution of vaccinations or emergency medicines to protect public health
- Document all incident response activities

Recovery

- Participate in the City AAR process
- Collaborate with EPS on how to improve coordination during incident response

3.4.5 Larimer Humane Society

The Larimer County Humane Society is vested control of animal control services for the City of Fort Collins, per the *Home Rule Charter and Code of the City of Fort Collins*. They provide services such as the establishment of measures for animal control, including the coordination of animal relief measures, the assurance of their care, and the search for their owners. They also assist shelter managers with problems associated with displaced persons bringing pets and/or livestock to shelter locations. The Larimer County Humane Society may have the following roles during preparedness, response, and recovery:

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Provide emergency planning documents to EPS for reference during planning efforts

Response

- Provide a representative to the EOC, upon request, or provide info to the EOC through a representative in the Larimer County EOC
- Coordinate shelter services for domestic and/or livestock animals following evacuation orders
- Coordinate the reunification of animals and their owners once evacuation orders have been lifted
- Document all incident response activities

Recovery

- Participate in the City AAR process
- Collaborate with EPS on how to improve coordination during incident response

3.4.6 Larimer Emergency Telephone Authority (LETA)

LETA is the governing authority for 9-1-1 in Larimer County. LETA was formed through an inter-governmental agreement with 30 government agencies in Larimer County, including the City of Fort Collins. LETA is responsible for the 9-1-1 network, 9-1-1 call routing, the equipment used by the 9-1-1 centers, and programs that support 9-1-1. LETA provides, maintains, and oversees the emergency notification system. LETA's operational staff are certified by FEMA to use the Integrated Public Alert Warning System (IPAWS). LETA assumes the following roles during preparedness, response, and recovery:

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Conduct oversight of the 9-1-1 network, 9-1-1 systems, equipment, programs, and processes used by LETA's partner agencies.
- Procure, support, oversee the appropriate resources for projects and equipment needed to support 9-1-1 in Larimer County including the emergency notification system.
- Provide training and education on the 9-1-1 programs and systems LETA oversees and funds, including the emergency alert system.
- LETA provides a backup emergency communications center to support continuity of operations for the City of Fort Collins 9-1-1 operation.
- LETA provides a compact rapid deployable (CRD) to provide field communications.

Response

- Provide a representative to the EOC to support operations and logistics.
- Provide support to the Joint Information Center (JIC) and EOC. LETA provides citizen communication support through answering phone calls, text messages, and emails. LETA's information center starts at

the time a public facing emergency alert is sent and concludes once the situation is resolved. Once a JIC is established LETA will work alongside the JIC/PIO's/EOC to align public messaging.

- Document all incident response activities
- Upon request, deploy the CRD to the incident command post and stand up a field communications section for sustaining communications during a critical event. This includes ensuring 9-1-1 is operational from the community to the emergency communications center, and that communication from the field can reach the emergency communications center/ EOC/ and JIC.

Recovery

- Participate in the City AAR process
- Continue to provide support to the JIC and EOC, as needed
- Collaborate with EPS on how to improve coordination during incident response

3.4.7 Larimer County Office of Emergency Management

The Larimer County Office of Emergency Management provides preparedness, response, and recovery activities for Larimer County jurisdictions that do not have an emergency management office. Additionally, they serve as the coordination point between the City and the State during large incidents.

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Collaborate with EPS to develop, and maintain, policies and procedures regarding the interaction between the EOC's of the City and County
- Collaborate with EPS to schedule, develop, and conduct trainings and exercises that improve City and County incident response and recovery
- Provide a method for EPS to contact the on-call Larimer County emergency manager

Response

- Maintain situational awareness of incident response taking place inside the City
- Provide a representative to the EOC, upon request
- Coordinate with the City EOC on incidents that are both present in the City and unincorporated Larimer County
- Receive and respond to requests from the City for County resources to aid in response activities
- Receive disaster declarations from the City
- Coordinate damage assessment activities between the City and County Assessor's Office

Recovery

- Participate in the City AAR process
- Retain any documentation generated during the course of response to an incident within the City
- Coordinate the Public Assistance (PA) process with the City, and serve as the City's point of contact in the PA submission process
- Collaborate with EPS on how to improve coordination during incident response

3.4.8 Emergency Medical and Hospital Services (UCHealth, Banner Health)

Hospital Services inside the City consist of large hospitals and practices owned and operated by UCHealth and Banner Health, as well as smaller practices that provide the bulk of non-emergent health care for City residents.

Preparedness

- Participate in and include the City in relevant emergency planning and preparedness efforts

Response

- Provide a representative to the EOC, upon request
- Provide situational awareness reports to the EOC regarding current capabilities and care availability
- Provide lifesaving medical care by utilizing all available staff, resources, and facilities during an incident
- Coordinate emergency medical transportation to available hospitals or other treatment facilities
- Coordinate emergency medical care triage sites
- Participate in primary and/or secondary decontamination in coordination with responding partners
- Coordinate with the PIO or JIC to provide public health, disease, and injury control and prevention messaging
- Document all incident response activities

Recovery

- Participate in the City AAR process
- Collaborate with EPS on how to improve coordination during incident response

3.4.9 Poudre Fire Authority (PFA)

PFA is a non-City organization that is vested with control of fire services, per the *Home Rule Charter and Code of the City of Fort Collins*. Alongside fire services, PFA also provides EMS services, and Hazardous Materials (HazMat) response. PFA may have the following roles during preparedness, response, and recovery:

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Provide emergency planning documents to EPS for reference during planning efforts

Response

- Provide a representative to the EOC, upon request
- Coordinate the deployment of PFA resources to ensure that lives are being saved, and property and the environment is being protected
- Provide emergency response services such as firefighting, EMS, HazMat response, and urban search and rescue
- Document all incident response activities
- Provide a PIO to the JIC, upon request
- Provide situational awareness to the EOC

Recovery

- Participate in the City AAR process
- Collaborate with EPS on how to improve coordination during incident response

3.4.10 Volunteer Organization Active in Disaster (VOAD)

The Larimer County VOAD partners with the City, and other emergency management agencies, to better build response capabilities. These organizations include, but not are limited to, the American Red Cross, Catholic Charities, Team Rubicon, and The Salvation Army. VOADs may have the following roles during preparedness, response, and recovery:

Preparedness

- Participate in relevant City emergency planning and preparedness efforts
- Maintain readiness through the training of volunteers that can be deployed to an incident

Response

- Provide a representative to the EOC, upon request
- Coordinate the sheltering of those displaced by an incident
- Assist with the provision of food and clothing to those impacted by an incident
- Assist those impacted by the incident by providing disaster case management
- Collaborate with the City, and other relevant agencies to establish a Disaster Assistance Center (DAC)
- Assist with the management of donations to those impacted by the incident
- Provide situational awareness to the EOC on services being offered and the number of individuals utilizing those services

Recovery

- Participate in the City AAR process
- Participate in recovery activities
- Collaborate with EPS on how to improve coordination during incident response

3.5 Individual Emergency Responsibilities

Alongside City Department roles, specific individuals inside the City have roles that are expected of them during the preparedness, response and recovery phases of an incident. These roles and responsibilities are outlined for the individual who is filling the duties of the listed position, whether it be a permanent or interim appointment.

Staff in the roles listed below should ensure that they have a clear line of succession documented should they be unable to appoint an individual to fill their role. While personnel will generally have the following roles and responsibilities during the phases of an incident, some may or may not be needed depending on the scope of the incident. Additional roles and responsibilities may be required that are not listed here.

3.5.1 Chief Financial Officer

Preparedness

- Direct the development, and maintenance, of emergency financial guidelines. These guidelines should include:
 - Emergency purchasing
 - Cost tracking for personnel and equipment
- Maintain awareness of FEMA Public Assistance guidelines
- Direct the creation of methods for reporting incident costs to City Council

Response

- Ensure that:
 - Emergency costs are being accurately tracked by the EOC and/or City departments responding to the emergency
 - Purchases are being made in accordance with federal guidelines
 - The City is in the most advantageous position for potential cost sharing
- Provide financial reports to City leadership and City Council on the costs of the incident

Recovery

- Provide a final report on the cost of the incident's response and anticipated recovery costs
- Ensure that the City Recovery Plan is issued in an efficient manner
- Collaborate with EPS and the required departments to address audits from oversight organizations regarding disaster assistance funds issued to the City

3.5.2 City Council MemberPreparedness

- Collaborate with other City Council Members to provide Council identified emergency management priorities to the City Manager

Response

- Collaborate with other City Council Members to provide Council identified incident response priorities, communicated through the Mayor to the Policy Group
- Extend, or rescind, emergency rules and regulations enacted by the City Manager, in accordance with the timeframes set forth inside the Fort Collins Municipal Code

Recovery

- Collaborate with other City Council Members to provide Council identified incident recovery priorities, communicated through the Mayor to the Policy Group and/or Recovery Team

3.5.3 City ManagerPreparedness

- Ensure that the City organization is taking an all-hazards approach to preparedness

Response

- Carry out all the of the duties and powers entrusted to them found in the Municipal Code of Fort Collins. See: *Fort Collins Municipal Code, Ch. 2 – Administration, Article IX. – Emergency Management, Sec. 2-671. - Powers and duties of the Director and Assistant Director of the Office of Emergency Management.*
- Serve as the leader of the City's Policy Group throughout the response and recovery phases of the incident
- Coordinate with the EOC, the EOC's PIO, and the City PIO on the development of messaging to City residents on the status of the incident

Recovery

- Ensure that recovery activities are being conducted equitably
- Coordinate with the City's PIO on needed communications with residents on the status of recovery activities

3.5.4 City Mayor

Preparedness

- Participate in the establishment of emergency preparedness priorities with City Council Members

Response

- Serving as a member of the Policy Group, relay City Council priorities during the response
- Serve as a liaison with local, state, and federal elected officials

Recovery

- Relay City Council priorities to the Policy Group and/or Recovery team

3.5.5 Department Leaders

Preparedness

- Conduct internal emergency planning, such as facility or emergency response plans, and provide those plans to EPS
- Collaborate with EPS on the development of Continuity of Operations planning for the department, covering items such as critical functions, services, materials, and partners
- Ensure that department staff is aware of expectations before, during, and after an incident
- Provide support for department personnel to participate in annual citywide planning, training, and exercises

Response

- Ensure that department functions are carried out during an incident and prioritize those functions, as outlined in the department Continuity of Operations Plan, should the need arise
- Assist EPS in the development of staffing to the EOC, if the department has been identified as a needed partner in EOC operations
- Provide updates to the EOC during an incident, regarding the status of the department the functions that they are tasked with
- Ensure that their department is actively participating inside the EOC (if requested) and is interfacing in accordance with the principles of ICS and NIMS
- Ensure that all department activities have been documented
- Develop any requested reports regarding the status of the department

Recovery

- Lead the update of department policies and procedures following the end of the incident, as needed

3.5.6 Director of Emergency Preparedness and Security

Preparedness

- Ensure that all phases of emergency management are being conducted through an all-hazards approach
- Ensure that City staff are aware of, and trained on, the principles of ICS and NIMS
- Ensure the City's EOC is prepared for activation by:
 - Developing an EOC staff, with the ability to meet staffing needs over consecutive operational periods
 - Supplying the EOC with needed technology and materials
 - Establishing policies and procedures for the EOC's activation, operation, and demobilization

- Collaborate with City departments, and non-City organizations, to establish overall preparedness and mitigation goals for the City
- Establish overall emergency preparedness training and exercise goals for the City organization
- Ensure that effective public outreach is being conducted to prepare the residents of the City for all-hazards of emergencies
- Ensure that all emergency preparedness, response, and recovery efforts are being made with equity as a stated goal of those efforts
- Ensure that emergency preparedness, response, and recovery mutual aid agreements and intergovernmental agreements are reviewed and updated on a regular basis
- Collaborate with regional emergency management partners during the preparedness, response, and recovery phases

Response

- Serve as a member on the City's Policy Group
- Ensure that the EOC is operating in accordance with established EOC policies and procedures
- Serve as the local point of contact with the Colorado Department of Homeland Security and Emergency Management (DHSEM)

Recovery

- Ensure that incidents and exercises have an After-Action Review (AAR) and Improvement Plan (IP) developed following their occurrence
- Collaborate with the City's Chief Financial Officer to ensure the City can recapture costs through Federal programs
- Work with City Departments and partners to develop mitigation actions to lessen or prevent impacts from future incidents
- Lead the update of department policies and procedures following the end of the incident, as needed

3.5.7 Director of Utilities

Preparedness

- Ensure that the Directors of water and power delivery are collaborating with EPS on emergency preparedness, response, and recovery strategies
- Ensure that personnel are aware of the expectations of their jobs during an incident
- Collaborate with relevant partners to ensure that critical Utilities infrastructure assets systems are protected against all threats
- Ensure that EPS, and by extension the EOC, has an on-call communication method available to them for all service areas

Response

- Ensure that communications regarding the disruption, and resumption, of power and water services are provided to Utilities customers on a regular basis
- Direct the resources of the Utilities Service Area to ensure delivery of water and power to customers
- Collaborate with the EOC and Policy Group to establish strategic goals for the Utilities Service Area

Recovery

- Lead the update to Service Area policies and procedures following the end of the incident, as needed
- Provide updates to the Policy Group on the status of restoration of services

3.6 Emergency Support Functions (ESF) and ESF Leads

ESF's provide structure, and support the needs of residents and/or customers during incident response. During the response phase, ESFs are activated and then embedded inside either General Sections of the EOC (Operations, Planning, Logistics, or Administration and Finance) or hold a role in the Command Staff to ensure that efficient and effective incident response is occurring.

3.6.1 ESF #1 – Public Transportation

Supports emergency efforts through the management of transportation systems and the infrastructure during response to an incident. This includes monitoring transportation systems during and after an emergency, and providing long-term coordination related to the restoration and recovery of the impacted systems.

Organization/Entity Serving as lead: TransFort

3.6.2 ESF #2 – Information Technology and Broadband

Supports the restoration of communications infrastructure and facilitates the recovery of those systems. This includes both public and private entities that provide phone and internet service.

Organization/Entity serving as lead: Information Technology, Connexion

3.6.3 ESF #3 – Public Works and Engineering

Supports the restoration and immediate assessment of City infrastructure. This support includes working towards re-establishing and repairing damaged infrastructure critical to life safety, assessing damaged infrastructure, and determining future steps to repair and restore infrastructure, and prioritizing the repair of damaged infrastructure.

Organization/Entity serving as lead: Streets, Engineering

3.6.4 ESF #4 – Fire-Rescue

Provide detection and suppression of wildland, rural, or urban fires. This ESF also coordinates the personnel, equipment, and supplies needed to support firefighting operations. This ESF also serves as the coordinator for EMS operations taking place in response to an emergency. This includes coordinating with hospitals and other healthcare practices.

Organization/Entity serving as lead: Poudre Fire Authority

3.6.5 ESF #5 – Emergency Preparedness/Management

EPS serves as the primary information collection point during an incident, which filters into the EOC. EPS will work with IC and other entities responding to verify situational awareness.

Organization/Entity serving as lead: Emergency Preparedness & Security

3.5.6 ESF #6 – Mass Care and Sheltering

Emergency response may involve the sheltering of City residents. This consists of shelter management and support, the identification of potential long-term housing, reunification, and animal sheltering.

Organization/Entity serving as lead: American Red Cross, Larimer County VOAD

3.6.7 ESF #7 – Response Support

Supporting an incident involves the actual support of the EOC, and City facilities involved in response. This support includes IT support, resource acquisition for the EOC and other facilities, and securing and setting up space for displaced departments and work groups.

Organization/Entity serving as lead: Operations Services, Information Technology

3.6.8 ESF #8 – Public Health and Medical Services

Supports the incident through the coordination of public health response. This support includes addressing possible public health concerns, immediate mental health assistance, medical supplies, food safety, and coordination with water utilities.

Organization/Entity serving as lead: Larimer County Health and Environment, UCHealth, Banner Health

3.6.9 ESF #9 – Environmental Response

Supports the incident through the coordination of environmental response, and protection. This support includes items such as responding to immediate environmental concerns, mitigating future environmental impacts, coordinating with regulatory entities, and working with appropriate agencies to ensure appropriate actions are taken.

Organization/Entity serving as lead: Utilities – Water Resources and Treatment, Environmental Services

3.6.10 ESF #10 – Power and Gas

Supports issues related to the distribution of power to City residents and businesses. This support includes assessing Light and Power infrastructure (substations, distribution lines, etc.), working with regulatory authorities, and assisting in the development of messaging to customers.

Organization/Entity serving as lead: Utilities – Light and Power, Xcel Energy

3.6.11 ESF #11 – Water Production and Treatment

Supports issues related to the water production and treatment of the City. This support includes assessing and restoring Water Treatment infrastructure (production plants, treatment plants, etc), working with regulatory authorities, and assisting in the development of messaging to customers.

Organization/Entity serving as lead: Utilities – Water Resources & Treatment

3.6.12 ESF #12 – Water Distribution and Collection

Supports issues related to the water distribution in the City to customers. This support includes assessing and restoring Water distribution infrastructure, working with regulatory authorities, and assisting in the development of messaging to customers.

Organization/Entity serving as lead: Utilities – Water Engineering & Field Services

3.6.13 ESF #13 – Law Enforcement

Supports public safety and the enforcement of City laws and ordinances. This support includes ensuring crime or disaster scenes are secured and inaccessible to the public, processing evidence related to any criminal matters during an incident and protects critical infrastructure if requested.

Organization/Entity serving as lead: Fort Collins Police Services

3.6.14 ESF #14 – Community Stabilization

Supports the immediate recovery from the incident through assisting the community. Support includes collaborating with mental health organizations, economic recovery organizations, and federal agencies, and establishing social recovery (memorials, services, etc.).

Organization/Entity serving as lead: Social Sustainability, Economic Health

3.6.15 ESF #15 – Public and Internal Communications

Supports the coordination of public messaging to affected audiences. This support includes developing messaging to Access and Functional Needs persons, developing messaging for public dissemination across a wide array of platforms, and assisting in the establishment and operation of the JIC.

Organization/Entity serving as lead: Communications & Public Involvement

3.6.16 ESF #16 – Animal Sheltering

Supports the sheltering of animals, both domestic and livestock. This support also includes collaborating with ESF 6 on which shelters can accept animals and establishing process and procedures on the animal shelters.

Organization/Entity serving as lead: Larimer County Humane Society

3.6.17 ESF #17 – Fatality Management

Supports the response and recovery from an incident when many fatalities have occurred. This support also includes coordinating the identification of the fatalities, coordinating the storage of the remains and communications with the families of the affected.

Organization/Entity serving as lead: Larimer County Coroner

3.6.18 ESF #18 – Evacuation and Re-Entry

Supports the response and recovery from an incident which necessitates the evacuation of citizens from their homes. This support includes establishing strategy for evacuation and re-entry, collaborating with ESF 15 on messaging regarding evacuation and re-entry, and securing areas that have been evacuated to prevent unauthorized entry.

Organization/Entity serving as lead: Fort Collins Police Services

3.6.19 ESF #19 – Education

Supports incident response and recovery through communications with the various educational institutions in the City, such as Poudre School District and Colorado State University. Collaborative efforts on items such as impacts to the education system and possible resource support (both for the educational organizations and to the City), are the main goals of this ESF.

Organization/Entity serving as lead: Poudre School District, Colorado State University, Front Range Community College

4. EMERGENCY COMMUNICATIONS

4.1 Communications Summary

4.1.1 City and Local Jurisdictions

The City's primary Public Safety Answering Point (PSAP) and emergency services dispatch center is operated by FC911, a division of Fort Collins Police Services (FCPS). The PSAPs in the City, the other jurisdictions of Larimer County, and the County itself currently utilize the same dispatching systems (phone, radio and Computer Aided Dispatch) making their communications interoperable. County-wide PSAPs can have incoming calls routed to partner agencies (i.e., FC911 to Larimer County, or vice versa), should the PSAP become unable to fulfill its 911 and dispatching duties.

4.1.2 City and Northern Colorado Region

The Northeast All Hazards Region collaborates to promote interoperable communications and assists in addressing interoperable communications equipment and planning. For more information on how this occurs, and how these systems are interoperable, please reference the *Northern Colorado Tactical Interoperable Communications Plan*.

4.1.3 The City, County, and State of Colorado

Upon activation of the EOC, the City will collaborate with the County to establish formalized communications during an incident. Any communications needing to be shared with the State of Colorado will be shared to the County and then to the Colorado Department of Homeland Security and Emergency Management (DHSEM) North Region's Field Manager.

Additionally, the City will utilize the DHSEM operated WebEOC platform to share situational awareness. Before any requests are made state-wide, resource requests will be made to the County first.

4.2 Emergency Response Radio Channels

Response and dispatch organizations in the City, and throughout Larimer County utilize, 800MHz and VHF radio bands to communicate. Channels programmed into radios may vary depending on the department utilizing the radio. Radio channels used regionally can be found in the *Northern Colorado Tactical Interoperable Communications Plan*.

4.3 Messaging Development and Considerations

Messaging, whether it is sent to a Resident or City Employee, should be crafted with the following principles:

- Message Clarity – Describe the hazard in clear and direct terms
- Intended Audience – The geographic area or population that will be affected
- Actions to be taken – What the recipient needs to do to protect themselves and others. Examples include staying indoors or avoiding a location
- Acknowledge Impacts – What is to be expected, or what has happened, because of the incident
- Current Response – What current response efforts are taking place to manage the incident
- Expectation Management – When the recipient may expect to return to normal activities or when they can expect to receive another update

4.3.1 Notification Considerations

All communications to City residents must be done so, accounting for that not all residents communicate in the same language or have the same visual or auditory status. Emergency communications issued by the City

must be communicated in a variety of methods to ensure that all residents are able to receive and act on important life safety messages. These methods include multilingual messages, messages for those who may be blind or have limited vision, and messages for those who may be deaf or have partial hearing loss.

Residents also may not have access to the same methods of communication, such as a smartphone. Communications should be shared not only by smartphone-based technology or internet, but also by methods such as landline telephones, television broadcast, radio broadcast, and/or print materials.

4.4 Internal and External Communications

During an incident, the City may need to alert residents and City employees of critical information such as protective actions they can take, or should prepare to take, and the sources they can use to obtain up to date information about the incident.

The City shall follow a developed *Crisis Communications Plan* consistent with other City communications strategies

4.4.1. Access and Functional Need Notification

Larimer County and LETA currently maintain a voluntary registry of residents across Larimer County that have stated they may need assistance with emergency response actions, such as evacuations. The EOC and LETA will collaborate on the notification to those identified residents and utilize available resources to assist them to ensure their health and safety.

4.5 Joint Information Center (JIC)

In a large-scale incident, the coordination of public information and media interaction is the major function of the JIC. The JIC's goal is to coordinate and disseminate official, timely, accurate, easy to understand, and consistent information to the public.

4.5.1 JIC Activation & Location

Activation of the JIC will be decided by the EOC, CPIO, and the on-scene PIO (if they are activated). The JIC will not operate inside the EOC, but near the EOC to ensure constant coordination. The JIC may also operate virtually, should the need arise. The JIC is normally a single location, multiple JICs may be established if the incident's size and scope spans across multiple jurisdictions.

4.5.2 JIC Location

The JIC should be staffed with personnel who have PIO or relevant Public Information training, and represent the agencies and organizations involved in the management of the incident. Staffing needs should be communicated to the EOC so that additional PIO personnel can be secured.

4.5.3 JIC Operations

The JIC will have the following tasks assigned to them while activated

- Monitoring news coverage to ensure that accurate information is being shared, while correcting false information that is being shared
- Manage news conferences and press operations inside incident areas
- Provide all Residents and stakeholders, directly or indirectly, affected by the emergency with timely and accurate information
- Provide basic facilities to assist the news media in disseminating information to the public
- Ensure City communication resources are managed effectively

4.6 Media Relations

The news media is a primary source of information for residents, following an incident. The PIO's responding to an incident should work to ensure the following:

- The news media is provided a location to set up near the emergency site
- Updates on response and recovery are provided on a regular basis through press conferences, briefings, and/or written statements
- The news media can tour the emergency site and the EOC, provided it does not disrupt response or recovery operations and is done so while accompanied by a member of the PIO staff or JIC
- A point of contact is provided to the news media for them to reach out to with questions, either at the JIC or a member of the PIO team
- The JIC and/or the incident PIO's partner with the news media to ensure accurate information is being shared and the public is shared information that is actionable

5. FINANCE & LOGISTICS

5.1 Finance

5.1.1 Purchasing Authorities

Authorities for emergency purchasing, contracting, can be found in the following City Municipal Code sections:

- Chapter 2 – Administration, Article IX. – Emergency Management, Sec. 2-671. Powers and duties of the Director and Assistant Director of the Office of Emergency Management
- Chapter 8 – Finance, Article IV.- Purchasing and Contracting, Sec. 8-161. – Exemptions to use of competitive bid or proposal

5.1.2 Resource Typing

Resources owned and maintained by the City will be typed in accordance with the information found in FEMA's Resource Typing Library Tool. Resources will be identified in collaboration with Operation Services, Purchasing, and the department who has purchased the resource.

5.1.3 Resource Tracking

All resources (personnel and/or equipment), City owned or otherwise, that are deployed to an incident will have their time spent responding to the incident tracked. Check-in and check-out of the resource will be done at the location they are reporting for work. All responding personnel will be educated by their direct supervisor on the requirement to check-in and check-out of the scene, as well as the expectations of maintaining a 214 – Activity Log.

The EOC is not responsible for resources requested and filled solely by Incident Command, the same applies in the inverse situation.

Personnel

The deployed personnel's field supervisor is responsible for ensuring all personnel have checked-in and checked-out at their reporting location. All staff taking part in incident response activities will maintain a 214 – Activity Log, detailing their activities throughout the operational period. Staff should also log time via their normal hourly time log/tracking methods with their home department.

If a new time code or business unit is needed to be used, Financial Services, or the Admin/Finance Section of the EOC, will communicate that information.

Equipment

Personnel will also track the hours of the equipment they used while working an incident. FEMA's Schedule of Equipment Rates will be used to determine the hourly rate of the equipment being used.

5.1.4 Procurement and Contracting

During an incident, procurement and contracting will be conducted through the EOC in partnership with the City's Purchasing department. The City will adhere to the purchasing guidelines set forth in Municipal Code, the City's Procurement Policies & Procedures Manual and those outlined by the Federal Government. Adherence to federal guidelines can result in disaster costs being eligible for cost sharing, following a federally declared disaster.

For information on the City's purchasing and procurement policies please see the *"City of Fort Collins Procurement Policies & Procedures Manual."*

Reference the *"United States Code of Federal Regulations, Title 2, Subtitle A, Chapter II, Part 200"* on federal purchasing guideline requirements.

Should the City not adhere to the requirements set forth in *FEMA's Public Assistance Program and Policy Guide*, costs or purchases (whole or in part) may be ineligible for cost sharing with the Federal Government.

5.1.5 Resident and Business Financial Assistance

Following an incident taking place inside the City, residents and small businesses may be eligible to receive a series of loans through the Small Business Association (SBA), or other aid programs at all levels, private and public. These loans may be given to cover physical damages, economic losses, or mitigation efforts following an incident.

Economic Health, CPIO and the EOC will collaborate on a messaging plan to reach out to those impacted. Considerations should be made to reach out to traditionally underserved businesses, such as those owned by minorities and women. City departments involved in this aspect of incident response and recovery should consult and involve community partners in this process, as well as connect with additional resources such as the Colorado Office of Economic Development & International Trade, which has the dedicated Minority Business Office of Colorado.

Materials regarding financial assistance must be made available through a variety of methods (i.e. multilingual, accessible for those who may be blind or have limited vision) so that all equitable recovery is made possible for all residents.

5.1.6 Financial Record Retention

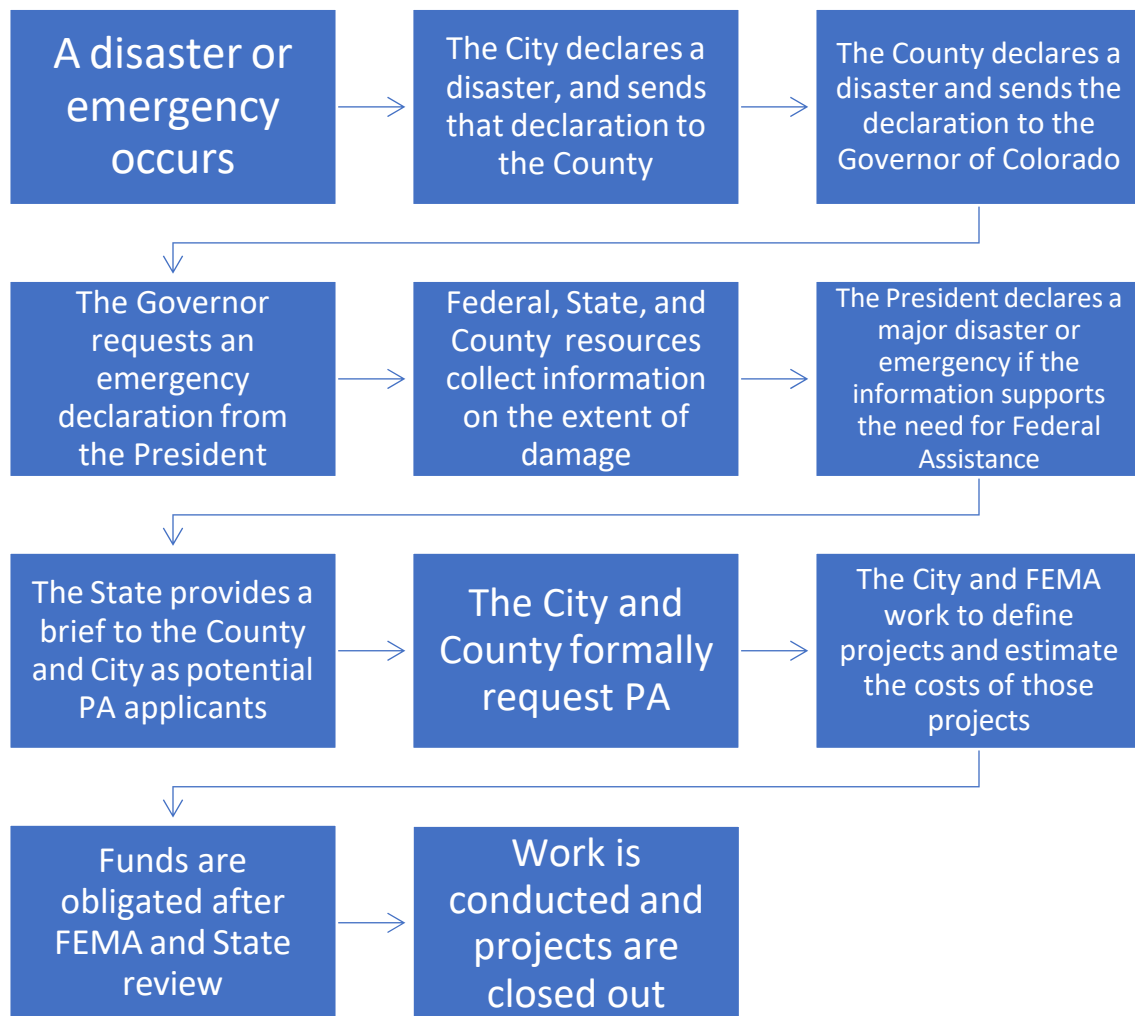
All financial records related to the incident shall be retained in accordance with the language described in section **2.12 Preservation of Essential Records**.

5.2 Public Assistance Program

An incident inside the city limits of Fort Collins may result in financial assistance becoming available from the United States Federal Government through FEMA's Public Assistance (PA) program. Any damages collected by the City would be incorporated into a County PA request.

FEMA's PA is subject to a cost share and the Federal share is not less than 75% of eligible costs. The percentage of cost share may increase up to 90% if Federal obligations meet or exceed a qualifying threshold.

The illustration on the next page shows the process for how the City would request and enter into the Public Assistance Program.



The City will need to retain all financial records related to the incident to submit for PA. Financial records should be collected and regardless of if the City will be participating in any cost sharing program following an incident. See section **5.x.x Financial Record Retention** for further information.

The City should anticipate and expect audits from regulatory authorities related to any projects that entered a cost sharing program with the Federal Government.

For detailed information on the PA Program, see the *“FEMA Public Assistance Program and Policy Guide.”*

5.2.1 Types of Eligible Work

FEMA defines eligible work into two types, Emergency and Permanent.

Emergency Work

Emergency work is defined as “work that must be done immediately to save lives, protect improved property, protect public health and safety, or avert or lessen the threat of a major disaster.”

Emergency work must be completed within 6 months of the incident’s declaration date, and consists of

- Category A: Debris Removal
- Category B: Emergency Protective Measures

Further definition of these terms can be found in the *“FEMA Public Assistance Program and Policy Guide.”*

Permanent Work

Permanent work is defined as “restorative work that must be performed through repairs or replacement to restore an eligible facility on the basis of its pre-disaster design and current applicable codes and standards.”

Permanent work must be completed within 18 months of the declaration date, and consists of:

- Category C: Roads and Bridges
- Category D: Water control facilities:
- Category E: Public buildings and contents
- Category F: Public Utilities
- Category G: Parks, recreational and other facilities

Further definition of these terms can be found in the “*FEMA Public Assistance Program and Policy Guide*.”

5.2.2 Purchasing Requirements

See **Appendix G: Federal Procurement Requirements Checklist** for a detailed list of the Purchasing Requirements that are applied to entities like the City.

5.3 Logistics

5.3.1 Mutual Aid Resource Ordering

The process for requesting/ordering, paying for, and demobilizing mutual aid resources are defined within each mutual aid agreement. The following mutual aid agreements are attached as an appendix to this document:

- **Appendix F: Larimer County Intergovernmental Agreement for Disaster-Emergency Mutual Aid and Disaster-Emergency Funding Assistance.** The process for mutual aid requests is detailed below.

5.3.2 Non-Mutual Aid Resource Ordering

If Mutual Aid is unable to be utilized, resources from non-Mutual Aid organizations will need to be ordered. The City should prioritize the use of State, Local, and Tribal resources before utilizing the Private Sector. In larger incidents, the IC should use the EOC

State, Local, and Tribal

Ordering resources from the State, other local governments, or tribal entities shall be done through the WebEOC system. WebEOC contains a 213 Resource Request form, known as a 213rr. For information on how to use the 213rr and submit a resource request, please view the “*City of Fort Collins Emergency Operations Center Guidance*”.

If the City is unable to access or utilize the 213rr found in WebEOC, the City should contact the County and their assigned regional field manager for ordering needs.

Private Sector

If a resource is unavailable from a State, Local, or Tribal entity, the City will need to access the private sector of the community. The City should proceed in accordance with appropriate bidding and award process, as outlined in the “*City of Fort Collins Procurement Policies & Procedures Manual* and the *United States Code of Federal Regulations, Title 2, Subtitle A, Chapter II, Part 200*”.

The resource being ordered should have a clear scope of work, cost associated, and timeframe of the resources deployment before the order is filled.

5.3.3 Incident Command and EOC Resource Ordering Interfacing

Incident Command and FC911 may become inundated with requests and general incident response, making the ordering, and tracking, of resources difficult.

Incident Command and FC911 will contact the EOC upon the recognition that they are unable to adequately meet resource ordering needs. The EOC will activate a Logistics function to assume responsibility for ordering resources needed for response.

The EOC will notify Incident Command and FC911 with the contact information of the individual receiving and fulfilling resource needs.

5.3.4 Resource Demobilization

During each operational period the IC, Operations Section, Planning Section, Admin/Finance Section and EOC Manager will evaluate what resources have been deployed to an incident and determine if they will be needed in the coming operational periods. Resources should be prioritized for demobilization in the following order:

1. Welfare of personnel (safety and rest)
2. Volunteers
3. Private Resources
4. Federal Resources
5. State Resources
6. Local Resources

Depending on the amount of resources deployed to an incident, a Demobilization Plan may be needed. The EOC will collaborate with the IC on the development of such a plan, should that need arise.

5.4 Donations Management

Incidents taking place inside the City can generate a large amount of public interest, and result in City residents wishing to assist both those who have been impacted and responders operating at the incident scene.

A donations management system should be implemented once the EOC, the incident's PIO and/or JIC, and the VOAD Community anticipate a possible influx of donations. Donations management shall consist of a public messaging strategy, as well as a location for donations to be made and to be stored securely. Security of the donations management location should be anticipated as a need.

5.4.1 Donations Management Communication Strategy

A communications strategy should be developed as quickly as possible once donations are anticipated. Communications regarding donations should include the following information:

- Types of donations that are being sought, financial or otherwise
- What the donations will be accomplishing and how they will be used
- Where donations can be made, or locations accepting donations
- Information on how to avoid donation scams or other fraudulent activity awareness

Staff who observe fraudulent activity should immediately report their observance to proper authorities.

APPENDIX A: ACRONYMS

| | |
|--------------|--|
| AAR | After-Action Review |
| ADA | Americans with Disabilities Act |
| COG | Continuity of Government |
| CONOPS | Concept of Operations |
| COOP | Continuity of Operations Plan |
| CPIO | Communications & Public Involvement |
| CSU | Colorado State University |
| DHSEM | Department of Homeland Security and Emergency Management |
| DOC | Department Operations Center |
| EAS | Emergency Alert System |
| EMS | Emergency Medical Service |
| EOC | Emergency Operations Center |
| EOP | Emergency Operations Plan |
| EPS | Emergency Preparedness & Security |
| ESF | Emergency Support Function |
| FC911 | Fort Collins 911 |
| FCPS | Fort Collins Police Services |
| FEMA | Federal Emergency Management Agency |
| FRCC | Front Range Community College |
| GIS | Geographic Information System |
| HSEEP | Homeland Security Exercise and Evaluation Program |
| IP | Improvement Plan |
| IC | Incident Commander |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| IGA | Intergovernmental Agreement |
| IT | Information Technology |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| LC | Larimer County |
| LCHMP | Larimer County Hazard Mitigation Plan |
| LCOEM | Larimer County OEM |
| LETA | Larimer Emergency Telephone Authority |

| | |
|------------|--|
| MAC | Multi Agency Coordination |
| NGO..... | Non-Governmental Organization |
| NIMS | National Incident Management System |
| NRF..... | National Response Framework |
| PA..... | Public Assistance |
| PFA..... | Poudre Fire Authority |
| PIO..... | Public Information Officer |
| PSAP..... | Public Safety Access Point |
| PSD..... | Poudre School District |
| SBA..... | Small Business Association |
| VOAD..... | Voluntary Organizations Active in Disaster |
| WEA | Wireless Emergency Alert |

APPENDIX B: REQUEST FOR STATE OF DISASTER STATUS TO GOVERNOR

[date]

VIA FAX TO: (303) 866-2003**ORIGINAL TO FOLLOW VIA FIRST CLASS MAIL**

Governor _____
136 State Capitol
Denver, CO 80203-1792

Dear Governor _____:

The purpose of this letter is to request that you proclaim a state of disaster emergency in the City of Fort Collins pertaining to the [describe incident]. This incident has exceeded our locally available resources in coping with the emergency.

The City of Fort Collins has established an emergency management ordinance and emergency operations plan in accordance with Colorado law to deal with these kinds of emergencies and we have enacted various local rules and regulations pursuant to our emergency operations plan to deal with the crisis. Among the problems the City is experiencing are the following:

1. [Describe in some detail the problems caused by the incident]

Our emergency operations have stressed our resources beyond their limits. Because this incident, which I have declared to be a "local emergency," has exceeded our resources, we are requesting, by this letter, assistance from your office and/or the Office of Disaster Emergency Services. We would hope that financing would be available under §24-33.5-706, C.R.S. and/or from FEMA funds that may be available to the State for distribution to local governments or from other resources that are available to the State. We look forward to receiving additional information about actions we should take to perfect this request and to obtain a favorable determination from the State.

Sincerely,

[CITY MANAGER NAME HERE]

City Manager

Enclosures

cc: Mayor and City Council members

_____, Executive Director, Dept. of Local Affairs

APPENDIX C: PROCLAMATION AND RESOLUTION/EMERGENCY RULES AND REGULATIONS**CITY MANAGER'S PROCLAMATION****OF LOCAL EMERGENCY**

WHEREAS, the City of Fort Collins has suffered or is threatened with serious injury and damage constituting a disaster or extreme peril to the safety of persons and property, described as follows:

Caused by _____

which occurred _____; and

WHEREAS, pursuant to Section 2-671(a)(1) of the Code of the City of Fort Collins, the City Manager, as Director of the City's Office of Emergency Management, is empowered to proclaim the existence of a "local emergency" as defined by Section 2-666 of the City Code for the actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within the City; and

WHEREAS, the current situation and conditions described above constitute such a local emergency; and

WHEREAS, it is in the best interests of the health, safety and welfare of the citizens of the City of Fort Collins that a local emergency be proclaimed and that the Emergency Operations Plan, established pursuant to Section 2-673 of the City Code, be activated.

NOW, THEREFORE, the City Manager of the City of Fort Collins, as the Director of the City's Office of Emergency Management, hereby finds and proclaims as follows:

1. That the current situation and conditions described above constitute a local emergency as defined by Section 2-666 of the City Code;
2. That it is in the best interests of the health, safety and welfare of the citizens of the City of Fort Collins that a local emergency be proclaimed and that the Emergency Operations Plan, established pursuant to Section 2-673 of the City Code, be activated;
3. That pursuant to Section 2-671(a)(1) of the City Code, the existence of a local emergency as defined by Section 2-666 of the City Code, is hereby proclaimed;
4. That the activation of the City's Emergency Operations Plan, established pursuant to Section 2-673 of the City Code, is hereby authorized and ordered; and
5. That this Proclamation shall be given prompt and general publicity and shall be filed promptly with the City Clerk or the Larimer County Clerk and Recorder and with the State Division of Local Government, Colorado Office of Emergency Management.

DATED this _____ day of _____, 20____.

City Manager

ATTEST:

City Clerk

RESOLUTION NO. _____, 20____
OF THE COUNCIL OF THE CITY OF FORT COLLINS
EXTENDING THE STATE OF LOCAL EMERGENCY DECLARED
BY THE CITY MANAGER

WHEREAS, on _____, the City Manager, as the Director of the City's Office of Emergency Management, proclaimed a "local emergency" in accordance with Section 2-671(a)(1) of the Code of the City of Fort Collins; and

WHEREAS, the City Manager proclaimed the local emergency for the reason that the City of Fort Collins has suffered or is threatened with serious injury and damage constituting a disaster or extreme peril to the safety of persons and property, described as follows:

Caused by _____

which occurred _____; and

WHEREAS, Section 2-671(a)(1) of the City Code states that a local emergency proclaimed by the City Manager shall not be continued or renewed for a period in excess of seven days without the consent of the City Council; and

WHEREAS conditions continue to exist which, for the protection of the health, safety, and welfare of the citizens of the City of Fort Collins, warrant the continuation of the previously proclaimed local emergency; and

WHEREAS, the City Manager is requesting that the City Council continue the proclamation of local emergency as established by the City Manager on _____, 20____, until such time as the conditions justifying this local emergency no longer exist.

NOW, THEREFORE BE IT RESOLVED THAT THE COUNCIL OF THE CITY OF FORT COLLINS hereby finds and declares as follows:

Section 1. That the City Council hereby finds that conditions continue to exist which, in the best interests of the health, safety, and welfare of the citizens of Fort Collins, warrant the continuation of the previously proclaimed local emergency until such time as the conditions warranting this local emergency no longer exist; and

Section 2. That the City Council hereby authorizes, approves, and consents to the continuation of this local emergency until such time as the City Manager or the City Council determines that the conditions warranting this local emergency no longer exist.

Passed and adopted at a regular (special) meeting of the City Council held this _____ day of _____, 20____.

 Mayor

ATTEST:

 City Clerk

EMERGENCY RULES AND REGULATIONS

To all persons take notice:

That for the protection of life, health, safety and property as affected by reason of _____, which resulted in my declaration of a "local emergency" under the authority of Chapter 2, Article IX of the Code of the City of Fort Collins, (the "City") and which declaration of local emergency was filed with the City Clerk and with the Colorado Division of Emergency Management on _____, [and extended by City Council adoption of Resolution _____ on _____, 20____, I have hereby established, under the authority of Sec. 2-671(a)(6)a, the following rules and regulations:

1. Commencing on _____, and until further notice:
2. I find that this emergency rule and regulation is reasonable and necessary to promote the health, safety and welfare because _____.
3. Nothing in this emergency regulation shall prevent the City from utilizing such other legal mechanisms as are available to it, including, without limitation, the Fire Code, the Building Code, Chapter 20, Article I of the City Code and/or the Uniform Code for abatement of dangerous buildings in cases of emergency.

Pursuant to Section 2-671(e) of the City Code, the rules and regulations set forth herein shall be disseminated to local radio and television stations and to a newspaper having a general circulation within the City. A knowing violation of these rules and regulations shall be a misdemeanor punishable under Section 1-15 of the City Code.

This emergency rule and regulation shall remain in effect until superseded or rescinded, or until expiration of the local emergency, whichever first occurs.

DATED this _____ day of _____, 20____.

City Manager

APPENDIX D: RULES AND REGULATIONS CONFIRMATION ORDINANCE

EMERGENCY ORDINANCE NO. _____
OF THE COUNCIL OF THE CITY OF FORT COLLINS
APPROVING EMERGENCY RULES AND REGULATIONS ENACTED BY THE CITY MANAGER
PURSUANT TO THE LOCAL EMERGENCY OF [DATE EMERGENCY DECLARED]

WHEREAS, on _____ 20__, the City was greatly impacted by [describe nature of incident]; and

WHEREAS, [describe in some detail the extent of the problems/destruction caused by the incident]; and

WHEREAS, on [DATE] in order to undertake emergency measures to protect the life, health, safety and property of the citizens of the City and persons conducting business therein, and in order to attempt to minimize the loss of human life and the preservation of such property, the City Manager, acting pursuant to the authority granted in Section 2-670(a)(1) of the City Code, proclaimed the existence of a local emergency and activated the Emergency Operations Plan established pursuant to Section 2-671 of the City Code; and

WHEREAS, with the adoption of Resolution _____ on [DATE], the City Council extended the local emergency until such time as the City Manager determines in writing that the conditions justifying the local emergency no longer exist; and

WHEREAS, having proclaimed such emergency, the City Manager has issued emergency rules and regulations in order to protect the safety of City residents and visitors, a copy of which regulations is attached hereto and incorporated herein by this reference as Exhibit "A" (the "Emergency Rules and Regulations"); and

WHEREAS, one of the purposes of the Emergency Rules and Regulations was to establish a procedure for immediately vacating certain buildings that were determined by the Fire Chief and/or Building and Zoning Director to be a threat to the life, health or safety of the citizens of the City or of any person conducting business within the City, until such time as the threat to public safety has passed; and

WHEREAS, Section 2-670(a)(6)a of the City Code provides that the Emergency Rules and Regulations must be confirmed at the earliest practical time by the City Council; and

WHEREAS, Article II, Section 6, of the Charter of the City of Fort Collins states that the City Council may act by ordinance, resolution or motion and that every act placing any burden upon or limiting the use of private property shall be by ordinance; and

WHEREAS, because the Emergency Rules and Regulations may be construed as temporarily limiting the use of private property, the City Council wishes to ratify, by ordinance, its confirmation and extension of the Emergency Rules and Regulations; and

WHEREAS, Article II, Section 6, of the City Charter authorizes the City Council to adopt emergency ordinances, which shall be finally passed on first reading by the affirmative vote of at least five members of the Council and which shall contain a specific statement of the nature of the emergency.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FORT COLLINS as follows:

Section 1. That the City Council hereby makes any and all determinations and findings contained in the recitals set forth above and finds that an emergency exists for the immediate adoption of this Ordinance under Article II, Section 6 of the City Charter to approve Emergency Rules and Regulations _____ attached hereto as Exhibit "A".

Section 2. That the City Manager's establishment of the Emergency Rules and Regulations was necessary in the interest of protecting the life, health, safety, and property of the citizens of Fort Collins.

Section 2. That the Council hereby confirms, ratifies and approves the Emergency Rules and Regulations, as of the date and time of their establishment by the City Manager.

Section 3. That the Council hereby continues the Emergency Rules and Regulations for the purpose of protecting the life, health, safety, and property of the citizens of Fort Collins against, among other things, [generally describe the dangers the Rules and Regulations are intended to avoid].

Section 4. That the state of local emergency and Emergency Rules and Regulations shall continue in effect until such time as the City Manager determines in writing that the same are no longer necessary to protect the life, health, safety, and property of the residents of the City and such written determination is filed with the Office of the City Clerk.

Section 5. That the City Clerk is hereby directed to cause the publication of this Emergency Ordinance in accordance with the Fort Collins City Charter.

Introduced, considered favorably by at least five (5) members of the Council of the City of Fort Collins and finally passed as an Emergency Ordinance and ordered published this ____ day of _____, 20__.

Mayor

ATTEST:

City Clerk

APPENDIX E: PROCLAMATION TERMINATION**CITY MANAGER'S PROCLAMATION****TERMINATING THE LOCAL EMERGENCY**

WHEREAS, on _____, I proclaimed the existence of a local emergency pursuant to the provisions of Section 2-671 of the City Code, based on threat to the public health, safety and welfare of the citizens of the City of Fort Collins posed by _____; and

WHEREAS, on _____, via Resolution No. R-_____, the City Council of the City of Fort Collins authorized, approved, and consented to the continuation of the local emergency until such time as the City Manager or the City Council determined that the conditions warranting the local emergency no longer existed; and

WHEREAS, the conditions warranting the continuation of the local emergency no longer exist; and

NOW, THEREFORE, acting in my capacity as the Director of the City's Office of Emergency Management, I, hereby proclaim that the local emergency proclaimed on _____, and affirmed by the City Council via Resolution No. R- _____, is terminated, effective immediately.

DATED this _____ day of _____, 20____.

City Manager

ATTEST:

City Clerk

APPENDIX G: FEDERAL PROCUREMENT REQUIREMENTS CHECKLIST

Checklist referenced from the *FEMA Public Assistance: Contracting Requirements Checklist*

- ☐ Maintain written standards of conduct covering **conflicts of interest** and governing the performance of employees who engage in the selection, award, and administration of contracts (2 C.F.R. § 200.318(c));
- ☐ Conduct procurements in a manner providing for **full and open competition** (2 C.F.R. § 200.319);
- ☐ Take six necessary steps to assure that **small and minority businesses, women's business enterprises, and labor surplus area firms** are used when possible (2 C.F.R. § 200.321):
 - Place such organizations that are qualified on solicitation lists;
 - Ensure such organizations are solicited whenever they are potential sources;
 - Divide total requirements, when economically feasible, into smaller tasks or quantities;
 - Establish delivery schedules, where the requirement permits, which encourage their participation;
 - Use the services and assistance, as appropriate, of the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
 - Require prime contractor to take the above affirmative steps if subcontracting.
- ☐ Perform a **cost or price analysis** in connection with every procurement action in excess of the Simplified Acquisition Threshold, including contract modifications (2 C.F.R. § 200.323);
- ☐ Use allowable **procurement methods**, including procurement by micro-purchases, small purchases, sealed bidding, competitive proposals, and non-competitive proposals and ensure corresponding standards are met (2 C.F.R. § 200.320);
- ☐ If using a **T&M contract**, ensure that no other contract type is suitable and the contract includes a ceiling price that the contractor exceeds at their own risk (2 C.F.R. § 200.318(j));
- ☐ Follow the **bonding requirements** for all facility and improvement projects (2 C.F.R. § 200.325);
- ☐ Must include **applicable contract provisions** in all contracts awarded (2 C.F.R. § 200.326);
- ☐ Comply with the **procurement of recovered materials** guidelines (2 C.F.R. § 200.322);
- ☐ Maintain **oversight** to ensure contractors perform according to the terms, conditions, and specifications of their contracts or purchase orders (2 C.F.R. § 200.318(b)); and
- ☐ Maintain **records** sufficient to detail the history of the procurement. These records will include, but are not limited to the rationale for the method of procurement, selection of contract type; contractor selection or rejection; and basis for the contract price (2 C.F.R. § 200.318(i)).