

Douglas County
Disaster Recovery Plan

December 3, 2014

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Basic Plan

1. Foreword

The Douglas County Disaster Recovery Plan is a comprehensive, all-hazard plan that establishes a comprehensive framework for managing recovery efforts within the county. This plan assigns roles and responsibilities to departments and agencies.

This document is a result of the collaborative efforts between the Douglas County Office of Emergency Management (OEM) and the many other county departments and agencies that have assigned emergency roles and responsibilities. The final plan incorporates comments and suggestions received from a variety of stakeholders including many partner agencies and organizations that provide critical support to the County during times of disaster. This plan fulfills Douglas County's commitment to maintain readiness capabilities for all phases of emergency management, and thus to be able to respond to, and recover from, disasters or large-scale emergencies. It also incorporates the National Incident Management System (NIMS) as the county standard for emergency response operations, as adopted by Douglas County resolution on September 21, 2004.

This plan establishes the overall roles and responsibilities for emergency recovery operations, as well as the concept of operations for the County. It is intended to be used in conjunction with established operational procedures, plans, and protocols.

Although this plan was written for Douglas County Government, it is encouraged that other agencies and levels of government within Douglas County adapt it for their own needs, or adopt it for their use. In either case, it is important that recovery plans be coordinated between agencies, so as to mitigate any conflicting actions and to avoid duplication of efforts.

Users of this document are encouraged to recommend changes that will improve the clarity and use of this plan.

Questions or comments concerning this document should be directed to:

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2. Acknowledgements:

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

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

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

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

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

7. Provide staffing to the Douglas County Recovery Coordination Center, Recovery Assistance Center(s), Service and Information Centers or other identified recovery locations when activated and requested.
8. Maintain an approved agency-specific Continuity of Operations (COOP) Plan in accordance with county guidelines and standards, including identifying lines of succession, alternate site(s), IT recovery, and stand-by contracts as necessary.
9. Continue the use of mutual aid agreements to maintain liaison with surrounding municipal, county, and military counterparts as appropriate.
10. Periodically review all emergency plans, policies, and procedures.

3. Promulgation and Record of Changes:

The Douglas County Disaster Recovery Plan is officially in force as of XXXX through “A Resolution Establishing Emergency and Disaster Authorizations and Approving the Douglas County Disaster Recovery Plan” (R-015-###), signed by the Douglas County Board of County Commissioners (BOCC).

DATE	SUBJECT	PAGE	INITIAL

4. Introduction

The Douglas County Disaster Recovery Plan (Plan) provides an overview of how Douglas County public safety partners collaborate, plan, and prepare for a hazardous incident that threatens lives, property, and natural resources. The Plan describes the policies, planning assumptions, concept of operations, and recovery operations when a disaster or emergency challenges local government's ability to return to normalcy. While there are some responsibilities for recovery that will occur during the response phase, the Recovery Plan is a more detailed plan, separate from the Emergency Operations Plan, and is included in the Douglas County comprehensive emergency management planning process. The Recovery Plan details responsibilities of Douglas County Government and other cooperating entities and agencies that have significant responsibilities associated with recovery from a disaster.

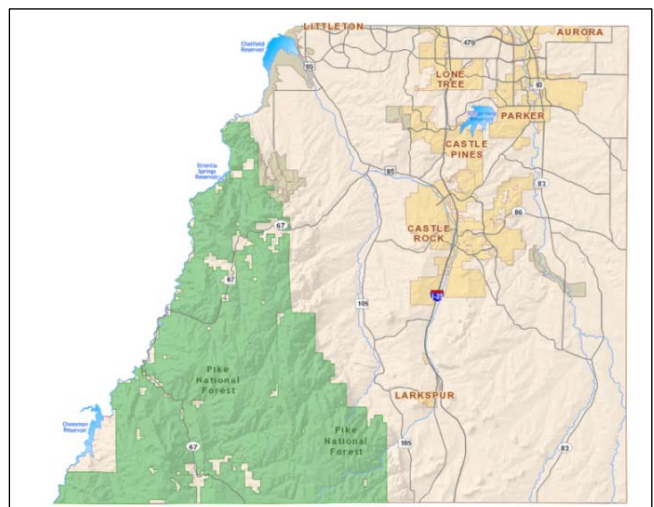
The Plan is a document that will evolve as it is tested during exercises and real incidents. The Plan will be reviewed by all Emergency Management partners and updated periodically. This document will serve as one of many tools meant to improve coordination among all Emergency Management partners including those at the Federal, State and Local government level, voluntary disaster relief organizations, and the private sector. The mission of the collaborating agencies is to enhance public safety, protect lives, property and the environment, and restore affected communities quickly and efficiently following a disaster.

5. Purpose and Scope

The intent of the Douglas County Disaster Recovery Plan is to provide a comprehensive framework for recovering from disasters and emergencies, particularly those incidents that are large or catastrophic. It is a guide for roles and responsibilities, prioritization, and decision-making practices in disaster recovery situations.

This document is designed to map recovery actions that will result in a resilient and capable community. This plan was designed with both the short-term and long-term recovery needs in mind, and thus takes care in assigning roles and responsibilities and any shifts that will occur in the transition between short-term and long-term recovery.

The Douglas County Disaster Recovery Plan resulted from several months of planning which involved almost every department within Douglas County, and included the incorporated municipalities of Castle Pines, Castle Rock, Larkspur, Lone Tree and Parker. Other planning partners included Tri-County Health Department, Douglas County Schools, Douglas County Libraries, Highlands Ranch Metro



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

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

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

Disasters

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

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

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

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

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

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

Jurisdictions Covered

This plan covers all of unincorporated Douglas County and was developed with input from the municipalities of Castle Pines, Castle Rock, Larkspur, Lone Tree and Parker, as well as other stakeholders within the County. Portions of the plan also describe coordination not only with incorporated entities and special districts within the County, but with external federal, state, and regional entities, as well as with neighboring jurisdictions including counties and independent cities in Colorado.

Access and Functional Needs Populations

It is the policy of Douglas County to provide recovery services in consideration of persons with access and functional needs as outlined in the EOP.

For the purposes of this Plan, the terms “disability” and “functional need” are used interchangeably and refer to persons who meet the ADA definition of disability. Persons with disabilities and persons with functional needs are persons who have: (1) a physical or mental impairment that substantially limits one or more of the major life activities of such individual; (2) a record of such impairment; or (3) being regarded as having such impairment. This Plan is inclusive of individuals with temporary and permanent limitations and those who may function independently without the presence of an emergency situation but who may need assistance during recovery from an incident.

Access and functional needs populations are those populations whose members may have additional needs before, during, and after an incident in functional areas. These functional needs include, but are not limited to, the following:

- **Communication:** Individuals who have limitations that interfere with receiving and responding to information will need information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.
- **Medical Care:** Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with: managing unstable, terminal or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power-dependent equipment to sustain life. These individuals require support of trained medical professionals.
- **Maintaining Independence:** Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, and other supplies) durable medical equipment (wheelchairs, walkers, and scooters), service animals, and/or

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

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

Service Animals

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

Definitions

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

6. Vision, Goals, and Priorities

Vision

Following a disaster, Douglas County will be able to mobilize its response efforts quickly and efficiently. All agencies will be aware of their respective roles and responsibilities and will be prepared to work in conjunction with other agencies. This coordination will include effective real-time, information sharing.

Goals

The following are post-disaster operational goals that will guide the leadership, coordination and implementation of recovery measures.

a) Provide effective command and coordination

The Plan will guide the establishment and continuity of coordinated, effective, flexible, scalable, and responsive command and coordination in the form of a temporary Recovery Organization. An organized transition of command structure from response to recovery will allow emergency management functions to evolve smoothly, and for recovery work to begin even while basic life safety, incident stabilization, and immediate property protection issues are still being addressed. During recovery, the expertise of planners, engineers, and financial professionals in fields such as land use, economic development, transportation, storm water management, capital projects, etc. will become increasingly important, and the roles of first responders will likely diminish.

b) Maximize funding opportunities

Recovery leadership will work to leverage state and federal recovery technical and financial assistance, as well as identify and pursue additional sources of recovery funding and financing. The County will strive to ensure appropriate, fair, and accountable utilization and/or distribution of such funds, as well as safeguard its own fiscal condition.

c) Communicate effectively

The Recovery Organization and County leadership will strive to communicate useful, practical, relevant, accurate, and timely information regarding services and resources to all impacted members of the community. It will use all communications capabilities available to reach county residents in their homes or in temporary housing, and make reasonable accommodations for non-English speakers and others with access and functional needs. This will include using multiple methods, alternate formats, and reasonable communication accommodations to ensure the information can be communicated to people with disabilities.

d) Promote mitigation and foster resilient redevelopment and construction

The County will use education, incentives, and regulation to reduce community vulnerability to various hazards by fostering more resilient land use patterns and building practices while deferring to existing deliberative plans such as the Douglas County Comprehensive Master Plan and Hazard Mitigation Plan.

e) Maintain and enhance the county's economic base

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

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

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

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

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

g) Provide and/or ensure quality housing

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

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

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

h) Sustain lifelines and restore infrastructure and public facilities

The County will work to ensure continuity of lifeline utilities and services and infrastructure restoration. According to the standard federal definition, critical infrastructure refers to “those physical and cyber-based systems essential to the minimal operations of the economy and government” (PDD-63). These include, but may not be limited to:

- Food
- Water
- Power
- Wastewater and sewage
- Transportation
- Fuel
- Communications systems (IT/telecom)
- Solid waste removal

Additionally, restoration and reconstruction of public facilities needed for maintenance of lifelines and basic public services will likely be required as well as maintaining operations related to debris clearance and disposal.

Priorities

The following *rank-ordered* priorities are intended to provide overall guidance regarding prioritization of actions and investments undertaken by the Recovery Organization via the Recovery Action Plan (RAP) cycle. The priorities below are not specific to actual pieces of infrastructure, resource-allocation decisions, or policy development. Rather, they are intended to help guide such real-world decisions in the wake of a disaster. During the recovery process, it is fully anticipated that basic liberties and legal protections will still be in place.

The below priorities are not intended to be *exclusive* of one another; they are intended to provide a *relative* framework for the design and implementation of recovery programs and actions, and for the allocation of limited resources. These priorities were developed by the planning committee, and should be used as guidance for the policy group and RSF Leads when making difficult decisions regarding the use of critical resources and limited manpower.

- Public safety and security
- Critical infrastructure to include communications, roadways, water, sewer, natural gas, electrical power, aviation facilities, and railways
- Critical community services and facilities such as hospitals and other medical services, schools and child care resources
- Economic stability initially based on critical needs such as grocery and hardware stores, pharmacy and drug stores, gas stations and other suppliers of daily needed goods.
- Maintaining government services as described in the County’s Continuity of Operations Plan (COOP)
- Social well-being which includes religious organizations, community centers, and other social support mechanisms

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

7. Situation

7.1 Hazard Identification and Risk Assessment

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

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

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

Incorporated towns and cities estimated populations:

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

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

Natural Hazard Occurrence

The following probable frequency, severity, and significance of natural hazards have been estimated for the community.

Natural Hazard	Frequency	Severity	Significance
Avalanche	L	M	L
Drought	H	Ex	H
Earthquake	L	Ex	M
Flood	H	Ex	H
Hail	H	S	H
Heat Wave	M	S	M
Landslide	H	M	M
Land Subsidence	M	S	M
Thunderstorm (Lightning)	H	S	H
Tornado	M	M	L
Severe Storm/Wind	M	S	M
Winter Storm/Freezing	H	S	M
Wildland Fire	H	Ex	H
Pandemic Flu/W. Nile Virus	L	Ex	M

Frequency: H = High; M = Medium; L = Low; VL = Very Low

Severity: Cat = Catastrophic; Ex = Extensive; S = Serious; M = Minor

Significance: H = High; M = Medium; L = Low; VL = Very Low

7.2 Critical Infrastructure

Douglas County's most significant areas of critical infrastructure are electrical, water, wastewater, communications, and petroleum fuels. These services are likely to be disrupted during a natural disaster and service disruptions of more than a few hours often result in emergency conditions. The restoration of essential public utilities is a key priority of incident recovery.

The Intermountain Rural Electric Association (IREA) and Xcel Energy, Inc. are the two main providers for the distribution of electrical energy in Douglas County. Xcel's service area lies primarily in the northern tier of the County including the communities of Highlands Ranch, Roxborough, Lone Tree and Parker. IREA services the communities of Castle Rock and Parker, and nearly all rural areas of the County. Natural gas for the County is provided by both Xcel Energy and Black Hills Energy companies.

Water service in the County is provided by thirty municipal and quasi-municipal water providers and three private water utilities or associations. Water service within rural areas is typically

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

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

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

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

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

8. Planning Authorities

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

1. United States Government

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

- National Incident Management System (NIMS), February 2008.
- National Disaster Recovery Framework (NDRF), September 2011.
- Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011.

2. State of Colorado

- C.R.S. 24-32-2107. Local and interjurisdictional disaster agencies

9. Planning Assumptions

1. A major disaster or emergency will cause numerous fatalities and injuries, property losses, and disrupt normal life-support systems. It will have an impact on regional economic, governmental, and the physical environment, and social infrastructure in the County.
2. The extent of casualties and damage will reflect factors such as the time of occurrence, severity of impact, weather conditions, population density, building construction, and the possible triggering of secondary events such as fires and floods.
3. Departments and agencies across the County will need to respond on short notice to provide timely and effective assistance.
4. Douglas County recognizes that it is vulnerable to human-caused and natural disasters. The potential damage that may be caused by as disaster increases proportionately with increased population levels.
5. A major emergency or disaster will overwhelm the capabilities of Douglas County and municipal governments to provide prompt and effective emergency response and recovery. Resources in the County may be unavailable or in short supply.
6. Douglas County government, cities and towns, and special districts will provide assistance and support to each other, within their ability, and will cooperate to ensure coordinated emergency and recovery operations are maintained.
7. Transportation infrastructure will be damaged and transportation disrupted. Emergency responders may have difficulty reaching victims and evacuation routes may cause traffic backups slowing egress from damaged areas. The movement of emergency supplies may be impeded.
8. Damage to commercial telecommunications facilities may occur, slowing dissemination of information and reporting of persons needing help.
9. Public safety and general public (including cellular service, internet and land-line telephone access) communications may be limited or not available. It is expected that emergency radio communications including responder emergency communications, the Federal Emergency Alert System and ham radio communications may be limited.
10. Homes, businesses, public buildings, antenna sites, and other critical facilities may be damaged or destroyed. Public utilities will be damaged and either completely or partially inoperable.
11. Emergency response personnel may be victims of the emergency preventing them from performing their assigned emergency duties.
12. Many victims may be forced from their homes and large numbers of dead and injured may exist. Emergency medical services and transport ambulances may be in short supply. Medical and health care facilities that do remain open may be overwhelmed with medical care requests.

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

10. Organization & Responsibilities

10.1 Recovery Governance and Command

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

10.2 Policy Group

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

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

the Governor's Office via the Division of Homeland Security & Emergency Management (DHSEM). The Division of Homeland Security & Emergency Management may assist the Policy Group during the process of declaring a Local Disaster for the purpose of obtaining State and/or Federal assistance.

The Policy Group and the Recovery Manager closely coordinate and share situational information for briefings and situational reports. The coordination between the Policy Group and Recovery Manager may be facilitated by the Policy Group Liaison.

The Policy Group:

- Provides strategic guidance on priorities and objectives based on situational needs, this Plan, and the Emergency Operations Plan.
- Determines which emergency ordinances (i.e. curfew, closures, etc.) are activated and deactivated.
- Ensures that adequate financial resources are available to support the recovery process.
- Maintains accurate records of all correspondence and decisions within the Policy Group.

During a complex, extended incident, the Policy Group becomes a key element within the formation of a Multi-Agency Coordination (MAC) System. A MAC provides the basic architecture for facilitating the allocation of resources, incident prioritization, coordination and integration of multiple agencies for large-scale incidents, emergencies, and in this case, recovery. The formation of a MAC implies an incident with a growing scope and complexity that necessitates a larger network for coordination of numerous agencies and entities and their elected officials and Agency Administrators.

The principal functions and responsibilities of MAC entities typically include the following:

- Ensuring that each agency involved in incident management activities is providing appropriate situational awareness and resource status information;
- Establishing priorities between incidents and/or Area Commands in concert with Incident Commanders or a Unified Command;
- Acquiring and allocating resources required by incident management personnel in concert with the priorities established by Incident or Unified Command;
- Anticipating and identifying future resource requirements;
- Coordinating and resolving policy issues arising from the incident(s); and
- Providing strategic coordination as required.

10.4 Recovery Manager

The Recovery Manager is appointed by and reports to the County Manager (or designee) and serves as the lead for coordination and command of all local recovery efforts. The Recovery Manager will be the director of the Douglas County Recovery Organization. The Recovery Manager will have authority over the recovery operation and will determine the timeframe for operational periods. The Recovery Manager may activate other County resources as needed to support the Recovery Organization. The Recovery Manager will be appointed to serve full-time for a period of time determined by the recovery efforts and dictated by the County Manager or

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

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

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

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

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

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

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

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

Pre-Disaster Responsibilities:

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

- Establish and maintain contacts and networks for disaster recovery resources and support
- Promulgate principles and practices that further resiliency and sustainability in development of strategic planning.
- Post-Disaster Responsibilities:
- Lead the creation and coordinate the activities of the Douglas County Recovery organization.
- Work with the other affected jurisdictions within Douglas County, as well as other regional and state agencies to develop a unified and accessible communication strategy.
- Participate in damage and impact assessments with other recovery partners.
- Organize the recovery planning process, which includes individuals with disabilities and others with access issues, seniors, and members of the underserved communities.

10.5 Liaison Officer

The Liaison Officer reports to the Recovery Manager and is the point of contact for representatives of assisting and cooperating agencies and organizations (within the County, external jurisdictions, and state and federal partners). He/she supports incoming staff to the Recovery Organization, and will coordinate intergovernmental/interagency deployments to the Recovery Organization. The Liaison Officer will also interact with representatives from state agencies that have local offices and/or provide direct assistance to the recovery effort. It is the responsibility of the Liaison Officer to develop a list which includes name, agency and contact information of all assisting or cooperating entities, and to keep those entities informed of the recovery process.

10.6 Public Information Officer

The role of public information after a disaster is crucial. If residents and businesses lack reliable information, this may be paralyzing for them and may turn to anger at authorities. It is imperative that the County go beyond minimal efforts to keep the public aware and informed. It will therefore include provision of timely, reliable, and regular information via multiple media channels (including print, broadcast, news/social media, community organizations and networks, direct outreach, etc.). All efforts will be made to keep residents and businesses informed of what they can expect from the government and where/how they can access resources and information, and conversely they should be informed of what their community expects of them and where/how they can access the resources they need to be self-reliant and advance their own recoveries. Residents and businesses should be provided with the information and resources needed to make necessary – and often difficult – decisions.

The County Public Information Officer (PIO) located in the County Public Affairs Department serves as the official spokesperson for the Recovery Organization and is responsible for responding to all media and general public inquiries. In addition, the County PIO is responsible for maintaining the appropriate flow of information about the Recovery Organization’s efforts to the media for public dissemination through public information releases via multiple channels (including print, radio, television, email and text, social media, community groups, message

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

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

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

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

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

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

10.7 Safety Officer

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

The Safety Officer may perform the following functions:

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

- Provide training and safety and health information
- Perform assessment of engineering controls and Personal Protective Equipment (PPE)
- Ensure compliance with OSHA Standards
- Document both safe and unsafe acts, corrective actions taken, accidents or injuries, and ways to improve safety on future incidents
- Identify hazardous situations associated with recovery from the incident
- Exercise emergency authority to stop and prevent unsafe acts
- Investigate accidents that have occurred within the recovery area
- Assign assistants, as needed
- Develop the medical plan

10.8 Legal Advisor

The Legal Advisor provides special counsel to the Recovery Manager on the legal implications of operational mission assignments, and also develops – as requested – any special legislation or County executive orders that support the overall mission of the Recovery Organization. The Legal Advisor provides interpretation on Recovery Organization goals, objectives, or tactics that may be impacted by federal, state, county, and municipal ordinances, statutes, or regulations. The Legal Officer may be requested to advise the Recovery Manager on other legal matters, as requested. The Legal Officer also coordinates with the Public Information Officer to review Recovery Organization press releases and public statements for legal implications, and provide revised language as needed.

The legal officer should be selected from the Office of the County Attorney. Additional support staff may be assigned from this office or other County departments as appropriate.

10.9 Health Advisor

The Health Advisor acts as a consultant to the Recovery Manager in regards to the overall health of the public. This includes both their physical and mental well-being. The Health Advisor is part of the Recovery Manager’s staff, and should be present during planning meetings to provide guidance on how the recovery process will impact the general public’s health. This person will also work very closely with the Community Services RSF Branch. It is anticipated that this person will be an employee of Tri-County Health Department.

10.10 Operations Section Chief

The Operations Section Chief reports to the Recovery Manager and oversees the Operations Section which is made up of Recovery Support Function Branches. This person is responsible for accomplishing the objects set forth by the Recovery Manager.

During recovery, it should be expected that normal procurement, contracting, and management mechanisms will be utilized. Therefore, significant responsibility for resource requests and management will be delegated to the agencies that comprise RSF Branches (see below). Each agency involved in RSF Branches mission assignments will be responsible for

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

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

10.11 Planning Section

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

The Planning Section Chief is also responsible for:

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

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

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

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

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

10.12 Logistics Section

The Logistics Section Chief oversees the Logistics Section, which is generally responsible for requesting, tracking, and demobilization of all support requirements needed to facilitate recovery operations, including ordering resources from outside sources. The Logistics Section provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and other services or assets as needed.

The Logistics Section also works with the Liaison Officer to issue credentials to all mobilized personnel. During recovery, many logistical functions having specialized subject-matter expertise associated with them may be pushed down into the Operations Section and/or revert to normal County departments. In this case, the Logistics Section's responsibility will be to collect and coordinate relevant reporting on such activity and to provide Logistics functions for the Recovery Organization itself.

As part of its facilities-related responsibilities, the Logistics Section establishes, supports, and maintains the County Recovery Assistance Center (s).

The leadership of the Logistics Section will be drawn from the Office of Emergency Management or other County agencies as appropriate to the situation.

The following standard Logistics Section units may be established or maintained as necessary:

- Facilities Unit
- Supply Unit
- Ground Support Unit
- Donations Unit
- Food Unit
- Communications Unit

10.13 Finance/Administration Section

The Finance/Admin Section Chief oversees the Finance/Admin Section, which is responsible for tracking and coordinating payment for recovery supplies and services, maintaining expenditure records for federal recovery programs, tracking of recovery staff time sheets and generally ensuring that the County receives all federal recovery assistance and reimbursement for which it is eligible. The Section will accomplish this through collecting and coordinating relevant reporting on recovery activities and focusing on recovery financial concerns

The Finance/Administration Section is also responsible for:

- Processing injury/workers comp claims
- Equipment and/or facility rent/lease agreements
- Ensuring proper documentation for State or Federal reimbursement
- Assisting in the negotiation of any cost share agreements
- Following protocol as directed in the Emergency and Disaster Finance Policy

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

10.14 Emergency Operations Center (EOC)

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

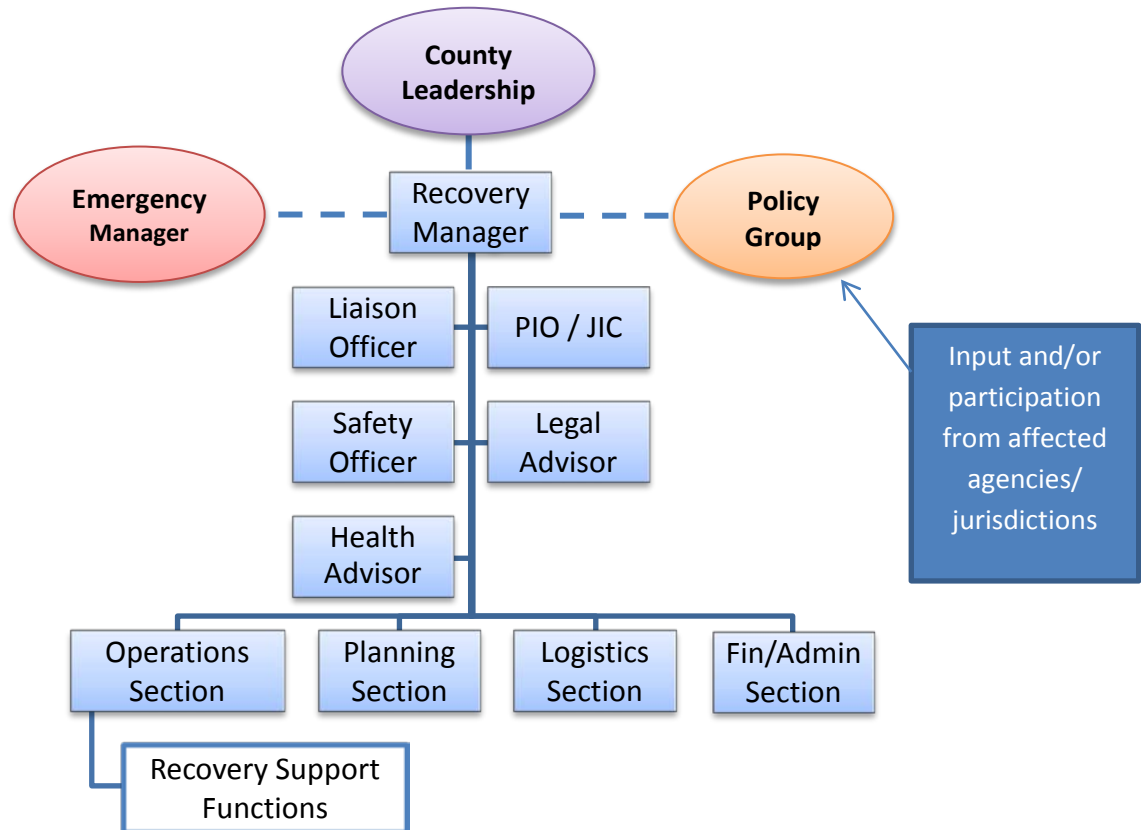
The EOC may have these on-going responsibilities in support of the Recovery Manager:

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

10.15 Recovery Organization Staff and Structure

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

Disaster Recovery Organization



The temporary Recovery Organization will be structured consistent with the principles of ICS. This generally means:

- It will be scalable and flexible to adapt to the size and scope of the disaster recovery effort
- Only positions that are needed will be filled
- Each activated position will be filled by whoever has the right skill-set and experience at that time
- Responsibilities tasked to any positions that are *not* activated will revert up the chain of command to that position's supervisor
- The staffing, scale, and structure of the temporary Recovery Organization may expand, change, or contract over time, as indicated by the situation
- No single supervisor will directly oversee more than seven staff ("span of control")
- Each individual in the Recovery Organization will have a direct report to only one supervisor ("unity of command")

10.16 Recovery Support Function (RSF) Common Responsibilities:

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

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

11. Recovery Support Functions (RSFs)

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

The Recovery Support Functions are:

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

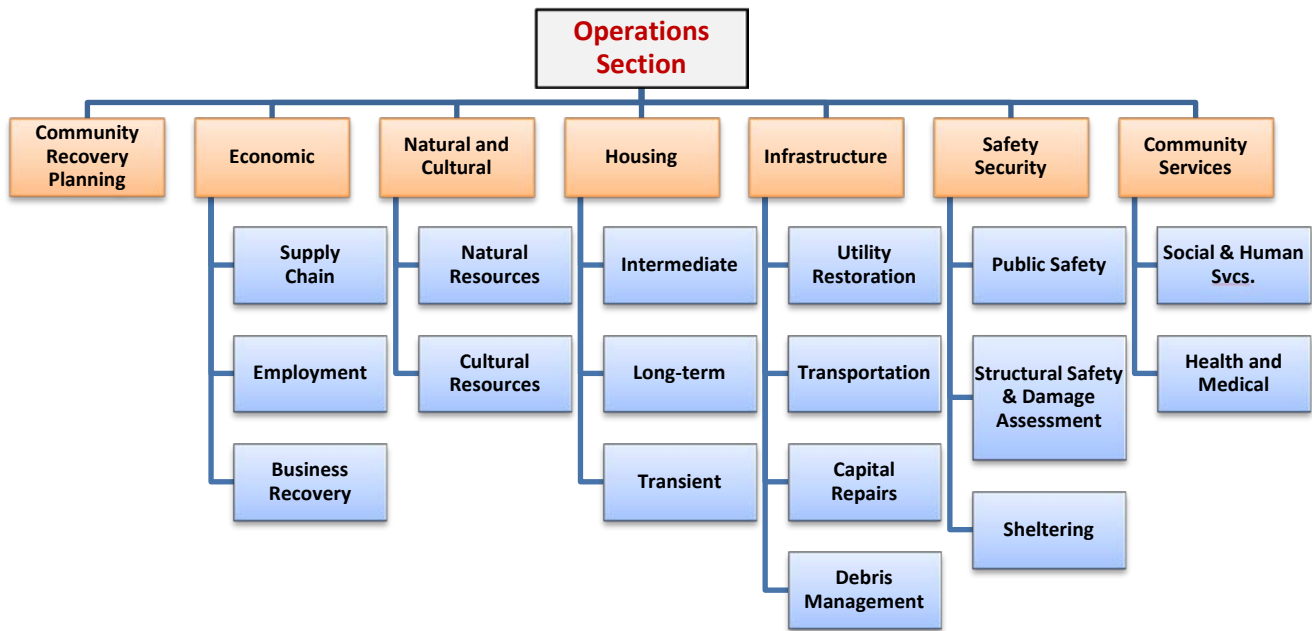
F. Safety and Security RSF Branch

- Public Safety
- Structural Safety and Damage Assessment
- Chemical, Biological, Radiological, Nuclear (CBRN) Recovery

G. Community Services RSF Branch

- Social and Human Services Recovery
- Health and Medical Recovery

Recovery Support Function Structure



12. Recovery Organization Functions and Activities

General Recovery Timeline and Definitions:

1. Pre-Disaster: The pre-disaster period is the opportune time to organize the response and recovery mechanisms that will be necessary for a successful disaster response effort. During this time, agencies will learn their respective roles and obligations and the Douglas County Office of Emergency Management (OEM) will promote information sharing and will provide support and coordination.

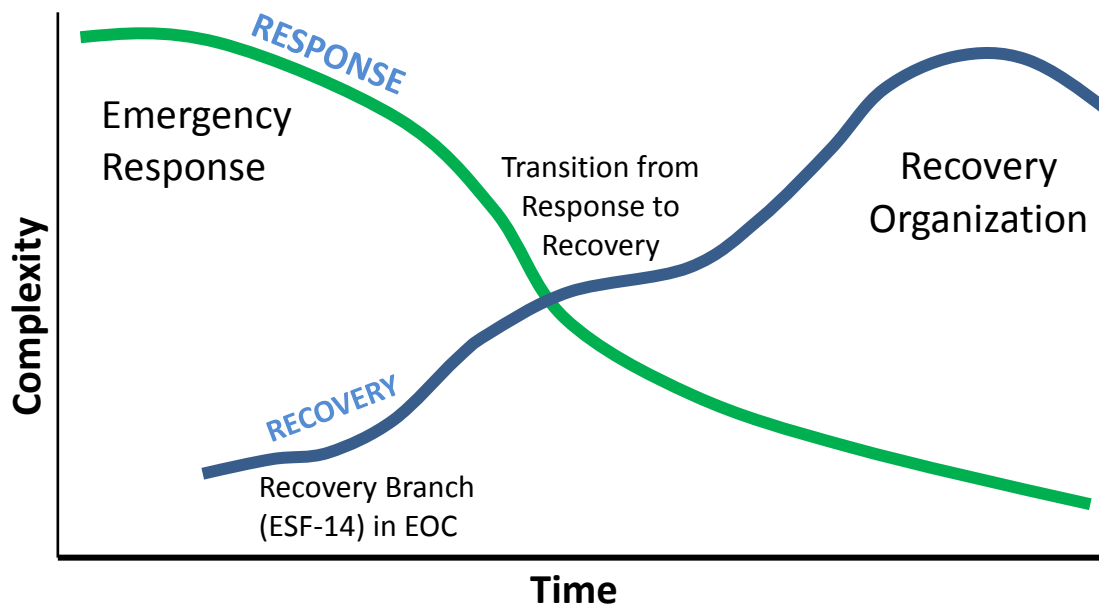
2. Immediate Response and Transition to Recovery: The response phase takes place during and immediately after an incident and continues until response goals are met. In this phase, the Emergency Operations Center's (EOC) primary focus is to support response, and if necessary, will begin the transition to recovery. This may include activating the Recovery Task Force and the appropriate Recovery Support Functions (RSFs).

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

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

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

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



13. Plan Activation and Implementation:

The transition from Response to Recovery is not based upon a decisive point in time, but rather will occur as a gradual process: as response needs begin to lessen, recovery will increase. The exact timeline for this process will depend on the scope of the disaster. The Disaster Recovery Plan will be activated by Emergency Management to the appropriate level based on the scale of the disaster. As the Douglas County EOP adheres to the National Incident Management System (NIMS) and the Incident Command Structure (ICS), the transition from response to recovery will occur within the Emergency Operations Center (EOC).

The Emergency Manager, in consultation with the County and appropriate policy makers, will decide when to transfer operations control to the Recovery Manager and Recovery Agencies.

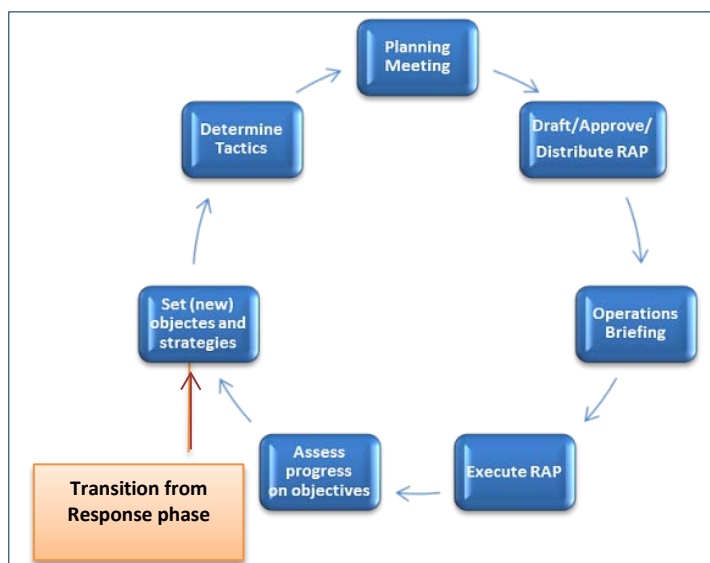
	Response	Short-Term Recovery	Intermediate and Long-term Recovery
Location of Command and Coordination	<ul style="list-style-type: none"> Incident Command Post (ICP) EOC 	EOC deactivates, scales down, or transitions to virtual; Recovery Organization is activated	Recovery Coordination Center
Command	<ul style="list-style-type: none"> Incident Commander EOC Manager 	Incident Command and EOC Management is deactivated and transitions to Recovery Manager	Recovery Manager
Emergency and Recovery Support Functions	ESFs activated as needed for response and directed by EOC Manager	ESFs deactivated or transitioned to RSFs under recovery chain of command, or RSFs activated anew on an as needed basis	RSFs remain active as necessary
Recovery Branch (ESF 14)	Activated as part of EOC	Provides support during transition from short term to intermediate recovery	May fully transition into an RSF position

13.1 Recovery Action Planning Cycle:

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

The RAP cycle steps include:

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



The steps of the RAP cycle are outlined below.

a) Transition from response phase

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

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

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

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

As each new RAP is developed, progress made against identified criteria for each objective will be assessed in coordination with the appropriate RSF Branch, and this information will be used to refine and focus objectives in future RAPs. Objectives should always be “SMART” (Specific, Measurable, Action-oriented, Realistic, and Time-sensitive). The objectives and strategies should be cross-walked against the Community Recovery Planning Branch’s work to ensure consistency of near-term objectives and strategies with long-term goals.

c) Determine tactics

Once the next operational period’s objectives and strategies have been set, the Operations Section identifies and prioritizes specific tactics that will be used to achieve the objectives and strategies, as well as identifying evaluation criteria and monitoring mechanisms for the tactics.

The Recovery Manager then works with the Logistics Section Chief, Planning Section Chief or designee, Legal Advisor, Safety Officer, and others as necessary to review and validate the tactics; they may add, remove, or re-prioritize tactics as necessary. The Recovery Manager and his/her staff also assigns available resources to the tactics and/or secure additional necessary resources. (ICS form 215 may provide a useful framework for this process.)

d) Planning meeting

After tactics and resources have been set, this information is shared broadly with the Recovery Organization and lead and supporting agencies at the Planning Meeting. Participants have the opportunity to review and vet the tactics and resource assignments. At this phase, the Community Recovery Planning Branch again reviews to ensure consistency of near-term tactics with long-term recovery goals.

e) Draft/ approve/ distribute the Recovery Action Plan

Following the Planning Meeting, the Planning Section drafts and finalizes the RAP for the next operational period. Once it has been approved by the Recovery Manager, the Recovery Action Plan is distributed to the entire Recovery Organization and becomes the new controlling document; this marks the beginning of a new operational period.

f) Operations briefing(s)

After the Recovery Section Plan is approved and distributed, RSF Branch and Recovery Group mission assignments are officially handed down and started. At this point, Recovery Organization staff and lead and supporting agencies are briefed on the new RAP. Depending on the situation, this briefing may be for the entire Recovery Organization at once, or smaller briefings may take place at the RSF Branch level or at other levels within the Operations Section.

g) Execute Recovery Action Plan

This step comprises the main work of the Recovery Organization, as its mission assignments are implemented from within the Operations Section.

14. Policies for Lead and Supporting Agencies:

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

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

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

15. Common Objectives:

Pre-Disaster:

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

Post-Disaster:

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

16. Recovery Sites and Facilities:

Douglas County realizes the importance of providing excellent customer service to its citizens. This is even more important during recovery from a disaster. The goal of the Recovery Assistance Center will be to provide one location where citizens can receive assistance, referral information, status updates, mental health and other public health support.

Based on the needs of the recovery effort, a Recovery Assistance Center or centers may be established to provide citizens with services and support needed for an expedient and effective return to normalcy. The location(s) of the Recovery Assistance Center will be determined by the Recovery Manager after consultation with the Logistics Section Chief and other jurisdictions that may be involved in the recovery process.

The following services/agencies will most likely be represented at the Recovery Assistance Center:

- Douglas County
 - Building Department
 - Community Services
 - Engineering
 - Human Services
 - Zoning
- American Red Cross
- Arapahoe/Douglas Mental Health
- City Offices/Departments as appropriate
- Colorado Department of Transportation
- Colorado Department of Local Affairs
- Community of Care Network
- FEMA and other federal agencies depending on the disaster
- Insurance Companies
- Religious Organizations and support groups
- Tri-County Health Department
- Volunteer and Donations Management

17. Maintenance of Local Control:

Douglas County maintains the primary role of planning and managing all aspects of recovery programs and initiatives within unincorporated Douglas County. The Recovery Manager will exercise granted authority as given by the County Administrator. County officials operating from the EOC or Recovery Organization will retain the authority to allocate and deploy local resources.

Should an incident require State and/or Federal resources, Emergency Management will coordinate these resources through the EOC. Complex incidents which cross county lines may require activation of the State Emergency Operation Center (SEOC). OEM will coordinate with

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

18. Intergovernmental Coordination and Other External Coordination:

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

Coordination with the State of Colorado and the Federal Government:

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

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

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

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

19. Information Collection and Dissemination:

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

20. Interaction with other County Plans:

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

Continuity of Operations Plan (COOP): It is anticipated that if the disaster affects Douglas County in a manner that it impacts the County's operations, all or part of the COOP plan will be activated. The Disaster Recovery Plan is not intended to replace the COOP plan, but is intended to address recovery in both the public and private sectors.

Hazard Mitigation Plan (HMP): In 2010 Douglas County participated in the Denver Regional Natural Hazard Mitigation Plan which identifies the County's vulnerability to natural disasters. In September 2014, the County began the process of updating the HMP. Where the HMP identifies the hazards, as well as ways to mitigate them, this Disaster Recovery Plan is the framework for how the County will recover from those disasters.

Departmental Plans: Many County departments have plans or standard operating procedures (SOPs) that may be enacted during response or recovery. These are expected to be implemented concurrently with and/or in support of with activities described in this Plan.

Other County Plans: The county has various strategic, capital-projects, land use, neighborhood, and other plans in place that identify adopted vision, goals, and objectives for residential and commercial development, land use and zoning, infrastructure investments, etc. These plans are invaluable resources in the development of post-disaster Community Recovery Plans because they provide pre-vetted strategies and projects, and can thus serve as the foundation for future visions of the county in the long-term.

21. After-Action Reporting:

The Recovery Manager, with assistance of the Planning Section Chief, will prepare and issue a formal After-Action Report (AAR) for recovery operations. The AAR will identify and document issues that challenged recovery operations, and it will capture innovative approaches that were introduced during recovery that may be applicable to future incidents.

22. Plan Maintenance, Training, and Exercise

Maintenance and Monitoring: The Plan is a document that will evolve as it is tested during exercises, real incidents, and as best practices emerge. The Plan will be reviewed by all Emergency Management partners and updated periodically. This document will serve as one of many tools meant to improve coordination among all Emergency Management partners including those at the Federal, State and Local government level, voluntary disaster relief organizations, and the private sector. The mission of the collaborating agencies is to enhance public safety, protect lives, property and the environment, and restore affected communities quickly and efficiently following a disaster.

Training: Specific County agency and allied non-governmental organizational staff will receive training relating to their responsibilities under this Plan. Douglas County Emergency Management will coordinate Disaster Recovery Plan training and will identify additional technical assistance or subject matter expertise to assist. Agencies and organizations with responsibilities identified in the Plan should ensure that they are incorporated into their organization's regular emergency management training.

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

Recovery Support Function (RSF) Branch Annexes

- A. Community Recovery Planning RSF Branch
- B. Economic Development RSF Branch
- C. Natural and Cultural Resources RSF Branch
- D. Housing RSF Branch
- E. Infrastructure Branch
- F. Safety and Security RSF Branch
- G. Community Services RSF Branch

Annex A - Community Recovery Planning RSF Branch

A. Purpose

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

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

B. Organization

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

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

C. Pre-Event and Preparedness Objectives:

The following describes objectives to be addressed by the entities that comprise this RSF Branch with leadership, support, and coordination as necessary from the Office of Emergency Management.

1. Streamline and coordinate regulatory approvals and permitting processes for recovery.
2. Promote familiarity with FEMA's Community Recovery Planning Process and other recovery planning best practices: Knowledge of federal guidance will ensure that county plans are consistent with federal programs and qualify for federal funds. This consistency will also help to maintain control over the Community Recovery Planning process.
3. Promote familiarity with County and regional planning resources; County and regional stakeholder groups; and template post-disaster recovery plans: This familiarity will ensure that the Recovery Group is aware of its capabilities and regulations as well as with other recovery plans so as to allow for picking and choosing of elements that could serve Douglas County recovery efforts.

D. Post-Disaster Recovery Objectives:

Post-Disaster objectives for this RSF Branch are identified as a process by which Douglas County will develop a Community Recovery Plan.

1. Assess the need for a Community Recovery Plan: Shortly after the incident, this RSF Branch will assess the long-term impacts of the event on Douglas County on housing, economy, and infrastructure/environment in order to transition from response to recovery.
2. Identify the scope of Community Recovery Planning in the incident: The Recovery Group will appropriate leadership and community representation among its support agencies. It will also provide a combination of community leadership and subject matter expertise to execute long-term recovery planning activities.
3. Identify long-term recovery issues: Long-term recovery issue identification begins with the transition from the response to the recovery phase. It entails recognition of stakeholder concerns with the reconstruction and redevelopment of the impacted area that extend months or years into the future.
4. Identify recovery partnerships: The Community Recovery Planning RSF Branch, in coordination with the Recovery Organization Public Information Officer (PIO) and Liaison Officer, will ensure community ownership in the Community Recovery Plan by identifying key stakeholder organizations and agencies and by conducting extensive outreach campaign(s) during the planning process. It is important to coordinate with external agencies and organizations to leverage buy-in, ensure ADA compliance for accessibility, and prevent duplication of efforts.
5. Set recovery vision and objectives: The Community Recovery Planning Branch will work with the public and stakeholders to set a vision and achievable goals (using "SMART" criteria) that provide a "big picture" vision for intermediate and long-term recovery and help participants and observers in recovery understand how their individual stakeholder component is critical to the recovery operation as a whole.
6. Identify, evaluate, and prioritize Community Recovery Projects: Once the vision, goals, and objectives for recovery are set and agreed upon by the stakeholders, projects will

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

The FEMA Long Term Recovery Toolbox may be of assistance in this process and can be found at: http://www.fema.gov/media-library-data/20130726-1841-25045-2720/ltrc_toolbox_508compliant_062112.pdf

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

Annex B - Economic RSF Branch

A. Purpose

The Economic Recovery Support Function (RSF) Branch is responsible for coordinating the County's public, private and non-profit sector efforts to sustain and/or rebuild businesses and employment, and develop economic opportunities that result in a sustainable and economically resilient county after large-scale and catastrophic incidents. If needed, additional sub-sections of the Economic Branch may be activated based on the needs of the recovery process. They are:

- Supply Chain Recovery
- Employment Recovery
- Business Restoration Recovery

To ensure scalability and flexibility in the mobilization of recovery operations, this Recovery Group may be functionally or geographically subdivided, at the discretion of the Operations Section Chief, as circumstances dictate and consistent with ICS.

B. Organization

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

Lead Agencies:
<ul style="list-style-type: none">• Douglas County Economic Development• City and Town Managers• County Admin & Finance
Support Agencies--Douglas County:
<ul style="list-style-type: none">• Partnership of Douglas County Governments• Douglas County Treasurer
Support Organizations--Private/Non-Profit:
<ul style="list-style-type: none">• Local large businesses
Support Organizations--Regional:
<ul style="list-style-type: none">• Local Chambers of Commerce
Support Agencies--State of Colorado:
<ul style="list-style-type: none">• Colorado Department of Local Affairs (DOLA)• Colorado Department of Agriculture
Support Agencies--Federal Government:
<ul style="list-style-type: none">• Federal Emergency Management Administration (FEMA)

C. Supply Chain Group:

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

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

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

Short-Term Recovery Objectives:

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

D. Employment Group:

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

resources for the employment of workers displaced by the disaster, and to provide mechanisms to match people seeking employment in the disaster area with opportunities for work.

Short-Term Recovery Objectives:

1. Provide employment resources and workforce placement: The Employment Recovery Group will coordinate with employers, placement companies, and job training companies etc. to provide resources, information, and placement for area residents.
2. Coordinate provision of workforce transportation: If transportation options are inhibited or limited the Recovery Group will coordinate with the Infrastructure Group to provide interim transportation services to and from employers.
3. Coordinate provision of workforce housing: As necessary, the Recovery Group will coordinate with other groups to provide other services needed to allow participation in the workforce.

Intermediate and Long-Term Recovery Objectives:

1. Promote employment of area residents and small businesses in recovery efforts: Jobs and job markets will undergo continuous changes throughout the recovery process. This Recovery Group will work to promote the hiring of residents and small businesses in support of recovery activities.

E. Business Restoration Recovery Group:

The purpose of the Business Restoration Recovery Group is to coordinate local efforts with state and federal recovery programs designed to promote the overall resiliency and stability of the private-sector business community through coordination of pre- and post-disaster recovery resources, strategies, and programs. More specifically, this Recovery Group’s purpose is to identify and fill needs identified by businesses to assist them to remain in business after a disaster.

Short-Term Recovery Objectives:

1. Provide staffing, expertise, and program support to Business Recovery Centers: Direct provision of insurance, financing, workforce, relocation, and other related information will be implemented through the establishment of Business Recovery Centers.
2. Prioritize restoration of utility and transportation services to large companies and retailers: This Group will coordinate with the Utility Restoration and Transportation Recovery to be sure that such employers and distributors are recognized and prioritized appropriately.
3. Leverage local businesses with recovery capabilities: As emergency management transitions from response to recovery, the need for goods and services will continue. Although outside (federal) resources may continue to be available, the recovery efforts may be equally well or better served if goods and services can be acquired through normal business processes.

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

Intermediate and Long-Term Recovery Objectives:

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

Annex C - Natural and Cultural Resources RSF Branch

A. Purpose

The Natural and Cultural Resources RSF Branch is responsible for coordinating the County's public, private, and non-profit sector efforts to address long-term environmental and cultural resource recovery needs after large-scale and catastrophic events.

B. Organization

The following agencies and organizations may be asked to lead or support this Recovery Group:

Lead Agency:
<ul style="list-style-type: none">● Douglas County Division of Open Space and Natural Resources (natural resources)● Douglas County Dept. of Community Development (Planning Services Division)● Douglas County Libraries (cultural resources)
Support Agencies--Douglas County Government:
<ul style="list-style-type: none">● Douglas County Libraries History Research Center● Douglas County Soil Conservation District● Historic Douglas County● Douglas County History Repository● Douglas County Historic Preservation Board
Support Organizations--Private/Non-Profit:
<ul style="list-style-type: none">● Natural Resources Conservation Service● Conservation Districts● Douglas Land Conservancy
Support Organizations--Regional:
<ul style="list-style-type: none">● Highlands Ranch Community Assoc.
Support Agencies--State of Colorado:
<ul style="list-style-type: none">● State Archeologist● State Historic Board● State Parks
Support Agencies--Federal Government:
<ul style="list-style-type: none">● US Forest Service● National Park Service● Federal Emergency Management Administration (FEMA)

C. Natural Resources Group

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

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

Short-Term Recovery Objectives:

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

Intermediate and Long-Term Objectives:

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

D. Cultural Resources Group

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

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

Short-Term Recovery Objectives:

1. Monitor threats to environmental and cultural assets: The Cultural Resources Recovery Group, in coordination with support agencies and organizations, will continuously monitor threats to identified natural resources and cultural assets.
2. Advocate for resources necessary for rehabilitation and restoration: The Recovery Group responsible for natural and cultural resources will advocate for actions to assess, conserve, and restore county resources and sites in accordance with FEMA's Public Assistance program and any relevant county initiatives.

Long-Term Recovery Objectives:

1. Coordinated restoration of sites: The Cultural Resources Recovery Group will work in coordination to execute the permanent restoration of publicly owned resources and historical sites.
2. Prioritize restoration of high-impact assets: The Cultural Resources Recovery Group will coordinate the prioritization of restoration of particular assets that have demonstrated external benefits, including in terms of tourism, public perception, and community confidence.
3. Ensure mitigation measures are considered: Mitigation opportunities need to be identified and implemented.

Annex D - Housing RSF Branch

A. Purpose

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

B. Organization

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

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

C. Intermediate Housing Group

The purpose of the Intermediate Housing Recovery Group is to coordinate local efforts with state and federal recovery programs designed to provide intermediate (or “interim”) housing strategies.

Intermediate housing refers to housing that provides an interim “bridge” between short-term sheltering and long-term reconstruction of permanent housing, allowing residents to resume normal life and economic activity until their homes are rebuilt or relocated.

Short-Term Recovery Objectives:

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

1. Assess and communicate intermediate housing needs and costs: Based on an estimate/assessment of the numbers of people displaced, the likelihood and timeline of their residences being able to be reoccupied, and their current sheltering situation.
2. Coordinate transition from short-term to intermediate housing strategies: The Intermediate Housing Group will coordinate with the Social and Human Services Group to facilitate an equitable and clearly-understood transition of residents from short-term sheltering into more sustainable, intermediate-term solutions. To the extent possible, communities should be relocated together in order to ensure family support.
3. Ensure housing standards and safeguards: The Intermediate Housing Recovery Group will ensure that housing solutions meet safety, accessibility (ADA), building code and environmental health standards as established by the County, state, and federal governments.
4. Provide public information in regards to short-term, intermediate, and potential long-term housing opportunities.

Long-Term Recovery Objectives:

The following objectives address intermediate and housing responsibilities of the Recovery Group.

1. Implement and maintain intermediate housing solutions until long-term solutions can be implemented.
2. Provide continuity for housing affordability: The Recovery Group will also coordinate with the Long-term Housing Reconstruction and Relocation Group to ensure that an adequate supply of affordable housing is provided, consistent with the characteristics of the displaced population, including management of HUD affordable housing waivers, as well as related re-certifications and prevention of affordable housing fraud, and – where appropriate – property management.
3. Administer funding for intermediate housing through federal and other funding sources.
4. Develop event-specific policies, procedures, and programs to implement housing reconstruction and relocation strategies.

D. Long-Term housing Group

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

Short-Term Recovery Objectives:

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

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

Intermediate and Long-Term Recovery Objectives:

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

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

E. Transient Housing Group

It is highly possible that persons visiting, or citizens of Douglas County that do not have a permanent residence will be affected by the disaster and will need housing assistance. The Transient Housing Group is responsible for working with the evacuation shelters to identify these people, and determine what housing assistance is needed. The Group will work with the Intermediate and Long-term Housing groups to implement housing solutions that effectively support the needs of the transient population within Douglas County.

Annex E - Infrastructure RSF Branch

A. Purpose

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

B. Organization

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

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

- Metropolitan Districts
- Coalition of Upper So Platte
- Urban Drainage & Flood Control District (UDFCD)
- Chatfield Watershed Authority
- Cherry Creek Basin Water Quality Authority
- Regional Transportation District (RTD)
- Inter-Mountain Rural Electric Association (IREA)
- Xcel Energy
- Mountain View Electric Association
- Black Hills Energy
- Waste Connections (Landfill)

Support Agencies--State of Colorado:

- Colorado Department of Transportation (CDOT)
- Colorado Interstate Gas
- Colorado National Guard
- State Veterinarian's Office (Large Animal Carcass Removal)

Support Agencies--Federal Government:

- Federal Emergency Management Administration (FEMA)
- Environmental Protection Agency (EPA)
- Department of Agriculture (USDA)
- Animal & Plant Health Inspection Service (APHIS)
- Army Corp of Engineers

C. Utility Restoration Recovery Group

The purpose of the Utility Restoration Recovery Group is to coordinate local efforts with state and federal recovery programs designed to restore utilities infrastructure and service to pre-disaster or improved condition after a major incident. This includes water, wastewater, telecommunications, electricity, natural gas, and other utilities.

Short-Term Recovery Objectives:

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

1. Coordinate the restoration or interim provision of utility infrastructure and services: The Utility Restoration Recovery Group will work with public and private-sector providers of utility services to coordinate and execute immediate restoration of utility services according to damage assessments. Such restoration will follow prioritization established in pre-disaster planning and be accomplished through the Recovery Action Planning cycle. It may require requesting the input of the Recovery Policy Group (through chain of command).

Basic prioritization will be in accordance with the priorities described in Section I and will be guided by the critical infrastructure and prioritization established above. The Utility Restoration Group should also give consideration to sites identified for

- Recovery and Information Centers, short-term or interim housing, as well as major employers, commodities distributors, and other key recovery functions, with a focus on the maintenance of basic lifelines and services.
2. Assess and communicate major or long-term utility reconstruction costs.
 3. Provide public information related to utility service and restoration: The Recovery Group will provide information for distribution to the Public Information Officer (PIO).

Intermediate and Long-Term Recovery Objectives:

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

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

D. Transportation System Recovery Group

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

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

Short-Term Recovery Objectives:

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

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

Section, the Community Recovery Planning Branch, and the Recovery Manager estimated costs associated with major or long-term transportation reconstruction projects.

3. Provide public information related to transportation service and restoration: The Transportation Recovery Group will provide public information related to transportation and transit service and infrastructure interruptions, interim solutions or service alterations, and restoration, for distribution by the Public Information Officer.

Intermediate and Long-Term Recovery Objectives:

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

E. Capital Repairs and Reconstruction Recovery Group

The purpose of the Capital Repairs and Reconstruction Recovery Group is to coordinate local efforts with state and federal recovery programs designed to restore the County's facilities. This includes schools, government offices, and other public facilities, and relates to the return of these facilities to pre-disaster or improved condition during recovery.

Short-Term Recovery Objectives:

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

1. Coordinate with public, private, and regional partners for the interim provision of capital needs and/or for capital restoration and repairs: The Capital Repairs and Reconstruction Group will assess and prioritize the immediate restoration and repair of critical County-owned and/or -operated facilities and transportation systems necessary to support recovery operations and will be accomplished through the Recovery Action Planning cycle. This may include the acquisition or rental of temporary facilities.
2. Assess and communicate major or long-term utility reconstruction costs The Capital Repairs and Reconstruction Group will assess and communicate to the Planning Section and the Recovery Manager estimated costs associated with long-term capital reconstruction projects.
3. Provide public information related to community or civic facilities: The Capital Repairs and Reconstruction Group will provide public information related to community or civic facilities status, interim solutions, and restoration, for distribution by the Public Information Officer.

Intermediate and Long-Term Transportation Recovery Objectives:

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

F. Debris Management Recovery Group

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

Short-Term Recovery Objectives:

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

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

Intermediate and Long-Term Recovery Objectives:

The following long-term objectives are characterized by operations that may provide sustained temporary measures or permanent long-term measures to return life to normal or an improved state.

1. Address permanent debris disposal and site-capacity issues: In the case that local or contracted landfill capacity is exceeded, or if materials to be removed are not allowed or cannot be accommodated by local or contracted landfills or other storage facilities, the Debris Group will explore and recommend alternative solutions for storage and disposal of such debris.

Annex F - Safety and Security RSF Branch

A. Purpose

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

B. Organization

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

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

C. Public Safety Recovery Group

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

Short-Term Recovery Objectives:

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

1. Monitor public safety and security hazards: The Public Safety Recovery Group will continue to monitor public safety and security hazards related to the disaster, and report information back to the Operations Section Chief, Planning Section and Recovery Manager.
2. Provide public safety and security services: Continue to provide public safety and security services into the recovery phase, as necessary.

These will include:

- Protection of life
 - Ensuring security of County governmental facilities and other designated recovery sites
 - Providing security and law enforcement services, including property protection, throughout the County
 - Providing access control as requested
3. Implement martial law, if necessary: Consistent with established policy, procedures, and legal authorities, the Public Safety and Security Recovery Group will request assistance from the Colorado National Guard if necessary. Martial Law in this instance is defined as: the law administered by military forces that is invoked by a government in an emergency when the civilian law enforcement agencies are unable to maintain public order and safety.
 4. Provide disaster-area security and re-entry operations: The Public Safety Recovery Group will provide security and law enforcement services during quarantine and re-entry, as well as the transition from such operations.
 5. Coordinate with Logistics Section to provide security services, as requested: The Public Safety Recovery Group will coordinate with the Logistics Section to provide transportation escort, physical security, and law enforcement services as needed to staff, contractors, and volunteers at recovery facilities throughout the county.

Intermediate and Long-Term Recovery Objectives:

1. Prioritize, maintain, and provide public safety and security services: The Public Safety Recovery Group will restore and/or maintain public safety and security services in coordination with local, regional, state, and federal partners.

The Public Safety Recovery Group may be required to adjust service expectations and/or standards as necessary, depending on unsafe conditions, a lack of available resources, or other exigent circumstances related to a disaster. Such determinations will be made according to existing legal requirements and established policies and priorities, and they will be approved by the Recovery Manager.

D. Structural Safety and Damage Assessment Recovery Group

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

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

Short-Term Recovery Objectives:

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

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

Intermediate and Long-Term Recovery Objectives:

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

Term Housing Recovery Groups to develop policy and recommendations regarding structural safety in reference to properties that are abandoned and/or which owners are unable or unwilling to repair/rebuild, and which are not up to code.

E. Sheltering Recovery Group

The Sheltering Recovery Group will provide safety and security to shelter locations as long as necessary. This may include:

- Law Enforcement presence / Security
- Criminal investigation/enforcement
- Managing special groups such as Registered Sex Offender and convicted felons
- Running background investigations on individuals when required

Annex G - Community Services RSF Branch

A. Purpose

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

B. Organization

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

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

C. Social and Human Services Recovery Group

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

Short-Term Recovery Objectives

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

1. Provide short-term sheltering and feeding: Short-term sheltering may include emergency shelters, hotel/motel accommodations, or other short-term solutions.
2. Coordinate provision of all other non-medical mass-care services and commodities: These may include emergency first-aid, bulk distribution of emergency relief commodities, including: potable water, gasoline, heating oil, diapers, milk/formula, etc.
3. Provide family reunification services.
4. Maintain and provide other essential social and human services: These may include, but are not limited to--crisis counseling, management of distribution of food stamps, child protection and adoption, care for the elderly, education, nutritional services, childcare services, custodial responsibility of child services and foster care, etc.
5. Provide for the safety and well-being of household and service animals.
6. Provide public information related to social and human services
7. Provide support to staff, contractors, and volunteers.

Long-Term Recovery Objectives

1. Manage the transition back to normal provision of social and human services; manage the transition back to normal health and medical services.

D. Health and Medical Services Recovery Group

The purpose of the Health and Medical Recovery Group is to coordinate local efforts with state and federal recovery programs designed to sustain the community's health and medical services and functions – inclusive of emergency and trauma care, other hospital services, community health clinics and private physicians (especially general practitioners), public health services, and pharmacy services – during disaster recovery.

The Group will ensure public health issues are monitored and addressed as necessary. The Lead Agency will coordinate with key health and medical stakeholders to pre-determine resource allocation from regional, state, and federal health and healthcare partners to expedite the process of expanding, if necessary, the County's health service capabilities.

Short-Term Recovery Objectives:

1. Monitor health hazards: The Health and Medical Recovery Group will monitor health hazards related to or exacerbated by the disaster, including but not limited to:
 - Public health threats resulting from animal disease or food supply-chain contamination
 - Water system contamination
 - Potential failures of public utilities or services such as sewerage or waste removal
 - Assessing sanitation conditions to prevent contact with hazardous wastes that result from consequences of the disaster
 - Disease transmission resulting from sheltering or other conditions in which populations are in close-quarters
 - Other health issues

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

Intermediate and Long-Term Recovery Objectives:

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

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

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