RSF 1: Behavioral Health Services

Definition: Behavioral health disaster recovery is defined as all psychosocial activities which serve to support the individual, group and/or community in dealing with the cognitive, emotional and spiritual impacts of a disaster. This includes mental health, substance abuse assessment/referral, victim assistance and spiritual or pastoral care interventions.

Activation Criteria: This RSF should be activated anytime an emergency or disaster situation poses the risk of unusual behavioral health stress for first responders, disaster survivors or the general public. The Recovery Coordination Center Manager / Emergency Manager or the ESF 8a Lead will activate this RSF.

Lead Agency: Touchstone Health Partners

Supporting Agencies: Local and regional behavioral health partners, Colorado Organization for Victim Assistance (COVA), Colorado Crisis Education and Response Network (CoCERN), Larimer County Department of Health and Environment, Emergency Medical Services Agencies, Fire Departments/Districts, American Red Cross, Hospitals, municipal, state and federal agencies

Roles and Responsibilities: Provide crisis counseling services to individuals and groups impacted by the disaster situation. Behavioral health professionals will be mobilized to offer community based services. Crisis counseling is a time-limited program designed to assist victims/survivors/responders in returning to their pre-disaster level of functioning, provide family support, grief counseling and other assistance as needed.

RSF 1 – Behavioral Health Services Checklist

Pre-Disaster Checklist

- Work with behavioral health partners, Healthcare Coalitions, and other emergency management partners to develop plans and procedures for disaster behavioral health recovery
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Develop and disseminate behavioral health educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for behavioral health issues

Post-Disaster Checklist

- Activate ESF 8a, the Behavioral Health function of the Emergency Operations Plan, upon

EOC activation and provide direct support throughout the emergency

- As the incident moves from response activities to recovery, transition to RSF functions for short- and long-term behavioral health recovery
- Establish contact/coordination with the RCC staff as appropriate
- Develop a plan for long-term behavioral health assistance as dictated by the disaster or emergency
- Contact supporting agencies to determine the availability of behavioral health resources to meet current and anticipated needs
- Assess and report the availability of behavioral health resources
- Coordinate the delivery of behavioral health support throughout the recovery
- Coordinate behavioral health information with the designated Public Information Officer(s) for recovery
- Identify un-met behavioral health needs to the RCC Manager / Emergency Manager who will coordinate and request State and Federal assistance through the State Office of Emergency Management.
- Provide an update on behavioral health services activities during periodic RCC situation briefings and for Situation Reports
- Coordinate with private sector, regional, state and federal behavioral health agencies as appropriate to determine mutual aid and other assistance as needed.
- Provide Long-Term behavioral health monitoring and support to meet community needs
- Support other RSF's as outlined in this Disaster Recovery Plan

Relevant Plans, Programs and References

Colorado Crisis Education and Response Network (CoCERN) Protocols and Guidelines (Spring 2009)
Colorado Crisis Education and Response Network (CoCERN)
Colorado Volunteer Mobilizer (CVM)

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 1, Behavioral Health Services, of the Larimer County Disaster Recovery Plan.

Randolph E. Ratliff — 12/10/14

Randolph E. Ratliff, Touchstone Health Partners — Date

Adrienne LeBailly, Health and Environment	1/12/15 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11 25 14 Date
Jason Godinez, American Red Cross	11/30/2014 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Lori Hodges, Emergency Management	11/20/14 Date

RSF 2: Damage Assessment

Definition: Damage Assessment is defined as the process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, and other critical infrastructure and key resources.

Activation Criteria: This RSF should be activated anytime an emergency or disaster situation involves casualties and/or damages to public or private infrastructure. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer County Building Department and Larimer Assessor's Office

Supporting Agencies: All Larimer County Divisions and Departments and all operational field personnel who provide field assessments and reports, municipal, state and federal agencies, non-profit and non-governmental agencies.

Roles and Responsibilities: This function is responsible for a) coordinating the preliminary damage assessment process (PDA) and b) participating in the process. Coordination includes, but is not limited to activities involving contacting partners, setting up teams, determining and assigning supporting activities, deploying teams, collecting and assimilating the information, and demobilizing teams. Participation includes performing as an active member on the team. Results include providing a recommendation to the Emergency Manager as to whether or not to request state or federal assistance.

Once thresholds are met, federal, state, local, and other partners contribute members to the Preliminary Damage Assessment (PDA) team for the deliberate purpose of documenting damages and costs and determining if the local jurisdictions, the state, and certain private nonprofits or individuals and households have sustained enough damage and/or costs to request federal assistance from the Small Business Administration (SBA) and/or the Federal Emergency Management Agency (FEMA).

** Please see the Damage Assessment Annex for specific procedures for the Damage Assessment Team

RSF 2 – Damage Assessment Checklist

Pre-Disaster Checklist

- Work with damage assessment team members, incident managers, field observers, emergency response agencies, and other emergency management partners to develop plans and procedures for damage assessment processes in recovery
- Facilitate interagency collaboration and planning

- Participate in the development of the Disaster Recovery Plan
- Develop and disseminate damage assessment forms and the damage assessment plan
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for the damage assessment team

Post-Disaster Checklist

- Contact outside agencies and ESFs and compile information on damaged structures and infrastructure as the information becomes available
- Report on and distribute the information to other entities in the EOC and RCC as appropriate
- Develop a composite damage assessment summary of impacts to individuals, families, businesses, communities and infrastructure using the Damage Assessment Plan and Forms
- Compile a list of structures damaged to determine if a preliminary damage assessment with federal, state, local, and other partners is feasible.
- If reported damages, debris removal operations, and/or emergency work start to exceed local capacity and near levels for potentially requesting state and federal assistance:
    - Roles, as defined on the activity checklist, should be assigned
    - Participating agencies should be notified and team members identified
    - Preliminary directions and expectations should be disseminated
    - Locations of structures and damages should be determined
    - Briefing, deployment, debriefing, and demobilization should be determined
    - Transportation, security/access issues should be identified and worked out
    - Information/results should be analyzed and forwarded to decision makers
- Support other RSF's as outlined in this Disaster Recovery Plan

Relevant Plans, Programs and References

Larimer County Damage Assessment Annex
Colorado State Damage Assessment Support Annex (July 2011)

After results of a PDA are analyzed, a request for federal assistance may or may not follow. Federal programs tied to the PDA are the SBA Disaster Loan Program, the FEMA Public Assistance Program, the FEMA Individual Assistance Program, and the FEMA Hazard Mitigation Grant Program.

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 2, Damage Assessment, of the Larimer County Disaster Recovery Plan.

Eric Fried, Chief Building Official	11/5/14 Date
Alexis Smith, County Assessor's Office	12-11-14 Date
Terry Gilbert, Community Development	18 Nov 2014 Date
Lori Hodges, Emergency Management	11/20/14 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11 25 14 Date
Jason Godinez, American Red Cross	12/4/2014 Date
Mark Pfaffinger, Facilities and Information Mgmt Division	12/10/14 Date
Marc Engemoen, Public Works Director	11-18-14 Date
Gary Buffington, Natural Resources	11-19-2014 Date

RSF 3: Debris Management

Definition: Debris Management is defined as: a) the actual physical management of debris, to include removing, collecting, and disposal, b) providing technical assistance and recommendations to other entities with regard to debris, and c) dealing with public health and environment issues caused by different types of debris. Immediately after a disaster, debris is cleared from the right of way to allow access to emergency vehicles and public safety facilities. In the long-term, debris management consists of staging, segregating, reduction, and composting, recycling, and proper disposal. Disasters often create large amounts of waste that must be managed as part of both immediate response and long-term recovery processes.

Considerations/Assumptions:

- Because the classification for contaminated waste is not clear, treatment and disposal methods may be uncertain. Regulatory and disposal officials will be consulted before final decisions on disposal are made.
- Pre-approved contracts will be in place for qualified contractor and restoration firms.
- As residents and business owners return to their property, increased amounts of normal waste may be generated. Waste may also increase as those returning renovate and re-establish a home environment. This phase may begin while cleanup activities are ongoing in other areas.
- Availability of trained personnel (such as contractors, restoration firms, and debris management personnel) and methods to increase the number of available resources for waste disposal activities may be an issue.
- There may be shortages of facilities, equipment, and techniques to test and clear affected debris areas.
- There may be shortages of trained debris management personnel [including those with appropriate personnel protective equipment (PPE)] to characterize, treat, and dispose of waste properly. This, however, does not lessen any agencies' or jurisdictions' obligations to comply with federal, state, or local governments' environmental laws, statutes, regulations, or ordinances. Regulatory and disposal experts should be consulted when considering waiving any environmental laws.
- Worker safety and collective bargaining agreements could present a challenge for quickly scaling up the capability of local waste haulers and treatment centers to handle contaminated waste.
- There may be a lag between cleanup and waste disposal readiness while personnel are trained and outfitted for everything from transportation to final disposition of the contaminated waste.

Activation Criteria: This RSF should be activated anytime an emergency or disaster situation has the potential to create large amounts of debris. The Recovery Coordination Center Manager

/ Emergency Manager will activate this RSF.

Lead Agency: Larimer County Solid Waste Department

Supporting Agencies: Larimer County Road and Bridge Department, Department of Health and Environment, Natural Resources, and other departments as appropriate. At the state level, the agencies involved would be the Colorado Department of Public Health and Environment (CDPHE) and the Colorado Department of Transportation (CDOT). Colorado Department of Agriculture would be the lead for commercial animal issues related to disposal.

Roles and Responsibilities: To facilitate and coordinate the management of debris following a disaster in order to mitigate against any potential threat to the lives, health, safety, and welfare of the impacted citizens, expedite recovery efforts in the impacted area, and address any threat of significant damage to improved public or private property.

** Please see the Debris Management Annex for specific procedures for debris management in Larimer County.

RSF 3 – Debris Management Checklist

Pre-Disaster Checklist

- Work with debris management partners and stakeholders, and other emergency management partners to develop plans and procedures for debris management in Larimer County
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Develop and disseminate debris management processes and the debris management plan
- Establish pre-approved contracts with qualified contractors
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for debris management issues
- Pre-Identify critical routes that are essential to emergency operations
- Define how efforts will be prioritized between local agencies.
- Define what actions need to be taken:
    - Example: Roadway debris removal involves the opening of arterial roads and collector streets by moving debris to the shoulders of the road. There is no attempt to physically remove or dispose of the debris, only to clear key access routes to expedite the:

    - Movement of emergency vehicles,
    - Law enforcement,
    - Resumption of critical services and,
    - Assessment of damage to key public facilities and utilities such as schools, hospitals, government buildings, and municipal owned utilities.
- Define the type of debris that may be encountered such as tree blow-down and broken limbs; yard trash such as outdoor furniture, trash cans, utility poles, power, telephone and cable TV lines, transformers and other electrical devices; building debris such as roofs, sheds and signs; and personal property such as clothing, appliances, boats, cars, trucks and trailers.
- Define the priority to open access to other critical community facilities, such as municipal buildings, water treatment plants, wastewater treatment plants, power generation units, and airports.
- Develop Memorandums of Understanding or Memorandums of Agreement if required
- Identify location of county and private landfills
- Identify any restrictions, limitations or tipping fees
- Identify local, tribal, State and Federal government assets that may be available such as:
    - Municipal workers and equipment
    - Local and State Department of Transportation (DOT) workers and equipment
    - National Guard
    - Local contractors
    - U.S. Department of Agriculture (USDA) Forest Service chain saw crews
    - Local U.S. Army Corps of Engineers (USACE) workers and equipment

Post-Disaster Checklist

- Define who will make up the Debris Management Team (DMT) and their specific duties and responsibilities
- The EOC Manager or his/her designated representative in conjunction with the DMT will determine the extent of damage and resulting debris and issue appropriate directives to implement this RSF and the Debris Management Plan
- Designate public works department personnel to determine the estimated amount of debris generated as soon as possible
- Distinguish between debris - clearance for emergency work versus permanent cleanup
- Coordinate with Larimer Department of Health and Environment on public health and environment issues

- If there is the potential for a Presidential Disaster Declaration, inform potentially eligible entities of prudent procedures with respect to debris management, including contracting procedures and acceptable monitoring of operations, and encourage diligent documentation and record-keeping
- If there is potential for a Presidential Disaster Declaration with regard to the Public Assistance Program (PA), collect documentation and cost information and analyze for eligibility towards meeting state and local federal PA program thresholds
- Encourage the careful consideration of disposal options when feasible, including reduction, recycling, salvage, etc.
- Crime scene constraints may hinder normal debris operations and contaminated debris may need special handling. Coordinate closely with law enforcement and other specialists.
- Address key questions of effectiveness:
    - How to determine if an area is clean; which agency and level will make that decision
    - Possible collection and staging options (curbside collection, collection sites, sorting or not sorting, etc.)
- Evaluate transportation methods, special requirements, and contracts, including hauling routes and staging areas
- Follow all regulations regarding transporting waste across jurisdictions. The specific regulations will depend on the type of waste, amount, and transportation route.
- Decide whether to decontaminate debris at the incident site before disposal
- Consider various disposal options, including the use of landfills, incinerators, and autoclaves
- Waste should be managed in a cost-effective and appropriate manner and efforts made to dispose of materials in a responsible way (i.e., recycling and composting materials) when possible.
- Develop a mechanism to verify contractors are qualified and that they comply with the debris management processes
- Identify appropriate transportation methods, including those for loading, routing, and unloading
- Designate final disposal sites by waste type.
- Cleanup and long-term environmental monitoring may be needed at temporary waste treatment and storage sites in areas that have been reoccupied.
- Waste disposal sites, transportation routes, temporary waste storage sites, waste treatment facilities, trucks, and other facilities associated with the incident may need long-term monitoring, depending on the waste stream.

- Workers may need long-term monitoring to track any medical complications associated with their employment.
- Support other RSF's as outlined in this Disaster Recovery Plan

Temporary Debris Storage and Reduction Sites

- Once the debris is removed from the damaged area, it may be taken to temporary debris storage and reduction sites.
- Removal and disposal actions should be handled at the lowest level possible based on the magnitude of the event. It follows the normal chain of responsibility, i.e., local level, county level, state level, and when resources are exceeded at each level of responsibility, federal assistance may be requested according to established procedures. Because of the limited debris removal and reduction resources, the establishment and operation of temporary debris sites are generally accomplished by contracts.
- Site Preparation. The topography and soil conditions should be evaluated to determine best site layout. Consider ways to make remediation and restoration easier when planning site preparation.
- Site Operations. Site preparation and operation are usually left up to the contractor, but guidance can help avoid problems with the ultimate closeout.
- Establish lined temporary storage areas for ash, HHW, fuels, and other materials that can contaminate soils, groundwater and surface water. Set up plastic liners, when possible, under stationary equipment such as generators and mobile lighting plants. Include this as a requirement of the contract scope of work.
- If the site is also an equipment staging area, monitor fueling and equipment repair to prevent and mitigate spills such as petroleum products and hydraulic fluids. Include clauses in contract scope of work to require immediate cleanup by the contractor.
- Be aware of and mitigate things that will irritate the neighbors such as:
    - smoke - proper construction and operation of incineration pits. Don't overload air curtains
    - dust - employ water trucks
    - noise - construct perimeter berms
    - traffic - proper layout of ingress and egress procedures to help traffic flow

Private Property Debris Removal

- Dangerous structures should be the responsibility of the owner or local government to demolish to protect the health and safety of adjacent residents. However, experience has shown that unsafe structures will remain because of the lack of insurance, absentee landlords, or under-staffed and under-equipped local governments. Consequently, demolition of these structures may become the responsibility of the Debris

Management team.

- Include a copy of Demolition of Private Property checklist

Household Hazardous Waste (HHW) Removal

- HHW may be generated as a result of a major natural disaster. HHW may consist of common household chemicals, propane tanks, oxygen bottles, batteries, and industrial and agricultural chemicals. These items will be mixed into the debris stream and will require close attention throughout the debris removal and disposal process.
- Consider HHW response teams be assigned and respond ahead of any removal efforts. Consider preparing draft emergency contracts with generic scopes of work. Coordinate with regulatory agencies concerning possible regulatory waivers and other emergency response requirements.
- Arrange for salvageable hazardous materials to be collected and segregated based on their intended use. Properly trained personnel or emergency response HHW contractors should accomplish removal of hazardous waste. Coordinate with regulatory agencies to ensure cleanup actions meet local, tribal, State, and Federal regulations.
- Complete HHW identification and segregation before building demolition begins. Qualified contractors should remove HHW debris. Regular demolition contractors can remove uncontaminated debris.
- A separate staging area for HHW materials, contaminated soils, and contaminated debris should be established at each temporary debris site. The staging area should be lined with an impermeable material and bermed to prevent contamination of the groundwater and surrounding area. Materials should be removed and disposed of using qualified HHW personnel/contractors in accordance with local, tribal, State and Federal regulations.

Relevant Plans, Programs and References

Larimer County Comprehensive Emergency Management Plan, Debris Management Annex
FEMA 325 Debris Management Guide: July 2007
FEMA 327 Debris Monitoring Guide: October 2010
FEMA 329 Debris Estimating Field Guide: September 2010

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 3, Debris Management, of the Larimer County Disaster Recovery Plan.

Stephen Gillette, Solid Waste

11-13-2014
Date

Lori Hodges, Emergency Management	11/13/2014 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11-25-14 Date
Adrienne LeBailly, Health and Environment	12/15/14 Date

RSF 4: Disaster Recovery Centers / Disaster Assistance Centers

Definition: Disaster Recovery / Assistance Centers are defined as readily accessible facilities or mobile offices where applicants may visit for information about the disaster and available disaster assistance programs. Disaster Assistance Centers (DACs) are typically managed by the county and the Colorado Department of Local Affairs. Disaster Recovery Centers (DRCs) are managed by FEMA after a federal disaster declaration. To avoid confusion, these centers will be co-located when both are activated.

Considerations/Assumptions:

- Typical areas of enduring need after a disaster may include the following:
  - Long-term mental and behavioral health concerns related to the traumatic incidents of the disaster
  - Transportation issues
  - Temporary short-term and long-term housing
  - Comprehensive case management
  - Children's stability within schools and child care settings
  - Home repairs or insurance deductibles
  - Loss of employment or business
  - Legal issues
- A variety of factors including age, disability, language barriers, lack of personal documentation, distance from the Disaster Recovery Center, and unfamiliarity with the disaster relief system can limit some survivors' access to assistance. It is often those in most desperate need that are least able to get help. Public information delivered in a method appropriate to the various needs of survivors will be critical.

Activation Criteria: This RSF should be activated anytime an emergency or disaster situation has the potential to create the need for extensive disaster assistance to individuals and businesses. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer County Office of Emergency Management with the assistance from the Colorado Department of Local Affairs, Division of Local Government

Supporting Agencies: DOLA, Division of Local Government (DLG), Larimer County Human Services, Housing Authorities, Department of Health and Environment, Touchstone Health Partners, VOAD agencies, Colorado Division of Insurance, Colorado Department of Revenue, Colorado Taxation Division, Governor's Energy Office, Housing and Urban Development (HUD), Small Business Administration (SBA), Federal Emergency Management Agency (FEMA), USDA Rural Development, Environmental Protection Agency (EPA), Insurance Industry Representatives

Note: Agencies invited to participate are dependent on need.

Roles and Responsibilities: The disaster recovery/assistance center function involves setting up, managing, and demobilizing assistance centers. Recovery centers are set up as a convenience for affected individuals and households. Centers are generally set up in locations near the affected population unless conditions don't allow. Staffing of centers involves agencies offering assistance which include, but are not limited to governmental agencies, non-profit organizations, and the private sector (e.g., insurance adjusters). If an ongoing DRC is not needed, demobilization takes place as soon as possible.

Public messaging for the DRC/DAC should be coordinated through the Joint Information Center (JIC). Close coordination with the JIC is essential to ensure effective dissemination of messaging. Messaging emphasizes the services available, the dates and times the center is open, and the location. Messages should be made available to 211 and other information dissemination parties.

A recovery center should:

- Be as conveniently located as possible to the affected area
- Be accessible to potential visitors
- Have available parking
- Have security
- Be insured
- Of the size needed to house participating agencies and visitors
- Have restroom facilities available
- Have internet connections and IT support available

If a Presidential declaration is made and the Individual Assistance Program is triggered, FEMA will facilitate the DRC process and costs for certain aspects of the center might be covered. Costs might include providing equipment and disaster assistance employees to work in the DRC on FEMA programs and mobile vehicles that can act as small reception centers in remote areas. FEMA, in cooperation with the State and local agencies, might also coordinate the participation of certain agencies.

RSF 4 – Disaster Recovery / Assistance Centers Checklist

Pre-Disaster Checklist

- Work with disaster recovery and disaster assistance partners and other emergency management partners to develop plans and procedures for DRCs/DACs
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Develop and disseminate DRC educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Pre-Establish facilities large enough to support DRC/DAC operations

- Engage in preparedness activities to coordinate and catalyze the agenda for DRC/DAC development

Post-Disaster Checklist

- Colorado Department of Local Affairs, Division of Local Government (DLG) field staff will take the lead to coordinate with local elected officials and local staff to determine need for a DAC. If a need is determined DLG will facilitate meetings with the jurisdiction to review options and needs.
- A suitable location will be selected. Security, accessibility, and parking will be considerations.
- If necessary, an agreement between the property owner or manager and the community will be drafted, reviewed, and executed.
- Dates and hours of operation will be determined.
- Agencies will be invited to participate.
- Furniture, equipment, etc. will be secured.
- Public messages will be developed and disseminated.
- A local manager/POC will be designated.
- Participating agencies will be briefed on roles and responsibilities.
- A demobilization plan will be created and implemented at the appropriate time.
- Create a contact list to send the public electronic (text/email) updates on the disaster recovery.
- The need for a DRC/DAC should be evaluated to provide a one-stop hub for governmental and nonprofit assistance and information
- Support other RSF's as outlined in this Disaster Recovery Plan

Relevant Plans, Programs and References

Colorado State Recovery Center Support Annex

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 4, Disaster Recovery/Assistance Centers, of the Larimer County Disaster Recovery Plan.

Lori Hodges, Emergency Management	12/30/14 Date
Erik Nilsson, Emergency Management	1/9/15 Date

Suzanne Bassinger, Mitigation and Recovery Coordinator	12-30-14 Date
Linda Hoffmann, County Manager	1-5-15 Date

RSF 5: Donations Management

Definition: Donations management involves a process for effectively matching unsolicited undesignated in-kind donations with credible voluntary organizations. Larimer County encourages individuals to contribute donations to a VOAD member agency, or other credible organization. Larimer County also encourages the donations in the form of financial contributions whenever possible.

Activation Criteria: This RSF should be activated anytime an emergency or disaster situation has the potential to lead to large-scale unsolicited donations. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer VOAD

Supporting Agencies: Larimer County Office of Emergency Management, Adventist Community Services Disaster Response (ACSDR), American Red Cross, Colorado 211 Collaborative, the Salvation Army

Roles and Responsibilities: This function is responsible for coordinating and facilitating the effective management and allocation of unsolicited, undesignated in-kind donations offered from the general public and private sector in the response and recovery efforts following a disaster. Larimer County will utilize the Donations Management Annex as a guide for effective execution and coordination of donation management activities.

Larimer County may contact the State Emergency Operations Center (SEOC) to request in-kind donations to assist with relief efforts. Requests for in-kind donations made directly to the EOC may be particularly appropriate in larger disaster where emergency managers are likely to be overwhelmed. Alternatively, Larimer County may choose to partner with voluntary agencies to coordinate in-kind donations – an approach that may be more appropriate with smaller events.

RSF 5 – Donations Management Checklist

Pre-Disaster Checklist

- Work with disaster recovery and disaster assistance partners and other emergency management partners to develop plans and procedures for volunteer management
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Pre-establish donations management facilities and processes (collection centers, multi-agency warehouses, and distribution centers)
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to volunteer coordination

- Identify legal requirements for volunteers in Larimer County
- Develop and disseminate donations management educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for volunteer management

Post-Disaster Checklist

- If not effectively managed, undesignated in-kind donations can prove detrimental to relief efforts. Unplanned deliveries of donated goods to a disaster site can jam distribution channels, overwhelm government and voluntary agencies, and interfere with the recovery efforts.
- Coordinate with other RCC personnel and local emergency management officials to assess adequacy of local resources to coordinate undesignated donations
- Ensure Volunteer Management team members have the guidelines, checklists, and templates necessary to accomplish their tasks
- Establish contact and maintain liaison with local and state emergency management personnel involved in relief and recovery efforts
- Donors will be discouraged from sending undesignated in-kind donations directly to the disaster site. Donors who attempt to donate unsolicited or inappropriate goods will be directed to community-based agencies such as food banks, thrift stores, and voluntary organizations in need of the donated goods.
- Establish call center through United Way 211 to provide information on safety issues, appropriate donations/volunteering, evacuation information, and resources available to affected populations
- Coordinate offers from the public and private sector
- Dispose of unsuitable and unneeded donations properly. Where possible, unusable items will be recycled, distributed to non-profit organizations, and/or donated to other disaster areas. Unsolicited, undesignated donations that are unsuitable for use by any organization involved in relief efforts will not be accepted.
- Coordinate with the JIC to obtain and disseminate timely public messaging information
- Determine need for collection/distribution centers and a multi-agency warehouse.
- If VOAD agency resources are mobilized to manage donations, convene a meeting between the county and the agency to formally delegate responsibility for donations management, identifying terms of the delegation (length of time, reporting chain, reimbursement of costs, etc.).
- Ensure an individual is identified to facilitate communication and outreach with private

sector community regarding donations management

- Address the disposition of unused in-kind donations
- Reimbursements (from federal and state) will be contingent on sound documentation and record keeping, consistent with National Incident Management Systems framework. Document donor names and addresses, specific items donated, how they were used, and final disposition. When accepting donations of cash and/or goods, agencies will follow applicable internal audit policies and procedures.
- Colorado Donations and Volunteer Management Network (CDVMN, also known as Aidmatrix) can be activated. The purpose of the CDVMN is to effectively connect potential donors/volunteers with relief agencies through the CDVMN Portal (a web-based tool) so that response and recovery agencies are better able to support communities following a disaster.
- Public messaging will emphasize that financial contributions are the best way to assist in disaster recovery. Encourage the public to give a financial contribution to the charity of their choice. Undesignated financial contributions will be directed to an online list of agencies with disaster relief programs in Colorado.
- When an LTRG is formed with a system to manage financial contributions to address outstanding needs, the public will also have the option to contribute to a fund managed by the LTRG. A member of Larimer VOAD may be identified to serve as the fiscal agent for funds directed to a LTRG. An alternative option would be to have funds deposited directly into a bank account earmarked for the LTRG.
- Maintain and share reports on donations activity and determine appropriate time for transition of donations management effort back to Larimer County and community-based organizations
- Support other RSF's as outlined in this Disaster Recovery Plan

Relevant Plans, Programs and References

Donations Management Annex
Colorado Volunteer and Donations Management Support Annex (SEOP)
COVOAD Donations and Volunteer Management Guidelines
COVOAD EOC Support Guide for Donations Management

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 5, Donations Management, of the Larimer County Disaster Recovery Plan.

Lori Hodges, Emergency Management

11/20/14
Date

Suzanne Bassinger, Mitigation and Recovery Coordinator — Date: 11-19-14

Linda Hoffmann, County Manager — Date: 11-25-14

RSF 6: Environmental Rehabilitation and Restoration

Definition: Environmental Rehabilitation is defined as the process of restoring an area of land back to its original state following a disruption or damage. This process entails the removal of toxins and other dangerous substances, the removal of other structures, and improvement of the soil. Land rehabilitation is associated with evaluating impacts on open space and parks, ecosystems, watersheds, habits, and flood drainages. Disasters often create land management issues that must be managed as part of the immediate response and long-term recovery processes. Land use issues can range from contamination to debris flow / flooding as a result of disaster. Land rehabilitation is strongly tied to land ownership and legal issues related to access, environmental law, emergency watershed protection and cost sharing determine what can be done to rehabilitate affected lands.

Considerations/Assumptions:

- The demand for reclamation or rehabilitation is high due to the communities and policymakers awareness and increasingly environmentally conscious views.
- Environmental-protection laws are strong influences on rehabilitation practices and choices.
- Land rehabilitation can be a very costly process, especially if there is a toxic cleanup involved.
- Land rehabilitation carries huge implications on resettlement programs and may require parts of the population to move to different areas of the county or simply to lower hazard ground nearby. In either case land rehabilitation goals should not only include physical re-settlement, but also economic, social, and cultural changes. Care should be taken to incorporate social planning, economic planning and physical land use planning.
- Coordination and inter-linkage of policy and plans related to resource conservation and environmental protection may be difficult to establish if not present previous to the disaster.
- There will be a lack of local actions, and a lack of resource distribution to address resource conservation and environmental issues if competing with the unmet basic needs of disaster survivors.
- Waste prevention is better than waste management.
- Waste causes secondary disasters and the physical and socio economic conditions of the affected community must be considered.
- Sound environmental practices prior to the disaster can lead to proper disaster recovery mitigation and vice versa.

Activation Criteria: This RSF should be activated anytime an emergency or disaster situation has the potential to affect parks, open lands and the environment. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer Natural Resources Department and Engineering Department

Supporting Agencies: Community Development and Planning, Building Department, Larimer Department of Health and Environment, Public Works, Colorado Water Conservation Board, USGS, Army Corps of Engineers, the Colorado Department of Public Health and Environment (CDPHE), the Colorado Department of Transportation (CDOT), Colorado Department of Agriculture, Colorado Department of Natural Resources (DNR), Colorado Geological Survey (CGS), Division of Water Resources (DWR), Colorado Parks and Wildlife (CPW), , Colorado State University (CSU), Colorado Natural Heritage Program (CNHP), USDA Natural Resources Conservation Service (NRCS), USDA U.S. Forest Service (USFS) and the Bureau of Land Management

Roles and Responsibilities: The goal of this RSF is to integrate local, state and federal resources and capabilities to help Larimer County address long-term environmental recovery needs after disasters. Lead and support agencies involved in implementing this RSF will facilitate interagency collaboration to provide information and assistance to communities and property owners to mitigate losses, rehabilitate environmental damages, and restore and preserve natural resources.

Our responsibility to current and future generations requires constant improvement and contribution to environmental protection. Recovery operations and practices are expected to help prevent or minimize emissions and waste or recovery generated activities.

RSF 6 – Environmental Rehabilitation and Restoration Checklist

Pre-Disaster Checklist

- Work with land managers, natural resource managers, and other emergency management partners to develop plans and procedures for natural resource rehabilitation and restoration.
- Facilitate interagency collaboration and planning.
- Participate in the development of the Disaster Recovery Plan.
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF.
- Identify legal requirements for land rehabilitation and restoration in Larimer County.
- Identify Best Management Practices related to land rehabilitation and restoration in Larimer County.
- Develop and disseminate educational, messaging, and guidance materials.
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises.
- Engage in preparedness activities to coordinate and catalyze the agenda for natural resource rehabilitation and restoration.

Post-Disaster Checklist

- Identify the public's perception and understanding of expectations related to resource conservation and environmental protection to determine how much is enough and when is it not enough.
- Identify potential rehabilitation resources and engage relevant agencies and program staff in mitigation discussions and strategies.
- Participate with the RCC and in Long-Term Recovery Groups to identify and educate about land rehabilitation issues.
- Provide technical assistance to officials concerning land restoration issues and available resources and assistance.
- Integrate local, state and federal resources and capabilities to help address long-term environmental recovery needs.

Relevant Plans, Programs and References

USDA Natural Resources Conservation Service (NRCS)
Emergency Watershed Protection (EWP) Program
USFS Burned Area Emergency Response (BAER) Program
BLM Emergency Stabilization and Restoration (ESR) Program

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 6, Environmental Rehabilitation and Restoration, of the Larimer County Disaster Recovery Plan.

Gary Buffington, Natural Resources	11-10-2014 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11 25 14 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Lori Hodges, Emergency Management	11/20/14 Date

RSF 7: Financial and Economic Recovery

Definition: Financial and economic recovery is defined as a) the costs to the community caused by the disaster, and b) those schemes aimed at providing monetary sources to assist recovery. The range of economic effects and consequences on a disaster affected community is relative to the specific nature of the event and the economic demographics of the affected community.

Economic recovery is broadly defined as the planning and actions to recover and ultimately improve the economic vitality of Larimer County after a catastrophic incident. A primary goal of economic redevelopment is to retain and attract back local businesses and workers during all phases of recovery.

Economic redevelopment efforts will occur throughout recovery with changes in policy to support the objectives of each phase. The speed of recovery is an important aspect that affects the rate of businesses and population returning to Larimer County. There must be a sense of urgency surrounding recovery, with immediate strategies developed to retain businesses.

The core recovery capability for economic recovery is the ability to return economic and business activities (including agricultural) to a state of health and develop new economic opportunities that result in a sustainable and economically viable community. Economic recovery is a critical and integral part of recovery. Disasters not only damage property, but also entire markets for goods and services. The speed and effectiveness of returning a community to self-sufficiency and vitality depend upon quickly adapting to changed market conditions, reopening businesses and/or establishing new businesses. Businesses employ workers, provide for community needs and services and generate revenue once again, allowing the community, both its members and government, to provide for itself.

Considerations/Assumptions:

- Businesses that plan for disruption are less likely to go out of business after a disaster than those that do not. COOP plans should be activated on the first signs of disruption.
- Economic recovery should be a key factor when considering priorities for cleanup of critical infrastructure. Also, these assets may need to be bolstered in nearby areas to support the relocation of people, government, and business.
- Agencies must work closely with the private sector to coordinate resources and cleanup efforts and provide information that businesses need to remain confident in the long-term viability of the regional economy. This coordination can address concerns and interests to support the reoccupation of the affected area. Private sector investment can also be used to prime the pump of the economy if incentives can be identified and risks mitigated for the investors.
- Public support will likely wane for continued economic and policy incentives as the situation establishes a "new normal." This change may impact the ability of government to provide financial incentives to business.

- Incentives to promote tourism, trade, and hosting of business and government meetings may help promote an image of a healthy, functioning area and bring needed outside money into the County.
- The chambers of commerce can provide assistance with outreach and strategies for economic redevelopment in conjunction with other local organizations.

Activation Criteria: This RSF should be activated anytime an emergency or disaster situation has the potential to affect local businesses, finance considerations and economic development. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer County Workforce Center, Economic Development

Supporting Agencies: Larimer County Finance, Budget Department, Community Development and Planning, Chambers of Commerce, Small Business Development Centers, Colorado Department of Local Affairs, Division of Local Government (DLG), Governor's Office of Economic Development and International Trade, Department of Agriculture, Department of Labor and Employment, Department of Local Affairs, Division of Housing, Department of Regulatory Agencies, Division of Insurance, U.S. Department of Commerce, Small Business Administration, U.S. Department of Commerce, Economic Development Administration, and other business and economic partners.

Roles and Responsibilities: Larimer County can facilitate the integration of local, state and federal resources with private sector resources to rebuild businesses, develop new economic opportunities, and create a sustainable, economically-viable business environment. Local and regional economic development strategies need to be coordinated with related efforts in other functional areas, specifically Housing, Infrastructure Repairs/Restoration, and Hazard Mitigation, since these efforts are interdependent and must be addressed holistically.

The services available to businesses depend on whether the event results in a state declaration, a Small Business Administration declaration, or a Presidential declaration that authorizes Stafford Act assistance through FEMA.

The Larimer County Workforce Center, Economic Development, will assist in these efforts given he capacity and staffing to do so.

RSF 7 – Financial and Economic Recovery Checklist

Pre-Disaster Checklist

- Work with businesses, private sector, non-governmental agencies and other economic development partners as appropriate
- Facilitate interagency collaboration and planning as appropriate
- Participate in the development of the Disaster Recovery Plan

- Implement MOUs and other agreements with partner agencies, as appropriate, to support economic recovery
- Develop and disseminate disaster-related educational, messaging, and guidance materials to businesses, private sector, non-governmental agencies and other economic development partners as appropriate; encourage the establishment of disaster information networks for businesses.
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for financial and economic recovery as requested
- Appreciate the value of community and economic development planning in disaster recovery; encourage and facilitate this planning through appropriate local and state government agencies
- Participate in pre-disaster engagement activities with the leadership of jurisdictions that may be impacted by a disaster

Post-Disaster Checklist

- Promote business and economic opportunities in Larimer County to help recruit businesses, retain workers, and support the community
- Work with businesses, private sector, non-governmental agencies and other economic development partners to develop plans and procedures for financial and economic recovery
- Provide information about cleanup resources to enable the private sector to retain and clean up their facilities. Provide information, as available, about the permitting for reoccupation along with any incentives for business retention or re-occupancy
- Encourage the maximum use of local workforce and resources to return to the area and discourage relocation to enhance local economic recovery
- Craft specific public messages about incentives and other financial assistance
- Explore training and education programs to help build a new workforce
- Build upon the relationships developed during pre-disaster planning and from activity related to past disasters
- Work closely with local community leadership during disaster recovery to provide technical assistance and data related to economic development
- Participate in robust and accessible communications throughout the recovery process between economic development partners to ensure ongoing dialogue and information sharing
- Implement disaster related grants as made available to the Workforce Center
- Engage the workforce development system, including local and state vocational

rehabilitation programs, as a means of helping individuals who acquire a disability as part of the disaster return to work with the appropriate supports, accommodation and retraining (if necessary)

- Invite economic development, small business development centers and other business advocacy organizations to be represented at the Disaster Recovery Centers (DRCs) and included in activities of this RSF
- Convene Economic Recovery working groups to engage local government and business leaders, determine community economic needs and challenges, and develop strategy for supporting local/regional economic development goals
- Support the dissemination of information regarding economic assistance programs (grants and loans) and agencies /organizations that provide technical assistance and counseling to businesses
- Provide employment information regarding labor, unemployment and migrant workers
- Support, as appropriate, ongoing technical assistance with development and implementation of long-term economic and community development strategies

Outcomes

Through the coordination of local, state, and federal government programs and the private sector, the Economic RSF and local leadership leverages, following a disaster, community development plans and stakeholder relationships to create a new post-disaster economic condition meeting community needs. Sustained pre- and post-disaster mitigation actions create a community less at risk, strengthen future economic stability and create possible insurance benefits. Specific outcomes may include:

- Workforce development initiatives are in place; jobs are created and retained
- Entrepreneurial and business development initiatives are supported
- Strategies for quickly adapting to changed market conditions, reopening businesses and/or establishing new businesses are in place in partnership with related agencies
- Private and public sector actors have information they need to make informed decisions

Relevant Plans, Programs and References

FEMA Individual Assistance Program (when declared)
SBA Disaster Loan Program (when declared)
FEMA ESF-14 Long-Term Recovery Assistance
Disaster Unemployment Assistance (when declared)
FEMA Community Disaster Loan Program
USDA Farm Service Disaster Assistance Programs
Economic Assistance Adjustment Program (U.S. Dept. of Commerce)

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 7, Financial and Economic Recovery, of the Larimer County Disaster Recovery Plan.

Dena Jardine, Workforce Center	Date 12/12/14
Jacob Castillo, Economic Development Manager	Date 12/12/14
Lori Hodges, Emergency Management	Date 12/16/14
Suzanne Bassinger, Mitigation and Recovery Coordinator	Date 12/15/14
Linda Hoffmann, County Manager	Date 12-15-14
Jeannine Haag, Larimer County Attorney	Date 1-5-15
Terry Gilbert, Community Development	Date 15 Dec 2014

RSF 8: Hazard Mitigation

Definition: Hazard Mitigation is defined as any sustained action taken to reduce or eliminate the long-term risk to life and property from hazard events. It is an on-going process that occurs before, during, and after disasters and serves to break the cycle of damage and repair in hazardous areas.

The primary goal of the Hazard Mitigation RSF is to fully integrate long-term mitigation measures that reduce risk to people, property and infrastructure into post-disaster recovery plans and initiatives. While Federal assistance plays a significant role in funding potential projects following a Presidential Disaster Declaration, the goal of this support function is to identify a comprehensive range of measures that could be funded and implemented with potential private and non-profit, local, state or federal resources.

The State Office of Emergency Management can provide technical assistance and when feasible, financial assistance to Larimer County for mitigation activities. Assistance could be related to local hazard mitigation and recovery planning, hazard identification and risk assessment, and the identification and implementation of viable mitigation and recovery measures. Mitigation measures should address the current disaster as well as address ways to reduce risk to all potential hazards. Potential mitigation measures could include planning, zoning and building code assessment and enforcement, critical infrastructure identification, assessment and protection, property protection and/or acquisition and demolition, environmental restoration and protection, public education, and the implementation of other preparedness and early warning actions.

Activation Criteria: This RSF will be activated anytime an emergency or disaster situation has the potential for hazard mitigation opportunities. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer County Office of Emergency Management

Supporting Agencies: Larimer County Community Development and Planning, Public Works, Natural Resources, Colorado Department of Local Affairs (DOLA) Division of Local Government, Division of Homeland Security and Emergency Management (DEM), Colorado Department of Public Health and Environment (CDPHE), Colorado Department of Transportation (CDOT), DOLA, Colorado Geological Survey (CGS), Colorado State Forest Service (CSFS), Colorado Water Conservation Board (CWCB), USFS, Bureau of Land Management

Roles and Responsibilities: Resilience depends on the whole community—individuals, families, and households; communities; NGOs; private sector entities; local governments; state, tribal, territorial, and insular area governments; and the federal government. The Office of Emergency Management is responsible for inclusiveness and partnerships throughout these levels to ensure the best use of available knowledge, resources, and efforts. All levels of public and

private entities have a role in community resilience and sustainability. Leaders strengthen community and economic vitality while reducing the long-term vulnerabilities when they support, promote, align, and implement these policies and activities. This is complemented by research, development, and investment—the basis of new and improved long-term vulnerability reduction capabilities—making these investments an increasingly effective, cost-efficient, and sustainable approach to building resilience.

Colorado State Resources

Planning Technical Assistance – Communities who do not have a local hazard mitigation plan are not eligible for Federal HMGP assistance. The State OEM Mitigation and Recovery Team can help communities develop a local mitigation plan following a disaster in order to become eligible for HMGP. State OEM can also provide technical assistance to communities who would like to enhance their mitigation plan or their hazard identification and risk assessments. Assistance is also available in order to successfully integrate mitigation measures into post-disaster recovery plans.

Project Development Technical Assistance – Assistance is available from multiple state agencies in order to identify potential projects, develop scopes of work and implement mitigation projects. Assistance may also be available with the development of mitigation grant applications.

Federal Resources

NRCS Emergency Watershed Protection Program – The Emergency Watershed Protection Program may be available to local communities after wildland fire and flooding events. NRCS funding can be for activities such as clearing debris from waterways, vegetation restoration and rehabilitation, stabilization of river banks.

FEMA Hazard Mitigation Grant Program (HMGP) - HMGP funding is made available by FEMA following a Presidential Disaster Declaration for Individual and/or Public Assistance. The State has an HMGP Administration Plan that guides the application, project selection, allocation and administration process. HMGP funding may be funded up to 15% of the cumulative cost of Individual and Public Assistance for a given disaster. HMGP will fund up to 75% of an approved project, with the remaining 25% coming from local match. Projects funded through HMGP do not have to explicitly relate to the disaster that triggered the declaration. Eligible activities funded by HMGP could include:

- Mitigation Plans,
- School/community shelters/safe-rooms, including safe-rooms in daycare and congregant care facilities,
- Warning systems,
- Acquisition and demolition of hazard-prone property for conversion to open space,
- Retrofitting existing buildings and facilities,

- Elevation of flood-prone structures,
- Vegetative management and soil stabilization,
- Infrastructure protection measures,
- Stormwater management,
- Minor structural flood control projects,
- Post-disaster code enforcement activities, and
- Other eligible activities.

FEMA Public Assistance 406 Mitigation Program – The 406 Mitigation program may be available to communities who receive Public Assistance as a result of a Presidential Disaster Declaration. 406 mitigation activities are structural, and must apply to specific parts of damaged infrastructure or buildings. 406 projects are conducted in conjunction with projects conducted through Public Assistance Categories C-G (permanent work). Generally, mitigation measures may amount to up to 15% of the total eligible cost of repair work on a particular project. However, FEMA has pre-approved a range of cost-effective actions that may amount to, but not exceed 100% of the eligible costs of repairs for a particular project. There may be no duplication of benefits between HMGP and 406 Mitigation. However, HMGP funding may be used for work that is either additive or unrelated to the damaged portion of a structure.

RSF 8 – Hazard Mitigation Checklist

Pre-Disaster Checklist

- Work with local, regional and state emergency management partners to develop plans and procedures for hazard mitigation
- Create and update, as needed, the Larimer County Hazard Mitigation Plan with FEMA approval at a minimum of every five years
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF
- Identify legal requirements for hazard mitigation in Larimer County
- Develop and disseminate educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for hazard mitigation

Post-Disaster Checklist

- Compile and evaluate damage assessment information to understand scope and

causality of damages. Identify any public facility and public infrastructure damages that could be eligible for mitigation work.

- Review local hazard mitigation plans and the State Hazard Mitigation Plan to identify local priorities for mitigation.
- If no state or federal declaration exists, identify mitigation priorities and needs and identify potential resources or assistance available to address those needs. If eligible, utilize pre-disaster mitigation programs
- If the president issues a declaration, determine DRC staffing needs for hazard mitigation operations.
- Post disaster, notify State OEM and FEMA of intent to participate in the HMGP program
- Identify and designate appropriate staff to coordinate HMGP operations. If necessary initiate process of hiring contract/temporary personnel to assist in program administration.

Relevant Plans, Programs and References

Larimer County Hazard Mitigation Plan
Colorado State Hazard Mitigation Plan
FEMA Hazard Mitigation Framework

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 8, Hazard Mitigation, of the Larimer County Disaster Recovery Plan.

Lori Hodges, Emergency Management	11/20/14 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Linda Hoffmann, County Manager	11-25-14 Date

ESF 9: Historic and Cultural Resources

Definition: As established by the National Register of Historic Places, Historic Resources are those with architectural, engineering, archaeological, or cultural remains present in districts, sites, buildings, or structures that possess integrity of location, design, setting, materials, workmanship, feeling and association. Each site should be associated with one or more of the following historical or cultural themes:

- Those associated with the events that have made a significant contribution to the broad patterns of history.
- Those associated with the lives of persons significant in our past.
- Those that embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values; or that represent a significant and distinguishable entity whose components may lack individual distinction.
- Those that have yielded, or may be likely to yield, information important to prehistory or history.

The core recovery capability for historic and cultural resources is the ability to protect cultural resources and historic properties through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and in compliance with appropriate environmental and cultural resources laws. The Historic and Cultural Resources RSF coordinates departments and agencies working together to provide information and assistance to communities seeking to preserve, protect, conserve, rehabilitate, recover and restore historic and cultural resources during recovery.

The protection of a community's historic, natural and cultural resources following a large-scale disaster can be a powerful catalyst for recovery and revitalization because it helps maintain and restore the fabric of a community, providing symbols of resilience in the face of disaster. Resource professionals can aid this process by being an integral part of the recovery efforts.

Considerations/Assumptions:

- Architects, engineers, historians, archaeologists, and inspectors with training and expertise in historic structures and sites should be included on damage assessment teams whenever possible. Preservation expertise lays the groundwork for more effective stabilization, repair, and rehabilitation in historic areas.
- Compliance with relevant environmental and other laws during recovery activities will be necessary.
- Interdependencies among short-term recovery decisions and long-term environmental impacts should be taken into account.
- The Colorado Division of Natural Resources will provide technical advice and assistance to help preserve, protect, conserve, stabilize, rehabilitate, or restore natural, historical and cultural resources and establish logistical links with organizations in those areas.

- The Historical Society of Colorado will provide technical advice to Larimer County concerning historical property or artifacts destroyed or harmed during emergencies.
- The Natural Resources Conservation Service will assist in rehabilitating natural resources damaged by a disaster.
- Historic preservation offices have guidelines on documentation, salvage, and other post-disaster procedures for historic resources. Preservationists should make sure that local building and emergency officials are aware of these best practices and allow time to properly evaluate damage and explore preservation solutions.
- A preservationist can provide advice regarding which neighborhoods and districts should receive priority attention in the repair and rebuilding phase; however, historic preservation professionals may be in short supply.
- Availability of trained personnel (such as contractors, restoration firms) may be an issue.
- A mechanism will be needed to verify contractors are qualified and comply with any applicable laws related to preservation.
- Additional experts in the area of cleaning, repair, replacement, and reconstruction to assist in the repair of historic properties may need to be located.
- Long-term environmental monitoring may be needed in areas that have been restored.
- FEMA will typically trigger historic preservation compliance through the National Historic Preservation Act.

Activation Criteria: This RSF will be activated anytime an emergency or disaster situation has the potential to affect, damage, or destroy historic or cultural resources. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer County Natural Resources

Supporting Agencies: Community Development and Planning, Larimer Office of Emergency Management, Colorado Department of Agriculture, Conservation Services Division, Colorado Historical Society, Colorado State Historic Preservation Office, Colorado State University, Division of Homeland Security and Emergency Management, Western States and Territories Preservation Assistance Service (WESTPAS), Colorado Parks and Wildlife, and the Colorado Natural Heritage Program.

Relevant agencies and partners are those with expertise and programs including, but not limited to, specific natural and cultural resource issue identification, assessment and management (e.g., fish and wildlife, historic and traditional cultural properties, hydrology); natural and cultural resource planning; environmental planning and historic preservation compliance under Federal laws and *Executive Orders* (specific to programs that provide funding for disaster recovery); and community sustainability (Tables 17, 18 and 19).

Roles and Responsibilities: Responsibilities include protecting and restoring natural and cultural resources and historic properties after disaster. Offer advice and guidance on preparedness, mitigation and recovery for natural, cultural and historic resources.

RSF 9 – Historic and Cultural Resources Checklist

Pre-Disaster Checklist

- Work with local, regional and state natural, cultural and historic restoration partners to develop plans and procedures for appropriate recovery and restoration.
- Facilitate interagency collaboration and planning.
- Participate in the development of the Disaster Recovery Plan .
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF.
- Identify legal requirements for historic and cultural restoration and recovery in Larimer County.
- Identify greatest threats to historic and cultural resources during a disaster recovery effort – such as weed incursion from large equipment or damage to archaeological sites from digging/excavation efforts.
- Develop and disseminate educational, messaging, and guidance materials.
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises.
- Engage in preparedness activities to coordinate and catalyze the agenda for the preservation of natural, cultural and historic resources.
- Identify relevant local, state and federal programs and incentives that have a role in supporting the preservation, protection, conservation, rehabilitation, recovery and restoration of natural and cultural resources during recovery.
- Identify and prioritize gaps and inconsistencies within and between relevant local, state and federal regulations, policies, program requirements and processes affecting historic and cultural resources that are used in disaster recovery, either separately or in combination with one another, and make recommendations to the Larimer County Office of Emergency Management.
- Work with private nonprofits and other nongovernmental organizations to leverage opportunities to encourage local, state and federal governments and institutions to develop emergency management plans that integrate historic and cultural resource issues.
- Promote the principles of sustainable and disaster resistant communities through the protection of natural resources such as floodplains, open lands, wetlands and other natural resources critical to risk reduction.
- Assess appropriate hazard mitigation strategies for the protection of cultural resources.

- Pre-identify historic properties in the community to help recovery teams quickly locate those specific resources that require specially trained personnel after a disaster.
- Pre-identify and note repositories for maps and catalogued information about significant cultural, historic, and natural resource values that are known for Larimer County.

Post-Disaster Checklist

- Work to leverage local, state and federal resources and available programs to meet community recovery needs.
- Identify opportunities to leverage natural and cultural resource protection with hazard mitigation strategies.
- Address policy and agency program issues, gaps and inconsistencies related to natural and cultural resource issues.
- Coordinate cross-jurisdictional or multi-jurisdictional natural and cultural resource issues to ensure consistency where needed.
- Encourage responsible agencies and their important private sector partners to support the Larimer County Disaster Recovery Plan and priorities by developing a Natural and Cultural Resources action plan that identifies how the agencies leverage resources and capabilities to meet the community's needs.
- Promote a systematic, interdisciplinary approach to understand the interdependencies and complex relationships of the natural and cultural environments.
- Maintain robust and accessible communications throughout the recovery process between local, state and federal government agencies and all other partners to ensure ongoing dialogue and information sharing
- Consider the security of damaged cultural facilities to prevent such crimes as looting of artifacts.
- Architects, engineers, and inspectors with training and expertise in historic structures and sites should be included on assessment teams whenever possible. Preservation expertise lays the groundwork for more effective stabilization, repair, and rehabilitation in historic areas.
- Identify private restoration firms with expertise in the area of cultural and historical restoration (cleaning, repair, replacement, and reconstruction).
- Identify salvage protocols for library/museum collections, historic properties/assets, and other resources.
- Coordinate appropriate response actions to conserve, rehabilitate, recover or restore cultural and historic resources.

Relevant Plans, Programs and References
National Environmental Policy Act
FEMA Environmental and Historic Preservation Guidance

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 9, Historical and Cultural Resources Support, of the Larimer County Disaster Recovery Plan.

Gary Buffington, Natural Resources	11-19-2014 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11 25 14 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Lori Hodges, Emergency Management	11/20/14 Date

RSF 10: Housing (Interim and Long-Term)

Definition: Post-disaster housing is broadly defined as providing housing assistance to individuals after a catastrophic incident. The nature of the support will depend on whether insurance covers losses caused by the incident. Post-disaster housing needs may be significant for both the interim and the long term.

The core recovery capability for housing is the ability to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Like infrastructure and safety services, housing is a critical and often challenging component of disaster recovery. It is critical because local economies cannot recover from devastating disasters without adequate housing, especially affordable housing. It is challenging because many years' worth of housing repair, rehabilitation, reconstruction and new construction often need to occur at an accelerated pace as a result of a disaster. These conditions create design, construction, labor, materials, logistics, inspection and financing issues.

The goal of this RSF is to focus inter-agency expertise on interim and long-term housing solutions and to coordinate local, state and federal resources and activities to assist in restoration of destroyed and damaged housing and development of other new accessible, permanent housing options, if necessary.

Phases of Disaster Housing Operations

Sheltering takes place during and immediately following a disaster event that results in evacuations or displacement. Services provided typically include shelter, food, toiletries, clothing, medical support (including medication replacement), mental health support, limited monetary support to meet immediate needs, and referrals to other community organizations that may provide assistance.

Interim housing operations take place in the period between the closure of emergency shelters and the time that displaced populations are able to return to permanent housing. These housing operations can range from up to three months for a state declaration to up to 18 months for a federal declaration.

Larimer County's role is to provide support to local housing authorities, to assist in the evaluation of potential solutions for housing displaced populations in secure accommodations and, in coordination with the state, secure short-term rental assistance to eligible households.

Financial assistance provided by the state without a Presidential declaration typically includes three months' worth of rental assistance. If the President declares a major disaster and makes Individual Assistance available, then the duration of assistance may exceed the initial three months. If the available rental housing stock is limited, then other options may be considered

as a matter of last resort such as relocation or temporary housing in mobile homes, college dormitories, military barracks or other facilities.

Permanent housing alternatives are the primary responsibility of the individual homeowners, multifamily property owners, local communities and private entities such as insurance companies. However, housing authorities, human services, the Colorado Division of Housing, Housing and Urban Development (HUD) and other housing and human services organizations play instrumental roles in helping communities make decisions regarding long-term recovery and rebuilding, as well as helping displaced residents find permanent housing and recover from disasters. Permanent housing efforts involve the application of existing programs plus available disaster assistance in disaster affected communities.

Long-Term Family Recovery Resources: Disaster Case Management

Larimer Voluntary Organizations Active in Disasters (LVOAD) maintains a list of organizations that provide disaster case management services and can help coordinate the assistance available from VOAD member agencies. This is typically done through the Long-Term Recovery Group case management. Disaster case managers rely on housing agencies to help locate rental resources for clients. Housing providers can also more effectively address housing needs through a coordinated case management process.

Long-Term Family Recovery Resources: Unmet Needs Committees

Larimer County, in coordination with state, federal, nonprofit and faith-based partners, may facilitate the formation of a Long-Term Recovery Group (LTRG) to continue to address the needs of survivors that could not be met by insurance, governmental assistance and immediately available emergency assistance from voluntary agencies. Resources and assistance are intended to assist survivors that have unmet needs after assistance from all other sources has been provided.

Considerations/Assumptions:

- The range of people in need of support may include the homeless, destitute, displaced residents, disaster workers, and volunteers
- A significant population may remain in the impacted area, unable to self-evacuate because of access and functional needs, poverty, language barriers, or limited access to transportation resources
- FEMA, Housing and Urban Development, and other federal resources may be available if a federal disaster is declared
- Long-term temporary housing solutions may be required for several years following the disaster
- Housing assistance will depend on meeting income eligibility requirements, meaning some displaced residents may not receive needed assistance
- All potential housing solutions should be considered, including innovative and non-

traditional sources such as college dorms and trailers, keeping in mind local zoning and this RSFs policies

- Every effort should be made to keep families, friends, and communities together to help strengthen the resilience of individuals and groups and reduce the long-term psychosocial consequences
- Multiple jurisdictions may compete for limited housing resources.
- Once post-disaster housing operations end or funding is cut off, some individuals may be rendered homeless. The Long-Term Recovery Group will assist in identifying these vulnerable populations
- Competition for a limited supply of housing may be ongoing between displaced residents and disaster workers
- NGOs and faith-based organizations will assist in providing disaster housing case management
- People may want to stay in their post-disaster housing indefinitely, and incentives may be needed to move them back to the area to maintain economic vitality.
- Rent control measures should be considered in areas that receive displaced residents to prevent indirect economic damage, such as inflation, price gouging, or predatory lending
- The determination should be made whether people displaced by the incident will be prioritized or given incentives to return to the area
- The primary responsibility for permanent housing falls on individual homeowners, property owners, and private entities such as insurance companies. The Long-Term Recovery Group should address the unmet needs of survivors as they relate to housing issues
- U.S. Small Business Administration can make federally subsidized loans to homeowners and renters to repair or replace homes
- The State Disaster Housing Task Force will assist with recovery efforts when requested by CDPS-OEM upon issuance of a state declaration
- Final disposition of remaining post-disaster housing resources (e.g., trailer cities, shipping containers, and tents) will need to be determined
- Whether the government can subsidize property to limit the impact of severely declined property values on recovery should be determined

Temporary Housing

- Emergency shelters should only be used for a short time
- The eventual demobilization of post-disaster housing and emergency shelters should be considered in planning
- Temporary housing decisions should consider proximity to family, schools,

transportation, and employment

Permanent Housing

- A strategy for reoccupation of the affected area will be communicated to the affected population to help with implementation
- A Disaster Recovery Center will be opened to enable individuals to meet with insurance agents and local officials to discuss options for rebuilding or relocation
- Permanent relocation outside the area should be discouraged to help with the economic recovery of the community
- The Colorado Chapter of International Code Council can assist in finding building officials and permit technicians to supplement local building inspectors
- Housing inspection (for building and safety codes) before occupancy should be considered along with the possibility of waiving or altering the inspection requirement. The funding stream dictates whether inspections are necessary for building permits. If state rental assistance is provided, an inspection will be required
- Rules for site acceptance and the authority for inspections will need to be determined. Normal standards and codes may need to be adjusted to accommodate resource constraints. Building codes may need to be adjusted

Coordination

- Coordination between jurisdictions could help prevent competition
- Partnering with the private sector, including developers and building owners, will be an important component in securing housing options
- The DOH can provide technical assistance to local housing authorities in the development of post-disaster housing plans

Funding

- Available housing resources may be insufficient to care for everyone affected by the disaster. Upon a state declaration of disaster, DOH will prioritize assistance for those eligible populations that have the fewest means to return to self-sufficiency.
- The sources and restrictions of funding as well as the duration of their availability should be identified.

Activation Criteria: This RSF will be activated anytime an emergency or disaster situation has the potential to displace residents and create housing concerns. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Loveland and Fort Collins Housing Authorities, VOAD Organizations

Supporting Agencies: Public Housing Authorities, Human Services, Colorado Department of Local Affairs Division of Housing (DOH), Colorado Housing Finance Authority (CHFA, Colorado Department of Human Services, U.S. Department of Commerce, Small Business Administration (SBA), U.S. Department of Housing and Urban Development (HUD), DOLA, Division of Local

Government (DLG), Division of Homeland Security and Emergency Management

Roles and Responsibilities: Address pre- and post-disaster housing issues and coordinate and facilitate the delivery of local resources and activities in the rehabilitation and reconstruction of destroyed and damaged housing, whenever feasible, and development of other new accessible, permanent housing options.

RSF 10 – Housing (Interim and Long-Term) Checklist

Pre-Disaster Checklist

- Work with local, regional and state housing entities and other emergency management partners to develop plans and procedures for short- and long-term housing
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF
- Identify legal requirements for short- and long-term housing in Larimer County
- Develop and disseminate educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for disaster housing
- Identify strategies and options that address a broad range of disaster housing issues such as those dealing with planning, zoning, design, production, logistics, codes and financing
- Build accessibility, resilience, sustainability and mitigation measures into identified housing recovery strategies

Post-Disaster Checklist

- Coordinate and leverage housing-related resources to address housing-related, disaster recovery needs
- Encourage rapid and appropriate decisions regarding land use and housing location in the community
- Identify gaps and coordinate a resolution of conflicting policy and program issues
- Maintain robust and accessible communications throughout the recovery process between Larimer County and all other partners to ensure ongoing dialogue and information sharing
- Facilitate the timely construction of housing that complies with local, state and national

model building codes, including accessibility standards

- Minimize the loss of historic buildings and resources
- Using Red Cross, government damage assessments and other available information, develop preliminary needs assessment for transitional and interim housing, housing repair or replacement, status of low income and at risk populations such as: elderly and disabled; migrant farm workers; undocumented residents; ethnic sub-groups with language barriers; children in foster care or group homes; secondary renters; homeless residents
- Ensure that affected local jurisdictions coordinate with local public housing authorities (PHAs) on the availability of rental assistance, referrals and technical advice.
- Coordinate with State Division of Housing and HUD to determine the feasibility of requesting additional housing subsidy units for impacted low-income residents (if needed)
- Develop strategies; establish priorities; identify barriers to implementation; provide a framework for service delivery that is tailored to the needs and characteristics of the affected area
- Ensure that disaster housing strategies address the needs of residents with access, functional, or other related needs essential to health and safety
- Act as a clearinghouse for information on unmet interim and long-term housing recovery needs and issues
- Identify potential funding resources, requirements, and barriers
- Establish liaison with key federal and state legislators to advise of local needs and priorities; lobby for assistance
- Throughout the recovery period, at appropriate intervals, provide for community input on transitional and recovery needs (e.g., public hearings/community meetings)
- Support efforts to seek needed policy adjustments, such as waivers and time extensions, relating to permit fees, mortgage payments, utility bills, and other housing-related costs
- Integrate housing needs and strategies into appropriate long-range planning
- Convene regular (frequency as appropriate) meetings throughout the recovery period to monitor long-range housing recovery activity
- Ensure that government, community-based organizations, businesses and the public are kept informed of housing activities

Relevant Plans, Programs and References

Larimer County Land Use and Building Codes
Colorado Disaster Housing Plan (October 2011)
FEMA Individual Assistance Program
SBA Disaster Loan Program

HUD Community Development Block Grant (CDBG) Emergency Funds
USDA Rural Development Disaster Loan Program
DHHS Temporary Assistance for Needy Families (TANF) Program

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 10, Housing (Interim and Long-Term), of the Larimer County Disaster Recovery Plan.

Lori Hodges, Emergency Management	11/20/14 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Jason Godinez, American Red Cross	12/4/2014 Date
Linda Hoffmann, County Manager	11-25-14 Date
Ginny Riley, Human Services	12/16/14 Date
Jeannine Haag, Larimer County Attorney	11-25-14 Date
Larimer County VOAD	12-2-14 Date
Ken Quintana, Colorado State University	12-10-14 Date
Randolph E. Ratliff, Touchstone Health Partners	12/10/14 Date

RSF 11: Human Services

Definition: Human Services disaster recovery is defined as the provision of victim related recovery efforts such as counseling, support for persons with access or functional needs, processing of new benefits claims, assist in collecting crime victim compensation for acts of terrorism, and other program assistance as needed. This assistance will continue throughout short- and long-term recovery activities.

Activation Criteria: This RSF will be activated anytime an emergency or disaster situation has human services needs or concerns. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer County Human Services

Supporting Agencies: Emergency Management, Larimer VOAD, Touchstone Health Partners, United Way 2-1-1, Colorado Voluntary Organizations Active in Disaster (COVOAD), Division of Homeland Security and Emergency Management, private sector, municipal, state and federal agencies

Roles and Responsibilities: Promote the delivery of services and the implementation of programs to assist individuals, households and families impacted by potential or actual disasters. This includes economic assistance and other services for individuals impacted by the incident.

RSF 11 – Human Services Checklist

Pre-Disaster Checklist

- Work with local, regional and state human services agencies and emergency management partners to develop plans and procedures for disaster human services
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF
- Identify legal requirements for human services disaster services
- Develop and disseminate educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for human services
- Identify strategies and options that address a broad range of human services issues
- Develop strategies to address recovery issues for human services – particularly the

needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency and underserved populations

Post-Disaster Checklist

- Maintain situational awareness to identify and mitigate potential recovery obstacles during the response phase
- Leverage response, emergency protection measures and hazard mitigation resources during the response phase to expedite recovery
- Provide technical assistance in the form of impact analyses and supports recovery planning of human services infrastructure
- Conduct human services assessments with primary agencies
- Identify and coordinate human services specific missions with primary agencies
- Establish communication and information-sharing forum(s) for human services RSF stakeholders with the State and/or community.
- Coordinate and leverage applicable resources for human service needs
- Develop and implement a plan to transition from recovery operations back to a steady-state

Relevant Plans, Programs and References

Colorado Department of Human Services
Department of Health and Human Services, Disaster Human Services

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 11, Human Services, of the Larimer County Disaster Recovery Plan.

Ginny Riley, Human Services	12/16/14 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11 25 14 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date

Larimer County VOAD	1-12-15 Date
Randolph E. Ratliff, Touchstone Health Partners	12/10/14 Date
Lori Hodges, Emergency Management	11/20/14 Date

RSF 12: Infrastructure Systems

Definition: This RSF is defined as the ability to efficiently restore the infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. The Infrastructure Systems RSF promotes a holistic approach to disaster recovery coordination, support, planning and implementation for infrastructure systems that serve the community. This includes single and multijurisdictional areas and regions.

The goal of this RSF is to integrate the capabilities of local, state and federal governments to support community efforts to permanently restore, enhance, mitigate, and ensure the resilience and protection of infrastructure systems impacted by disasters. These efforts will involve collaboration between government, private and nonprofit sector partners with expertise in physical and virtual infrastructure systems across all of the infrastructure sectors, including utilities, transportation, communications, and water/wastewater systems.

The owners and operators of infrastructure are responsible for making the repairs, but may require technical assistance as well as assistance in identifying and applying for state and federal grant and loan programs that may be available. The services available depend on whether the event results in a state declaration or a Presidential declaration that authorizes Stafford Act assistance through FEMA.

This function applies to the preservation and restoration of public and private sector infrastructure systems and privately owned property. The disruption of certain infrastructure systems can have significant impacts on businesses and government functions, causing cascading effects far beyond the specific system itself. Infrastructure sectors include transportation systems, utilities, sanitation, water systems, schools, communications and information technology infrastructure. Specific sites and facilities should be identified before an incident to ensure disruption of services is minimized and to allow for pre-identification of backup resources.

Considerations/Assumptions:

- The incident may result in significant disruptions to the area's critical infrastructure, such as energy, transportation, water systems, public health, and medical systems.
- Building owners and businesses will activate their COOP plans, thereby providing redundancies in infrastructure systems.
- Some buildings may need to be demolished rather than restored for the protection of public health and safety.

Activation Criteria: This RSF will be activated anytime an emergency or disaster situation has the potential to effect, damage or destroy infrastructure systems. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer County Public Works Division

Supporting Agencies: Community Development and Planning, Building Department, Road and Bridge Department, Engineering Department, Facilities and Information Technology, private utilities and energy providers, Colorado Department of Transportation (CDOT), Department of Local Affairs, Division of Local Government, Colorado Department of Public Health and Environment, Governor's Energy Office/Public Utilities Commission, Governor's Office of Information Technology, Department of Military Veteran Affairs, Colorado Water Conservation Board, Colorado Geological Survey, Colorado Rural Electric Association, Private Contractors, U.S. Army Corps of Engineers, FEMA, business owners, communications partners and critical infrastructure owners and stakeholders

Roles and Responsibilities: During response and the initial phases of recovery, the Public Works Division is the lead agency for ESF 1 Transportation and ESF 3 Public Works. As the incident transitions to long-term recovery Public Works continues as the lead agency for RSF Infrastructure Systems and will lead and/or coordinate activities associated with permanent repairs and reconstruction of lifelines and other public infrastructure. The Public Works Division provides public works and engineering-related support during the recovery phase. Activities include completing emergency repair of damaged infrastructure and critical facilities; assessment of damages to public works and infrastructure; providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; and other recovery programs.

Public Works will initiate planning, engineering and construction design activities associated with permanent repairs and reconstruction of local and state transportation infrastructure in coordination with the Colorado Department of Transportation. For repair or reconstruction of roads and bridges on the Federal Aid System, Public Works and CDOT will coordinate with the U.S. Department of Transportation (USDOT). This assistance is provided by the USDOT Federal Highway Administration (FHWA) under their Emergency Relief Program.

If presidential declaration with Public Assistance is received, the Public Works Division will work closely with CDOT and the State Office of Emergency Management to start setting up briefings for community officials and department heads. The Governor has designated the Colorado Division of Homeland Security and Emergency Management (DHSEM), Office of Emergency Management as the State agency responsible for managing and administering the Public Assistance Program. The State of Colorado Administrative Plan for Public Assistance outlines the roles, responsibilities and program implementation.

Under the PA Program, which is authorized by the Stafford Act, FEMA awards grants to assist State and local governments and certain Private Nonprofit (PNP) entities with the response to and recovery from disasters. Specifically, the program provides assistance for debris removal, emergency protective measures, and permanent restoration of infrastructure. The Federal share of these expenses typically cannot be less than 75 percent of eligible costs. The program also encourages protection from future damage by providing assistance for hazard mitigation measures during the recovery process.

To facilitate the processing of PA grants, FEMA has divided disaster-related work into two broad categories, emergency work and permanent work. Emergency Work is that which must be performed to reduce or eliminate an immediate threat to life, protect public health and safety, and to protect improved property that is threatened in a significant way as a result of the disaster. Emergency Work includes Category A Debris Removal and Category B Emergency Protective Measures and approved work must be completed within six months with time extensions granted for extenuating circumstances up to additional six months.

Permanent Work is that which is required to restore a damaged facility, through repair or restoration, to its pre-disaster design, function, and capacity in accordance with applicable codes or standards. Permanent Work must be completed within 18 months with time extensions granted for extenuating circumstances up to additional 30 months. Permanent categories include:

Category C – Roads and Bridges

Category D – Water Control Facilities

Category F – Utilities

Category E – Buildings and Equipment

Category G – Parks, Recreational, and Other

Hazard Mitigation under Public Assistance
(Section 406) of the Stafford Act contains a provision for the consideration of funding additional measures that will enhance a facility's ability to resist similar damage in future events. It provides discretionary authority to fund mitigation measures in conjunction with the repair of the disaster-damage facilities that will provide protection from subsequent events. The mitigation work must be cost effective and be reasonably performed as part of the permanent work. They are different from mitigation measures that are considered for eligibility under the Hazard Mitigation Grant Program (HMGP) of Section 404 of the Stafford Act.

State OEM will also lead telecommunications support with support from the Office of Information Technology (OIT) and the private sector to coordinate available communications assets from government, volunteer organizations, telecommunications industry and private vendors to support recovery operations (EOCs, shelters, mass feeding locations, bulk distribution sites, staging areas, donations warehouses, volunteer centers and other recovery locations).

The Public Utilities Commission will lead the efforts to coordinate the restoration and protection of critical electricity generation, transmission and distribution infrastructure and the supply of fuels used in base load generation (natural gas and coal) following a major disaster. In

coordination with the private sector and non-profit energy providers, compile a detailed assessment of impacts to the affected area's electrical power generation and distribution systems to determine the scope of damages and to formulate a strategy for applying resources and coordinating efforts to restore service.

RSF 12 – Infrastructure Systems Checklist

Pre-Disaster Checklist

- Work with local, regional and state agencies and emergency management partners to develop plans and procedures for disaster infrastructure services and restoration
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF
- Identify legal requirements for infrastructure projects
- Identify relevant statutory and/or regulatory programs, potential capabilities and/or limiting factors pertaining to recovery support for infrastructure systems
- Provide a forum for interagency coordination, information sharing and exchange of effective practices
- Support planning, preparedness, education, training and outreach efforts to enhance capabilities for recovery
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Develop strategies to address recovery issues for public works and engineering
- Develop guidance and standard procedures for rapid activation of RSF capabilities to support community recovery
- Work with partners to identify critical facilities and ensure considerations are made to reduce risk pre- and post-disaster

Post-Disaster Checklist

- Support the recovery of infrastructure systems, dependent on the nature and scope of the disaster, and the specific authorities and programs within Larimer County
- Participate in the coordination of damage and community needs assessments as appropriate to ensure infrastructure considerations integrate into the post-disaster public and private sector community planning process
- Deploy local resources, as required by the specific disaster situation and consistent with the specific authorities and programs of Larimer County, to the field to assist in developing an Infrastructure Systems Recovery action plan that:
    - Avoids the redundant, counterproductive, or unauthorized use of limited capital

resources necessary for infrastructure/recovery

  - Helps resolve conflicts, including those across jurisdictional lines, resulting from the competition for key resources essential to infrastructure systems recovery
  - Sets a firm schedule and sequenced time structure for future infrastructure recovery projects

- Lead efforts to assess repairs and reconstruction required to restore infrastructure systems impacted by the disaster
- Coordinate and support preliminary damage assessments to determine economic value of losses and eligibility for federal assistance
- If declared, administer Public Assistance programs with regard to infrastructure repairs and restoration
- Coordinate with local, state and federal partners regarding environmental and historic preservation reviews and the need to streamline processes to facilitate infrastructure repairs and rehabilitation
- Work with RSF partners to leverage available financial and technical assistance, both from governmental and nongovernmental sources, in the execution of the community's Infrastructure Systems Recovery action plan
- Promote rebuilding infrastructure in a manner which will reduce vulnerability to future disasters impacts
- Maintain robust and accessible communications throughout the recovery process between the local, state and federal government partners and all other partners to ensure ongoing dialogue and information sharing

Critical Infrastructure

- Initial activities may include conducting an impact assessment to determine the extent of damages and complete emergency repairs. Damaged or destroyed critical transportation infrastructure should be identified and prioritized.
- Identification of temporary alternatives to using damaged property and infrastructure will need to be a priority
- Damaged roads must be restored to maintain supply lines as well as to provide access for emergency workers
- Assisting owners of critical transportation infrastructure with identifying backup solutions, such as generators for loss of electricity and potable water, will be important.
- A cost/benefit analysis associated with various forms of disposition (restoration versus demolition) can help with the decision-making process

Relevant Plans, Programs and References

State of Colorado Administrative plan for Federal Disaster Public Assistance
FEMA 321 Public Assistance Policy Digest – January 2008
FEMA 322 Public Assistance Guide – June 2007
FEMA Public Assistance 9500 Series Policy Publications
Colorado Energy Emergency Response Plan
FEMA Public Assistance Program (when declared)
USDOT FHWA Emergency Relief Program
NRCS Emergency Watershed Protection Program
USACE Authorities/Direct Federal Assistance Programs
Farm Service Agency APHIS and Emergency Conservation Programs
EPA Authorities/Direct Federal Assistance Programs
Colorado WARN Program

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 12, Infrastructure Systems, of the Larimer County Disaster Recovery Plan.

Marc Engemoen, Public Works Director	11-18-14 Date
Terry Gilbert, Community Development	18 Nov 2014 Date
Linda Hoffmann, County Manager	11-25-14 Date
Eric Fried, Chief Building Official	12-3-14 Date
Alexis Smith, County Assessor	12-11-14 Date
Jeannine Haag, Larimer County Attorney	11-25-14 Date
Lori Hodges, Emergency Management	11/20/14 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Irene Josey, County Treasurer	12-15-14 Date

Carol Block, Financial Services	Dec 11 2014 Date
Mark Pfaffinger, Facilities and Information Mgmt Division	12/10/14 Date
Gary Buffington, Natural Resources	11-19-2014 Date

RSF 14: Public Information and Community Engagement

Definition: Risk communication as it applies to disaster recovery is a tool that Public Information Officers use to convey information to individuals and the community affected by major emergencies or disasters. Communication is accomplished if the message results in an individual or community behavior or action that allows for a rapid, efficient, healthy, and safe recovery from the event.

Public messaging takes place in three primary ways:

- Formal communication with the public (press releases, public meetings)
- Interagency message coordination through the Joint Information System, which harmonizes all public messaging across agencies and jurisdictions
- Informal communication (social media, blogs, etc.).

A catastrophic incident will require extensive coordination of information to minimize miscommunication (which could seriously impact recovery time), both with the public and in the interagency process. Additionally, with public messaging, effective risk communication will be vital to shorten the recovery time. The messages should be coordinated but may not be identical in all areas because of the localized differences in the impact of the incident. Public communication may take on different aspects as the effort transitions from phase to phase, but sharing information with and gathering information from the public will remain important throughout recovery, shifting from crisis communications to community relations.

Considerations/Assumptions:

- A PIO is generally included in an emergency operations center (EOC) as part of the Incident Command System and reports to the EOC Manager or Emergency Manager
- A local Joint Information Center (JIC) or Joint Information System(JIS) will be established to coordinate information within the impacted area even during recovery
- Federal partners may set up a JIC (or public information group) and integrate into the JIS at each impacted EOC. The federal government will establish a Joint Field Office for any large incident, and they will coordinate with the state and local PIOs in some fashion
- There will be the continuing shift of communication from response issues to community recovery issues. During this phase there will be a transition from basic messages regarding immediate needs to active listening and responsive messaging.
- There may be multiple sources of conflicting information
- Messaging should be coordinated and presented by authoritative voices to maintain public confidence. Diversion from the message may have a negative impact on recovery because of the associated decline in public confidence
- Opportunities will be needed to allow the public to communicate with agencies
- Questions, suggestions, and offers of support must be managed and used to help fuel

additional communication efforts.

- The public and private sector may have more confidence if they have more information such as information on contractors and insurance needs. Many forums exist to support this effort, including community meetings.
- PIOs should engage with community leaders, NGOs, and non-profits to help deliver the message and gather input on community information needs.
- Multiple disciplines may all want to issue information, but it is important that subject matter experts and agencies balance interests to provide a clear, consistent message that will support recovery objectives.
- Communicating with populations that have access and functional need issues, including recent immigrants, those speaking foreign languages, and the homeless, may be very difficult.
- Providing as much information as possible will enhance public trust and confidence. It is useful to provide pamphlets with information and use websites and social media.
- Politicians, public figures, and jurisdictions may compete for air time and may have a negative impact on communications
- Some jurisdictions may make decisions that are unpopular in other jurisdictions, which will necessitate close coordination among jurisdictions
- Public messaging will have a new or renewed emphasis on preparation, prevention, and mitigation actions and activities
- The group charged with public messaging for the recovery should continue its work well into the long-term phase
- A long-term recovery lead should be identified to work with community partners and government agencies

Activation Criteria: This RSF will be activated anytime an emergency or disaster exists within Larimer County requiring recovery messaging. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer County Public Information

Supporting Agencies: Larimer County Sheriff's Office Public Information Officers, Larimer Office of Emergency Management, JIC staff, department/division PIOs, municipal PIOs, and other PIO personnel throughout the county.

Roles and Responsibilities: The objective of recovery public information and community engagement is to provide timely, accurate and comprehensive information about an emergency situation to the public and to the news media from short-term recovery into long-term recovery efforts. In large and protracted disaster events, a single spokesperson should be designated to

give media briefings and to approve coordinated news and public information releases. A Joint Information Center may be established in order to coordinate information when there are a large number of agencies involved in the incident.

RSF 14 – Public Information and Community Engagement Checklist

Pre-Disaster Checklist

- Work with local, regional and state PIOs and other emergency management partners to develop plans and procedures for disaster public information and community relations
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF
- Identify legal requirements for public information management
- Develop and disseminate educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for public information and community engagement
- Develop strategies to address recovery issues for public information management and community relations – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency and underserved populations
- Promote the principles of sustainability, resilience and mitigation into preparedness and operational plans

Post-Disaster Checklist

- Establish a method for coordinating among federal, state, and local communication priorities
- Transparency and visibility of the recovery process is important, so accurate and complete documentation should be maintained. This information will include detailed records of the incident and recovery planning.
- Disseminate information to department heads and key partners
- Identify subject matter experts to assist with messaging
- Spokespeople for the incident should be established and used consistently. These may include individuals who are subject matter experts or key elected officials who are unified with the official public message, recognizable, and trustworthy to local

populations. More than one person will be needed to communicate with different audiences. Examples include the local health officer and elected officials.

- Provide talking points to the spokespeople based on information about the incident and public information needs
- The public message will be communicated across a wide-spectrum of media, including the traditional print media, video media, radio, and social media.
- Continue to engage nonprofits and other community groups to help deliver coordinated messages
- Promote business and economic opportunities in Larimer County, providing messages that help recruit businesses, retain workers, and support the community
- Public health messaging should include issues such as
    - Stress management
    - Behavioral health guidance
    - Ongoing health risks
    - Prevention opportunities
    - Encouragement to seek or continue medical treatment as needed.
- To establish trust, public messaging should include information about recovery activities and inform the public of actions they can take

Relevant Plans, Programs and References

FEMA Crisis and Risk Communications Guides

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 14, Public Information and Community Engagement, of the Larimer County Disaster Recovery Plan.

Deni La Rue, Community Information Manager / PIO	Date 11/25/14
Nicholas Christensen, Sheriff's Office Executive Officer	Date 11/20/14
Lori Hodges, Emergency Management	Date 11/20/14
Suzanne Bassinger, Mitigation and Recovery Coordinator	Date 11-19-14

Justin Smith, Larimer County Sheriff	11-24-14 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11-25-14 Date
Mark Pfaffinger, Facilities and Information Mgmt Division	12/10/14 Date

RSF 15: Public Safety and Security / Re-Entry

Definition: Public Safety refers to the welfare and protection of the general public. Access control is broadly defined as the restriction of appropriate individuals to the affected area and structures, as well as requiring egress from the impacted zones through check points. Public safety will be required through all phases of an incident and should be established and continuously maintained. The primary goal of this RSF is prevention and protection of the public from dangers affecting safety such as crimes or disasters.

Considerations/Assumptions:

- The impacted area will have to be quickly identified and resources will likely need to be combined to provide adequate public safety. Cross-jurisdictional issues will need to be addressed. Maintaining cooperation across jurisdictions will be vital to prevent secondary impacts from public safety decisions made in other jurisdictions.
- Resources such as the National Guard, U.S. Army Reserve, other police agencies, and private security firms should be considered to provide assistance with public safety and security.
- There may not be sufficient resources (human and equipment) to maintain public safety services at the local level. Intergovernmental agreements will be implemented.
- A security perimeter may be difficult to establish because of the inherent difficulty of securing a large area. Additional resources may be required, whether from mutual aid agreements or from additional state and federal resources.
- Certain personnel, including those associated with critical infrastructure, damage assessments, public works, and utilities, will need access to the area. Establishing criteria for determining who should be provided access should be considered.
- A system (potentially a badging or other credentialing system) will be necessary to control access in certain areas to authorized individuals.
- Acceptable risk to first responders needs to be evaluated and standards may need to be altered/lowered.
- Public safety personnel may require PPE to prevent long- term illnesses.
- Taking care of responders and responder families may include mental health issues.
- Public safety requirements will likely have an impact on transportation through impacted zones and will have a direct impact on usable emergency access routes.
- There may be limited law enforcement resources to devote to black market/profiteering activities, which often occur in disasters.

Activation Criteria: This RSF will be activated automatically by the Larimer County Sheriff's Office any time there is a risk to public safety or access and control issues in disaster recovery.

Lead Agency: Larimer County Sheriff's Office

Supporting Agencies: Municipal, state and federal law enforcement agencies, Colorado National Guard, Public Works Division, Road and Bridge Department, and the Larimer

Department of Public Health and Environment

Roles and Responsibilities: The responsibilities under this RSF include the preservation and rapid restoration of public order and security during and after recovery operations. The Sheriff's Office will perform under its statutory authority to ensure the preservation of public order, the prevention of criminal activity, the preservation and collection of evidence, criminal investigations and prosecution.

In recovery situations requiring evacuation, re-entry procedures will be required. Re-entry planning will include access control measures for the affected area, utilities assessments, safety assessments, damage assessments and security measures. This will involve a coordinated effort amongst multiple departments and agencies to ensure for the public safety. Additionally, information to the public will need to be coordinated to ensure clear and consistent instructions for those displaced from their homes or businesses.

Looting and other forms of crime can also occur during the recovery phase of a large-scale disaster. Increased vigilance and presence in the disaster area by law enforcement personnel will be required.

RSF 15 – Public Safety and Security / Re-Entry Checklist

Pre-Disaster Checklist

- Work with local, state and federal law enforcement and intelligence agencies to develop plans and procedures for effective public safety and re-entry procedures
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF
- Identify legal requirements for public safety and re-entry considerations
- Develop and disseminate educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for public safety in Larimer County
- Develop strategies to address recovery issues for public safety – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency and underserved populations
- Promote the principles of sustainability, resilience and mitigation into preparedness and operational plans

Post-Disaster Checklist

- Interagency communications must be established immediately. It is likely that radio communications will be required because of overloading or collapse of normal communication channels (phone lines, internet). Having the ability to access common radio channels will be critical to re-establishing order and responding to crises.
- Include neighboring jurisdictions outside of the immediately impacted area in planning
- Evacuees will need to be coordinated between jurisdictions.
- Consider public safety concerns when religious doctrine requests are made. Leaders of the religious community should be consulted regarding any sensitivities.
- Investigate legal authorities regarding access to private property for cleanup operations
- Establish high-visibility patrols to convey to the public the importance of public safety and instill confidence. As the area is reoccupied, these patrols will be scaled back
- Access control needs to be scalable so that it can be limited appropriately as zones inside the original perimeter are cleared to allow a safe reoccupation
- Delineate multiple types of facilities and areas with different levels of access
- Public health will make recommendations associated with acceptable levels of risk for different usage areas. Varying levels of assessment from various sectors will be used to determine that usage area matches accessibility
- Any security force would be managed and screened through ESF 13 and coordinated under the Incident Command System until the EOC is deactivated and then through the RCC under this RSF

Relevant Plans, Programs and References

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 15, Public Safety and Security / Re-Entry, of the Larimer County Disaster Recovery Plan.

Justin Smith, Larimer County Sheriff	11-24-14 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11-25-14 Date

Adrienne LeBailly, Health and Environment	12/15/14 Date
Randolph E. Ratliff, Touchstone Health Partners	12/10/14 Date
Marc Engemoen, Public Works Director	12-11-2014 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Lori Hodges, Emergency Management	11/20/14 Date

RSF 16: Recovery Coordination Group

Definition: The Recovery Coordination Group is defined as the county group tasked with supporting and building recovery capacities and community planning resources needed to effectively plan for, manage and implement disaster recovery activities in large, unique or catastrophic incidents.

This RSF involves the core recovery capability of community planning, which is the ability to effectively plan and implement disaster recovery activities and engaging the whole community to achieve their objectives and increase resilience. This RSF unifies and coordinates expertise and assistance programs from across local, state and federal programs to aid in restoring and improving the ability of Larimer County to organize, plan, manage and implement recovery. This RSF also has an emphasis on integration of hazard mitigation throughout the continuum of pre- and post-disaster recovery planning and implementation. The RSF also serves as a forum for helping to integrate the nongovernmental and private sector resources into public sector recovery planning processes.

How communities use land within their boundaries is referred to as land use policy. Land use policy establishes the basic type and intensity of uses permitted for each land use category, including the overall maximum density for residential development and maximum intensity of development for commercial and industrial uses. Effective land use policy adapts to fast-changing environmental, social and economic conditions. Community Development and Planning provides building and construction permits and applications, GIS mapping services, development review, inspections, licensing, zoning information, long range planning, and historic preservation.

Long-Term Recovery Group (LTRG)
Recovery from a disaster is a process that can take years for some survivors. As they begin to rebuild their lives, they may confront disaster-related needs that remain after personal and government-related resources have been exhausted. In these cases, the community itself may be best equipped to assist through the formation of a Long-Term Recovery Group (LTRG). LTRGs often include a combination of government agencies, nonprofit and faith-based partners, businesses, and community-based organizations and serve as a clearinghouse for matching individual or family needs with available local resources.

Activation Criteria: This RSF will be activated anytime an emergency or disaster exists within Larimer County requiring recovery coordination. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer Office of Emergency Management

Supporting Agencies: All relevant county divisions and departments necessary to coordinate an effective short- and long-term recovery, DOLA Division of Local Government and CDPS Division

of Homeland Security and Emergency Management.

Roles and Responsibilities: The role of the Recovery Coordination Group RSF is to support and build the recovery capacities and community planning resources of Larimer County that are needed to effectively plan for, manage, and implement disaster recovery activities in large, unique or catastrophic incidents.

RSF 16 – Recovery Coordination Group Checklist

Pre-Disaster Checklist

- Identify representatives for the Recovery Committee from across the community including government, NGOs, non-profits and the private sector, for the purpose of guiding the recovery process / establishing leadership and coordination
- Collect, store, and protect data concerning current condition of community infrastructure – update annually
- Understand what data FEMA, state and private sector relief programs will require to obtain recovery assistance
- Maintain accurate hazard risk and vulnerability data
- Develop a list of priority post-disaster recovery projects including mitigation projects
- Identify and establish agreements with recovery contractors (engineering, construction, infrastructure, supplies and materials, etc.)
- Identify training and exercise requirements and implement annual exercises
- Review existing policies and procedures for budget expenditures and project approvals and develop proposed procedures to expedite process post-disaster
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Identifies and leverages programs that assist communities to prepare, collect and analyze relevant existing and future data necessary to plan and manage complex disaster recovery.
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF
- Identify legal requirements for recovery activities
- Develop and disseminate educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Develop strategies to address recovery issues – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency and underserved populations

- Promote the principles of sustainability, resilience and mitigation into preparedness and operational plans

Post-Disaster Checklist

- Through a coordinated effort that draws from resources of local departments, agencies and services, the Recovery Coordination Group provides expertise to ensure:
    - Enhanced interagency coordination of resources, requirements and support for building community capacity and community recovery planning
    - Increased community self-reliance and adaptability
    - Short- and long-term recovery strategies and priorities
    - Budgetary and financial implications of the disaster with recommendations to policy makers
    - An improved planning process that ensures a more effective and efficient use of local, state, federal, nongovernmental and private sector funds
    - Integration of socioeconomic, demographic, risk assessment, vulnerable populations and other important information into recovery planning and decision making activities.
- Integrate hazard mitigation and risk reduction opportunities into all major decisions and reinvestments during the recovery process
- Increased community-wide support and understanding of sustainability and resiliency principles applicable to the opportunities presented during disaster recovery.
- Conduct needs assessments
- Coordinate with state and federal government agencies
- Implement public communications plan
- Establish a liaison/ombudsman for critical business recovery
- Review and implement new post-disaster budget and project approval processes
- Issue order(s) as appropriate, to implement changes to rules and regulations for the post disaster recovery
- Establish mechanisms for tracking recovery progress

Relevant Plans, Programs and References

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 16, Recovery Coordination Group, of the Larimer County Disaster Recovery Plan.

11/20/14

Lori Hodges, Emergency Management — Date

Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Justin Smith, Larimer County Sheriff	11-24-14 Date
Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11-25-14 Date
Alexis Smith, County Assessor	12-11-14 Date
Irene Josey, County Treasurer	12-15-14 Date
Lorenda Volker, Human Resources	12-15-14 Date
Deni LaRue, Community Information Officer	11/19/14 Date
Jason Godinez, American Red Cross	12/4/2014 Date
Ginny Riley, Human Services	12/16/14 Date
Adrienne LeBailly, Health and Environment	12/15/2014 Date
Carol Block, Financial Services	11-Dec-20114 Date
Terry Gilbert, Community Development	11 Dec 2014 Date
Bob Herrfeldt, Fairgrounds and Events Center Director	12/15/14 Date
Larimer County VOAD	12-2-14 Date

Randolph E. Ratliff, Touchstone Health Partners	12/10/14 Date
Mark Pfaffinger, Facilities and Information Mgmt Division	12/10/14 Date
Larry Arave, Amateur Radio Emergency Services	12/12/14 Date
Marc Engemoen, Public Works Director	12-11-2014 Date
Gary Buffington, Natural Resources	11-19-2014 Date

RSF 17: Volunteer Coordination

Definition: Volunteer Coordination is defined as the process for effectively matching unaffiliated spontaneous volunteers with COVOAD member agencies or other credible voluntary organizations to meet the needs of affected communities following major emergencies and disasters. If not effectively managed, spontaneous volunteers can overwhelm government and voluntary agencies and interfere with response and recovery efforts.

VOAD agencies provide guidance to the public on how to most effectively help in a disaster. All messaging is developed in conjunction with the RCC. Messaging emphasizes that the best way to support response and recovery efforts is though financial contributions to credible disaster relief organizations. A central phone number may be established to manage inquiries concerning volunteers through the Colorado 211 Collaborative. Unaffiliated volunteers are discouraged from going directly to any disaster site and may be directed to a volunteer reception center or affiliated agency.

Medical and public health volunteers are managed through the Colorado Volunteer Mobilizer (CVM), managed by the Colorado Department of Public Health and Environment (CDPHE) under Emergency Support Function (ESF) 8.

The SEOC may choose to activate an electronic system to support donation and volunteer management efforts. Previous CDVMN electronic systems were comprised of potential donors (citizens, businesses, civic groups, etc.), credible relief groups/organizations and government emergency management agencies. The purpose of CDVMN is to effectively connect potential donors/volunteers with relief agencies through a CDVMN Portal (a web-based tool) so that response and recovery agencies are better able to support communities following a disaster. In previous years the CDVMN Portal was designed so that voluntary agencies needing volunteer assistance and/or in-kind donations could view/accept offers entered into the system and submit requests for assistance directly into the Portal. At the time of writing this document the SEOC was evaluating new systems for donation and volunteer management.

Considerations/Assumptions:

- Volunteer Reception Centers (VRCs) will have been established in the response phase
- Volunteers will show up before access control is established and VRCs are operational
- The Volunteer Coordination Team (VCT) may be activated. The VCT, which comprises government agencies, community representatives, voluntary organizations, and other key stakeholders, aims to coordinate and facilitate the effective management and utilization of spontaneous unaffiliated volunteers in the response and recovery efforts following a disaster.
- Affiliated organizations will transition more functions to local volunteer organizations. Many of the roles previously assigned to volunteers should be transitioned into jobs, perhaps under the authority of the agency in charge of long-term monitoring and recovery.

- Careful volunteer management planning and strategies will reduce problems associated with unsolicited donations and spontaneous unaffiliated volunteers
- Volunteers may need credentials to enter and exit the impacted area and may also need "Volunteer ID cards" from their respective affiliated organization
- Military volunteers may be available on request and dispatched by their respective EOCs for help inside the installation
- It is recommended that the public be provided with a single URL (www.HelpColoradoNow.org or other site) for information on how to help in a disaster

Activation Criteria: This RSF will be activated anytime an emergency or disaster exists within Larimer County requiring volunteer coordination during recovery operations. The Recovery Coordination Center Manager / Emergency Manager will activate this RSF.

Lead Agency: Larimer Voluntary Organizations Active in Disaster (LVOAD)

Supporting Agencies: Larimer Office of Emergency Management

Roles and Responsibilities: Assist Larimer County, its citizens and visitors with volunteer support through non-governmental, non-profit, and private sector volunteer management.

RSF 17 – Volunteer Coordination Checklist

Pre-Disaster Checklist

- Work with local, state and federal volunteer organizations to develop plans and procedures for effective volunteer coordination
- Participate in the Larimer VOAD
- Facilitate interagency collaboration and planning
- Participate in the development of the Disaster Recovery Plan
- Implement MOUs and/or Mission Assignments with partner agencies, as appropriate, to support relief and recovery efforts as they pertain to this RSF
- Identify legal requirements for volunteer management considerations
- Develop and disseminate educational, messaging, and guidance materials
- Participate in multi-jurisdictional and multi-disciplinary trainings and exercises
- Engage in preparedness activities to coordinate and catalyze the agenda for volunteer management
- Develop strategies to address recovery issues – particularly the needs of response and recovery workers, children, seniors, people living with disabilities, people with functional needs, people from diverse cultural origins, people with limited English proficiency and underserved populations

- Promote the principles of sustainability, resilience and mitigation into preparedness and operational plans

Post-Disaster Checklist

- Affiliated organizations will be responsible for long-term monitoring of their volunteers and tracking of volunteer hours.
- Coordinate with local emergency management officials to assess adequacy of local resources to coordinate spontaneous, unaffiliated volunteers.
- Ensure Volunteer Management team members have the guidelines, checklists, and templates necessary to accomplish their tasks
- Establish contact and maintain liaison with local and state emergency management personnel involved in relief and recovery efforts
- Establish call center through United Way 211 to provide information on safety issues, appropriate volunteering, evacuation information, and resources available to affected populations
- Coordinate with the JIC to obtain and disseminate timely public messaging information
- Support other RSF's as outlined in this Disaster Recovery Plan
- Based on capability of local resources and at the request of local officials, determine need for one or more volunteer receptions centers (VRCs).

Relevant Plans, Programs and References

Colorado Volunteer Center Network (CVCN)
Colorado 211 Collaborative
Larimer Voluntary Agencies Active in Disaster (LVOAD)
Colorado Voluntary Organizations Active in Disasters (COVOAD)
American Red Cross
The Salvation Army
Colorado Volunteer and Donations Management Support Annex (SEOP)
COVOAD Donations and Volunteer Management Guidelines

APPROVAL SIGNATURES

The undersigned have hereby reviewed and approved RSF 17, Volunteer Coordination, of the Larimer County Disaster Recovery Plan.

Larimer County VOAD

12-2-14
Date

Linda Hoffmann, County Manager	11-25-14 Date
Jeannine Haag, Larimer County Attorney	11-25-14 Date
Adrienne LeBailly, Health and Environment	12/15/14 Date
Ginny Riley, Human Services	12/16/14 Date
Suzanne Bassinger, Mitigation and Recovery Coordinator	11-19-14 Date
Lori Hodges, Emergency Management	11/20/14 Date