

**Emergency Management
Emergency Support Function #5
Colorado State Emergency Operations Plan**

Lead Agency: Division of Emergency Management

Support Agencies: All State Departments and Agencies, volunteer agencies, Professional Associations, and the private sector.

I. PURPOSE

Emergency Support Function (ESF) #5 - Emergency Management is responsible for supporting overall activities of the Colorado State Government for all-hazard emergencies and disasters. ESF #5 provides the core management and administrative functions to support the State Emergency Operations Center (SEOC)/Multi-Agency Coordination Center (MACC) and liaison with the local jurisdictions and Federal government.

II. SCOPE

- A. ESF #5 provides the overall coordination function for all incidents regardless of hazard, degree of complexity, or duration, and therefore, is activated at some level for all potential and actual Incidents of National Significance.
- B. The scope of ESF #5 includes those functions critical to support and facilitate multi-agency planning and coordination for operations involving potential and actual emergencies/disasters in the State. This includes alert and notification, deployment and staffing of special teams, Incident Action Planning, situation reporting, coordination of operations, logistics and material, direction and control, information management, facilitation of requests for state assistance, resource acquisition and management (to include allocation and tracking), personnel management, facilities management, financial management, and other support as required.

III. POLICIES. This ESF:

- A. Is activated at the SEOC with liaison activities in the field, in anticipation of, or in reaction to the occurrence of an emergency or disaster in the State of Colorado that requires State assistance.
- B. Is responsible for establishing the State presence in the impacted jurisdiction in anticipation of immediate and longer-term State assistance. This presence is established first by the DEM Regional Field Manager or other Division-level regional coordinator and may be followed by a larger contingent of State representatives, a Disaster Recovery Center, or Joint Field Office.

- C. Is responsible for the coordination and validation of all local requests for State assistance.
- D. Conducts coordination of the Governor's emergency/disaster declaration and request for Federal assistance to the President under the Stafford Act.
- E. Identifies and resolves resource allocation issues. Issues which cannot be resolved at the SEOC level are referred to the Governor's Emergency / Disaster Council.
- F. Responsible for the development of an Incident Action Plan in which all activated agencies participate.
- G. Serves as the central point for receiving information and producing Situation Reports.
- H. Supports the implementation of Mutual Aid Agreements to ensure a coordinated response.
- I. Coordinates the implementation of Emergency Management Assistance Compact whether requesting assistance from other States or responding to requests from other States.

IV. CONCEPT OF OPERATIONS

General

- A. ESF #5 assigns staff to the management positions on the Operations, Planning, Logistics, and Finance and Administration Sections and coordinates the efforts of other ESFs.
- B. During the initial operational period of an incident, the collection of emergency/disaster information will primarily be through the local EOC. If the event is of such magnitude to warrant state assistance, ESF #5 will plan and coordinate such response actions.
- C. Essential information needed includes the following:
 - 1. Boundaries of the disaster area and political jurisdictions impacted
 - 2. Number of dead or injured persons
 - 3. Social/economic/political impacts
 - 4. Status of communications systems
 - 5. Status of transportation systems
 - 6. Hazard type and hazard specific information
 - 7. Access routes/points to disaster area
 - 8. Status of operational facilities in the disaster area

9. Shelters
 10. Weather data
 11. Status of critical facilities
 12. Status of reconnaissance activities (air and ground)
 13. Status of key personnel
 14. Status of ESF
 15. Status of disaster/emergency declaration(s)
 16. Major activities/issues of ESFs
 17. Resource needs/shortfalls
 18. Overall priorities for response
 19. Status of forthcoming activities
 20. Status of donations
 21. Historical information
- D. If the event is of a magnitude to involve federal assistance, the SEOC will coordinate this request and provide appropriate information to the Federal agencies involved.
- E. ESF #5 will maintain copies of all information.
- F. **Organizational Structure:** ESF #5 - Emergency Management is established in accordance with the National Incident Management System (NIMS). ESF #5 supports the general staff functions of the overall emergency management organization described in the NIMS: command, operations, planning, logistics, finance, and administration¹. (See figure 1)
- G. **Command:** ESF #5 includes the command function (SEOC Manager and Branch/ Section Chiefs) and provides support with senior staff and by providing Incident Action Planning, information, administrative, logistics, and financial support functions. The DEM Director acts with the authority of the Governor, and the ultimate command function rests with the Governor.
- H. **Operations:** ESF #5 assigns the Operations Section Chief to coordinate the efforts of the ESFs and initiates and manages the mission assignment process.
- I. **Planning:** ESF #5 assigns the Planning Section Chief. ESF #5 provides for the collection, evaluation, dissemination, and use of information regarding the incident and the status of resources. The Planning Section is responsible for the entire Incident Action Planning process. This includes preparing and documenting incident priorities, establishing the operational period, and developing contingency, long-term, demobilization and other plans related to the incident, as needed.

¹ In accordance with NIMS, the size of the event will determine the actual number of personnel and functions that are staffed. In some small incidents one person may handle several functions.

- J. **Logistics:** ESF #5 assigns the Logistics Section Chief for managing the control and accountability for supplies and equipment, resource ordering; delivery of equipment, supplies, and services; resource tracking; facility location and operations; transportation coordination; and information technology systems services and other administrative services

- K. **Finance/Administration:** ESF #5 assigns the Finance and Administration Section Chief(s) for monitoring funding requirements and incident costs. The Finance/ Administration Section is responsible for employee services, including safety/security for personnel, facilities, and assets.

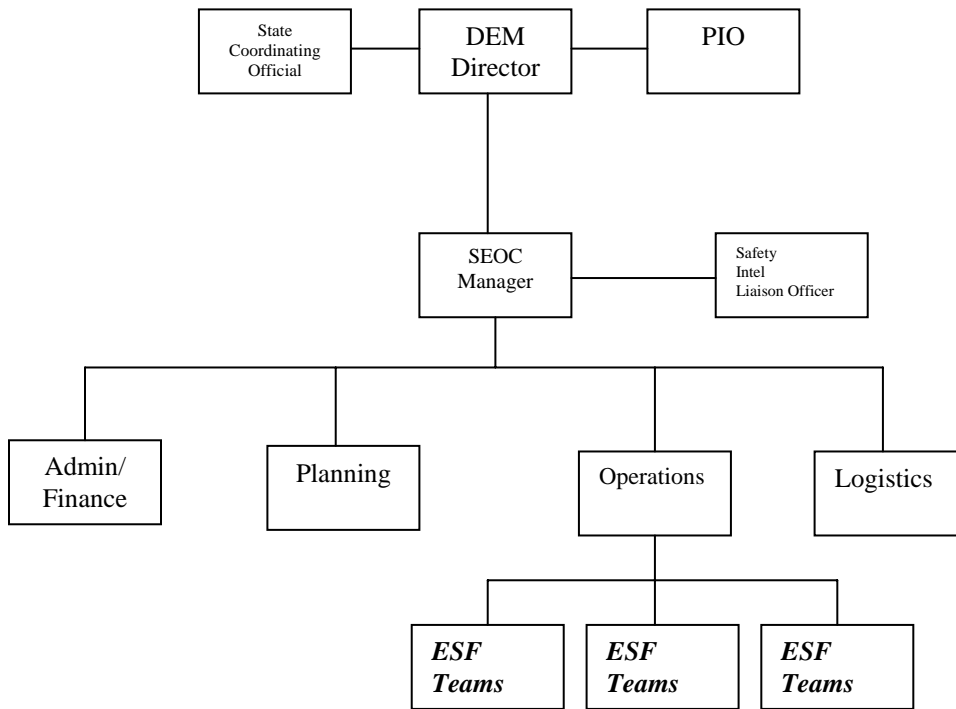


Figure 1

L. **Actions**

- 1. **DEM activities:**
When an event occurs or has the potential to occur DEM activates ESF. Actions include alert, notification and situation reporting.
 - (a) The DEM Duty Officer will act as the ESF #5 lead when receiving emergency notifications.

- (b) ESF #5 maintains contact with the impacted jurisdiction(s) and reviews their capabilities and shortfalls as a means of determining initial State response requirements.
- (c) ESF #5 maintains the State Emergency Operation Center in a state of readiness at all times and activates the SEOC when necessary.
- (d) ESF #5 maintains constant communications with the impacted jurisdiction and convenes periodic conferences with all appropriate parties to coordinate the response.
- (e) ESF #5 provides Situation Reports and other information as required to the Governor and other agencies.
- (f) ESF #5 activates the required ESFs, issues initial activation mission assignments, and establishes reporting and communications protocols with the activated agencies.
- (g) ESF #5 develops the initial Incident Action Plan outlining State operations priorities and coordinates the activities of the other ESFs to implement the plan.
- (h) ESF #5 develops the schedule for staffing and operating the SEOC from activation to stand-down.
- (i) The SEOC coordinates the initial provisions of the Federal-State Agreement to be consummated between the FCO and SCO.

2. **Incident Management Activities:**

ESF #5 maintains situational awareness of the operation from initial notification until closeout. As the operation progresses through the pre-incident phase of the operation, through response and into recovery, ESF #5 continues to provide immediate, short-term and strategic planning guidance and direction to the ESFs activated for the operation and with those who are operating under agency statutory authorities.

Responsibilities

- (a) **Primary Agency:** As the primary agency, DEM:
 - (1) Activates and coordinates State agencies and State resources to respond to an Incident of National

Significance or any emergency situation in Colorado requiring State assistance.

- (2) Maintains the SEOC in a state of readiness and provides staffing support for SEOC when activated.
- (3) Coordinates State emergency planning activities including immediate, short-term and strategic planning.
- (4) Information Processing - to collect and process information from local jurisdictions, State ESFs, and other sources, process that information and disseminate it for use by response operations, and provide it as input for reports, briefings, displays, public information activities and plans and to maintain a permanent log of events.
- (5) Displays pertinent information for use in the SEOC by using computer system displays, map boards, charts, status boards, etc.
- (6) Ensures all information regarding actions taken, contacts made, etc. is recorded into the permanent event log.
- (7) Reports - to consolidate information into reports and other materials describing and documenting overall response activities and keeping local, State and Federal officials informed of the situation.
- (8) Public Information - To assure that the public is given appropriate information to deal with the emergency through ESF #15, External Affairs.

(b) **Support Agencies**

- (1) ESF #5 determines which support agencies will be activated and who will be appropriately tasked as Section Chiefs. All support agencies and ESFs receive direction and tasking through ESF #5.
- (2) Identify an Emergency Response Coordinator (ERC) and two alternates and provide DEM with contact numbers for them. The ERC must be available for response to the SEOC during emergencies and

exercises or to handle emergency requests by telephone or computer during smaller incidents.

- (3) Support agencies provide personnel to work in the appropriate ESF of the SEOC and/or JFO. They also provide reports on agency response operations to the Planning Section, as requested.
- (4) ESF lead agency ERCs will revise and maintain the appropriate annexes to this Plan as well as their own internal response and recovery documents.
- (5) When appropriate, each ESF agency may establish their own crisis management center type-entity in order to support their ERCs at the SEOC.
- (6) During an emergency/disaster, activated ESFs are authorized to directly communicate and coordinate with their respective ESF counterparts at the local, State, and Federal levels.

Appendixes

1. SEOC Position Procedures/Checklists
2. Military Support to Civil Authority
3. SEOC Timeline
4. Briefing Outline
5. Situation Reports
6. After Action Report
7. Mission Assignment Order Form

**Emergency Management
Emergency Support Function #5
SEOC Position Procedures and Checklists
Appendix 1
Colorado State Emergency Operations Plan**

I. State Coordinating Officer/DEM Director

Responsibilities

- A. Keep Governor's Office and senior officials informed on all matters regarding the emergency incident and the status of State resources.
- B. Provide liaison duties between State and Federal officials deploying to the incident area.

II. SEOC Manager

Responsibilities

- A. **All actions are in consultation with or with the authority of the DEM Director.**
 - 1. Determine the appropriate level of SEOC staffing and monitor the effectiveness of the organization. Suggest and/or implement changes as necessary.
 - 2. Assume overall management of the SEOC and responsibility for the coordination of State response efforts. Set priorities for State response and ensure all actions are accomplished within the priorities established.
- B. **Checklist**
 - 1. **Activation**
 - (a) Determine appropriate level of activation and staffing (DEM and other agencies) needed based on situation information known, including need for a field liaison.
 - (b) Mobilize necessary DEM personnel for initial activation of SEOC and initiate call-up of State department Emergency Response Coordinators as needed.

- (c) Obtain briefing from whatever sources are available.

2. **Start up Actions**

- (a) Assign a staff member to initiate SEOC check-in procedures.
- (b) Provide an initial briefing to all staff at SEOC.
- (c) Ensure the SEOC is properly set up and ready for operations and that necessary computers and audio/visual equipment are operational.
- (d) Ensure appropriate security is in place.
- (e) Ensure telephone, computer and/or radio communications are established with the emergency area.
- (f) Start and maintain an operational log.
- (g) Request additional personnel for SEOC staffing, as necessary and assure staff has been activated for additional shifts. In terrorist or Incident of National Significance activation at least one DEM staff member per shift should have a security clearance. This is required due to the possible need to access the secure VTC or fax machine.

3. **Operational Duties**

- (a) Monitor overall emergency situation; both the emergency and the SEOC operation.
- (b) Ensure appropriate information is released to the public in a timely manner.
- (c) Hold action-planning meetings with key staff or activate the plans section and appoint a section chief.
- (d) Ensure all actions are tracked and completed.
- (e) Ensure all requests are tracked and completed.

4. **Deactivation**

- (a) Authorize deactivation (all or partial) as staff is no longer needed.

- (b) Ensure all logs and other paperwork are collected from staff departing SEOC.
- (c) Conduct After Action Review and provide input to After Action Report.
- (d) Ensure that all items for improvement identified in the After Action Report are completed.

III. **Public Information Officer**

Responsibilities

- A. Serve as the dissemination point for all media releases regarding the State's actions in the emergency.
- B. Activate a Joint Information System (JIS), if needed, to provide a central location for all PIOs to provide a cohesive public statement.
- C. Provide emergency information about lifesaving procedures, health preservation instructions, emergency status or other information to the public/media.
- D. Coordinate all related information from other sources.
- E. Act as lead for rumor control.

F. **Checklist**

1. **Start-up Actions**

- (a) Check in with SEOC Manager for briefing and instructions.
- (b) Clarify any issues regarding authority and assignment and what others in the organization do.
- (c) Determine need for urgent public information.
- (d) Set up work area and request additional supplies and personnel, as needed. In large multi-jurisdictional events it may be necessary to establish a Joint Information Center (JIC).
- (e) Establish communication with PIOs on scene, Governor's office, and other locations to assure a coordinated release of information.

- (f) Determine additional staffing requirements including those needed for additional shifts.
- (g) Start and maintain an operational log.

2. **Operational Duties**

- (a) In consultation with DEM director, determine from the information available what is proper for release to the public/media under initial conditions. Verify the accuracy of all releases.
- (b) Provide and obtain information to/from all activated ESFs.
- (c) Develop and announce a news briefing schedule. Arrange for preparation of briefing materials needed.
- (d) Maintain an up-to-date representation of the situation for presentation to the media.
- (e) Produce news releases and periodic press briefings and, if necessary, EAS broadcasts (in coordination with ESF #2).
- (f) Ensure a public/media inquiry (rumor control) function is available and for the necessary communications equipment and supplies.
- (g) Monitor media broadcasts.
- (h) Ensure file copies are maintained of all information released and provide copies to DEM Director and SEOC Manager.
- (i) Attend all SEOC briefings and conduct briefings for Public Information staff.

3. **Deactivation**

- (a) Deactivate the Public Information section (all or partial) and collect all logs, press releases, and other paperwork for inclusion in the permanent record of the event; submit to SEOC Manager.
- (b) Attend and provide input to the After Action Critique and After Action Report.

- (c) Ensure that any action items from the After Action Report are completed.

IV. **Operations Section Chief**

The Operations Section Chief will develop and manage the Operations Section to accomplish the incident objectives set by the SEOC Manager. Regardless of the size of the incident, the Operations Section is the most challenging. It is based upon a functional approach. The Operations Section Chief can organize the section to meet the needs of supporting the local incident commander.

Except for ESF #7 and #15, organizationally all other ESF agencies fall under the auspices of this section.

Responsibilities

A. Provide assistance to the SEOC Manager as directed by operating computers, taking/making phone calls, tracking incident on logs and status boards, providing information to/from activated ESFs and maintaining communication with the effected area.

B. Collecting and processing information from the field and ensuring the proper flow of information.

C. **Checklist**

1. **Start-up Actions**

- (a) Report to SEOC Manager for position assignment. Clarify any issues regarding your authority, assignment, and the assignments of others.
- (b) Obtain a briefing on the situation and prepare to brief additional SEOC staff as they arrive.
- (c) Start and maintain an operational log.
- (d) Contact ESF representatives and others, as directed by SEOC Manager, for response to SEOC. Provide them with a basic overview of the situation to enable them to bring appropriate information.

2. **Operational Duties**

All actions as assigned by SEOC Manager.

- (a) Monitor and prioritize all information as it comes to the Operations Desk (either by e-mail, phone, radio, or paper) and ensure SEOC Manager and other SEOC staff receive necessary information.
- (b) Enter information on all actions into the computer log and ensure that all representatives in the SEOC do the same.
- (c) Act as point-of-contact for telephone calls from the field.
- (d) Respond to requests from other agencies and from the field.
- (e) Maintain a list of all personnel in the SEOC and their working location/phone extension.
- (f) Ensure there is appropriate staff on-call for additional shifts.

3. **Deactivation**

- (a) Release staff (DEM and other agency) as SEOC Manager directs.
- (b) Get a contact phone number from each person before they leave the SEOC.
- (c) Collect all logs and paperwork for permanent record of event.
- (d) Archive all computerized data for use in permanent event record.
- (e) Attend and provide input to the After Action Critique and After Action Report.
- (f) Ensure any action items from the After Action Report are completed.

V. **Planning Section Chief**

The major activities of the Planning Section may include:

- A. Collecting, evaluating, and displaying incident intelligence and information.
- B. Preparing and documenting Incident Action Plans/Incident Support Plans.

- C. Conduct operational briefings
- D. Conducting long-range and/or contingency planning.
- E. Developing plans for demobilization.
- F. Maintaining incident documentation.

VI. **Planning Section: Units**

The Planning Section can be further staffed with four Units. In addition, Technical Specialists who provide special expertise useful in incident management and response may also be assigned to work in the Planning Section. Depending on the needs, Technical Specialists may also be assigned to other Sections in the organization.

- A. Documentation Unit:** Provides duplication services, including the written Incident Action Plan. Maintains and archives all incident-related documentation (both in paper and on any electronic software program used within the SEOC).
- B. Situation Unit:** Collects and analyzes information on the current situation, prepares situation displays and situation summaries, and develops maps and projections.
- C. Resources Unit:** Conducts all check-in activities and maintains the status of all incident resources. The Resources Unit plays a significant role in preparing the written Incident Action Plan.
- D. Demobilization Unit:** Assists in ensuring resources are released from the incident in an orderly, safe, and cost-effective manner.

VII. **Logistics Section**

The SEOC Manager will determine if there is a need for a Logistics Section at the SEOC and designate an individual to fill the position of the Logistics Section Chief. If no Logistics Section is established, the SEOC Manager will perform all logistical functions. The size of the incident, complexity of support needs, and the incident length will determine whether a separate Logistics Section is established. Additional staffing is the responsibility of the Logistics Section Chief.

A. **Logistics Section: Major Activities**

The Logistics Section is responsible for all of the services and support needs including:

1. Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.
2. Providing communication planning and resources.
3. Setting up food services.
4. Setting up and maintaining incident facilities.
5. Providing support transportation.
6. Providing medical services to SEOC personnel.

VIII. **Logistics Section: Branches and Units**

- A. The Logistics Section can be further staffed by two Branches and four Units.
- B. Not all of the Units may be required; they will be established based on need. The titles of the Units are descriptive of their responsibilities.
- C. The Logistics Service Branch can be staffed to include a:
 1. **Communication Unit:** Prepares and implements the Incident Communication Plan (ICS-205), distributes and maintains communications equipment, supervises the Incident Communications Center, and establishes adequate communications over the incident.
 2. **Medical Unit:** Develops the Medical Plan (ICS-206), provides first aid and light medical treatment for personnel assigned to the incident, and prepares procedures for a major medical emergency.
 3. **Food Unit:** Supplies the food and potable water for all SEOC facilities and personnel, and obtains the necessary equipment and supplies to operate food service facilities at Bases and Camps.
 4. **Supply Unit:** Determines the type and amount of supplies needed to support the incident. The Unit orders, receives, stores, and distributes supplies, and services nonexpendable equipment. All resource orders are placed through the Supply Unit. The Unit maintains inventory and accountability of supplies and equipment.

IX. Finance/Administration Section

- A. The SEOC Manager will determine if there is a need for a Finance/Administration Section at the incident and designate an individual to fill the position of the Finance/Administration Section Chief.
- B. If no Finance/Administration Section is established, the SEOC Manager will perform all finance functions.

X. Finance/Administration Section: Major Activities

The Finance/Administration Section is set up for any incident that requires incident-specific financial management. The Finance/Administration Section is responsible for:

- A. Contract negotiation and monitoring.
- B. Timekeeping.
- C. Cost analysis.
- D. Compensation for injury or damage to property.

XI. Finance/Administration Section: Increasing Use

- A. More and more larger incidents are using a Finance/Administration Section to monitor costs. Smaller incidents may also require certain Finance/Administration support.
- B. For example, the SEOC Manager may establish one or more Units of the Finance/Administration Section for such things as procuring special equipment, contracting with a vendor, or making cost estimates for alternative response strategies.

XII. Finance/Administration Section: Units

The Finance/Administration Section may staff four Units. Not all Units may be required; they will be established based on need.

- A. **Procurement Unit:** Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
- B. **Time Unit:** Responsible for incident personnel time recording.

- C. **Cost Unit:** Collects all cost data, performs cost effectiveness analyses, provides cost estimates, and makes cost savings recommendations.
- D. **Compensation/Claims Unit:** Responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims related activities kept for the incident.

XIII. **Emergency Response Coordinators
Agency Representatives**

NOTE: This procedure is generic to all outside agency representatives responding to a SEOC activation. It is designed to be supplemented by additional checklists or procedures specific to the agency or ESF.

Responsibilities

- A. An agency representative (Emergency Response Coordinator) is the primary representative of their department (or other agency) and may be the Lead of a State Emergency Function or a support agency.
- B. ERC's must be able to speak and expend funds for his/her agency within established limits and must be knowledgeable of the functions and capabilities of their agency as a whole.
- C. **Checklist**
 - 1. **Start-up Actions**
 - (a) Check in with Resource unit Operations Officer, sign in, and determine the location of your assigned work area.
 - (b) Obtain current situation briefing from the person you are relieving and from the Operations Section Chief.
 - (c) Establish contact with your agency and, if necessary, clarify your decision-making authority
 - (d) Start and maintain an operational log.
 - 2. **Operational Duties**
 - (a) Accept mission assignments on behalf of your agency/department from the operations section chief.

- (b) Complete mission assignments as agreed upon.
- (c) Report mission assignment status to OSC during briefings and at critical intervals as dictated by the disaster.
- (d) Facilitate and track requests for assistance or information and any actions taken by you or your agency.
- (e) Keep up-to-date with the status of all resources and activity associated with your agency.
- (f) Provide appropriate situation information to the SEOC Manager through the Operations Officer by entering it into the operations log on the computer and during verbal SEOC briefings.
- (g) Provide your agency appropriate situation information on SEOC priorities and actions.
- (h) Attend Action Planning Meetings if requested.

3. **Deactivation**

- (a) Turn in all logs and other paperwork for inclusion in the permanent record.
- (b) Clean up work area.
- (c) Check out with Operations officer and leave a contact phone number.
- (d) Attend and provide input to the After Action Report.
- (e) Ensure that any action items from the After Action Report are completed.

**Emergency Management
Emergency Support Function #5
Military Support to Civil Authority
Appendix 2
Colorado State Emergency Operations Plan**

I. PURPOSE

This appendix provides guidance for requesting and integrating military support assets into emergency response in Colorado. It applies to military support provided from the Colorado National Guard (Army and Air), Colorado Civil Air Patrol (CAP) Wing, and active and reserve military units in the State.

II. SITUATION

When response to an emergency exceeds the capabilities of local authorities, mutual aid, commercial resources and state level assets, the Colorado Division of Emergency Management (DEM) can request that the Governor activate resources from the Colorado National Guard (CONG) in accordance with CRS 24-32-2104. The CONG, as a State level asset, is the first military responder for emergencies within Colorado. If the requirement for military resources exceeds those available from the CONG, the State Coordinating Officer can submit a request for assistance to FEMA.

III. ASSUMPTIONS

- A. With the exception of some full time CONG forces, on average, it will take 12-24 hours from activation for a unit to recall personnel and be ready to begin movement to an incident site.
- B. Department of Defense wartime requirements will limit the availability of CONG personnel and equipment.

IV. CONCEPT OF OPERATION

- A. Requests for assistance will be made by calling DEM on the state emergency line at 303-279-8855. The request should identify the capability required, estimated mission duration and incident command coordinating point of contact information.
- B. DEM will validate requests for assistance and, if appropriate, obtain the Governor's approval for activation of CONG assets. DEM will then mission assign CONG assets to support the incident commander. The mission assignment will identify the specific CONG tasks, mission duration, authorized force allowances and funding limits. CONG forces will then contact the incident command point of contact and begin support coordination actions.

- C. CONG forces will work in support of the local incident commander or civilian authority and within the scope of the mission assignment.
- D. Upon request by DEM, a CONG Emergency Response Coordinator will be assigned to the Multi-Agency Coordination Center (MACC).
- E. Upon request by the Incident Commander, a CONG liaison will be assigned to the Incident Command Center.
- F. Military aviation support for search and rescue missions may be obtained by contacting the Air Force Rescue Coordination Center (AFRCC) at 800-851-3051.
- G. Civil Air Patrol support may be acquired as follows:
 - 1. For search and rescue missions contact the AFRCC at 800-851-3051.
 - 2. For other types of emergency support missions contact Air Force National Security Emergency Preparedness (AFNSEP) at 800-366-0051.
 - 3. For damage/ impact assessment missions contact the CAP National Operations Center (NOC) at 888-211-1812.
- H. Requests for active or reserve military forces will be made through Colorado DEM to FEMA Region VIII to NORTHCOM.

V. **RESPONSIBILITIES**

- A. Local Authorities
 - 1. Ensure all local resources, mutual aid and commercially available services have been exhausted prior to submitting a request for assistance to DEM.
 - 2. Submit the request for assistance to DEM identifying the capability required, estimated mission duration, required location and incident command coordinating point of contact.
- B. Colorado Department of Emergency Management
 - 1. Validate requests for assistance and, if appropriate, coordinate the Governor's approval for activation of CONG resources.
 - 2. Provide a mission assignment and the Governor's Executive Order to DMVA and CONG.

3. Coordinate reimbursement for CONG support within sixty days from receipt of appropriate billing documentation.

C. Colorado National Guard

1. Upon receipt of a mission assignment from DEM, coordinate with the Incident Command and confirm the mission requirement. Notify DEM of any differences between the resources requested in the mission assignment and those identified with the incident command. Provide DEM with an estimate of costs required to fulfill the mission assignment prior to executing the mission assignment.
2. Provide resources requested in the mission assignment and notify DEM of any change in mission, level of resources or mission duration.
3. Maintain detailed financial records and submit requests for reimbursement to DEM not later than thirty days after fulfillment of the mission assignment.

Emergency Management
Emergency Support Function #5
SEOC Timeline
Appendix 3
Colorado State Emergency Operations Plan

Each incident evolves at its own pace, however when the State Emergency Operations Center / Multi – Agency Coordination Center is activated, a series of guidelines are needed because with this activation it is inherent that this is a long-term incident requiring support.

For planning purposes, the following tentative timelines are to be used:

A hour	Activation is initiated
A+2 hours	Full activation is achieved
A+2.5 hours	First operational briefing is conducted describing the incident, on-going activities at the incident and at the State level and possible Federal level
A+3 hours	First SEOC/MACC Incident Action Plan is completed, approved, and distributed
A+5 hours	Decision is made regarding need for second shift within the SEOC/MACC, Identification of second operational period. Individuals are notified
A+6 hours	Operational briefing
Shift Change	Operational briefing

**Emergency Management
Emergency Support Function #5
Briefing Outline
Appendix 4
Colorado State Emergency Operations Plan**

I. PURPOSE

Within each incident it is critical that information sharing occurs. One method in which this can occur is during the operational briefings.

II. OUTLINE

For the SEOC operational briefings, the sequence will be:

- A. Review of mission, goals, and objectives
- B. Weather conditions, if necessary
- C. Operations section
- D. Each ESF section briefing
- E. Plans section
- F. Logistics section
- G. Admin / Finance section
- H. Conclusion

Emergency Management
Emergency Support Function #5
Situation Reports
Appendix 5
Colorado State Emergency Operations Plan

- I. During an incident, information sharing is critical in an effort to establish a common operating picture. Historically, the first several hours of an incident are the most fluid when the “fog of war” is ever present. Information constantly changes as the situation develops. Situation Reports are commonly issued at periodic times to keep various agencies and the public informed. It is also important to note who the target audience for these reports is. Typically, at the Incident Command Post a standard Incident Command System form is used. However, as information is elevated to non-response echelons, it needs to be simplified.

- II. Within the Division of Emergency Management, two types of Situation Reports exists:
 - A. **Informal**. This is usually an e-mail highlighting actions and results of a local incident that has garnered public attention, but does not require any actions on the State’s part other than monitoring the situation. For example, a small grass fire that has burned a significant amount of acreage, a law enforcement activity that has closed a large area (thus potentially, impacting the general public). The typical distribution of this e-mail is the DEM staff, Emergency Response Coordinators within each State Department, the public information network, and the emergency managers neighboring the incident jurisdiction.

 - B. **Formal**. These are issued when a major event has occurred which involves mobilization of State assets to support the local incident commander. Examples of this include the activation of the National Guard, large-scale fires (where a Type III Incident Management Team has been requested or deployed), potential incidents that may impact the population (ie, landslides cutting off housing areas or affecting the drinking water systems). These formal Situation Reports are sent to the DEM staff, Emergency Response Coordinators within each State Department, all emergency managers across the state, the Governor’s Office, and other individuals as deemed appropriate. These Situation Reports will also be posted on the DEM webpage. Because multiple incidents can/will occur throughout the year, the numbering system for these reports will be <calendar year of incident> - <number in sequence> <letters will be used for subsequent reports of this particular incident> [example 2006-3b: the incident occurred in 2006, was the third major incident of the year, and the third such report (the first report will not have a letter and the second report will start with “a”)].

 - C. The Situation Report will, at a minimum, include:
 - 1. **Report Date:** Date
 - 2. **Event Type:** Fire, Flood, landslide, etc

3. **Situation:** Briefly describe the highlights of the incident. The audience of this report is all emergency managers, state agency Emergency Response Coordinators, and other selected individuals. Anticipate this report will be further disseminated.
4. **Weather Report:** Include current and for the next 24-48 hours.
5. **Agencies Involved:** List every agency involved.
6. **Additional Assistance Requested:** Are they asking for any help?
7. **Misc. Info:** For information that does fall into any other categories. Media reporting, local disaster declarations, etc.

Emergency Management
Emergency Support Function #5
After Action Reports
Appendix 6
Colorado State Emergency Operations Plan

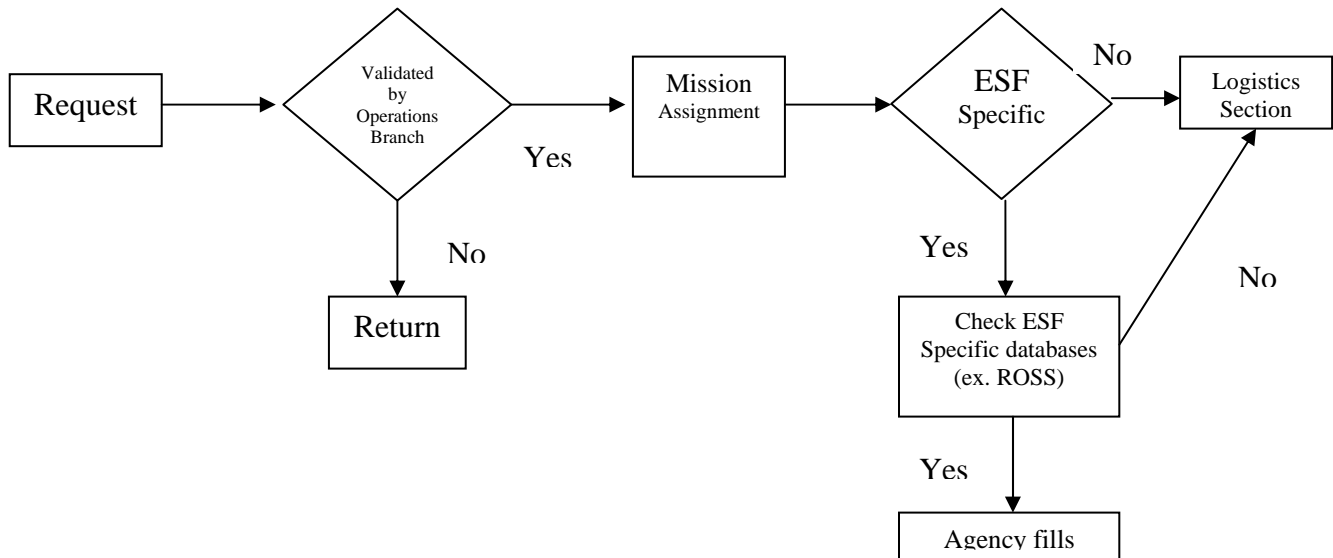
- I. An inherent outcome of every major incident is what went right and what went wrong. Both are critical for future operations. In order to document both areas, an incident after action report shall be written.
- II. First, if an incident occurs within a local jurisdiction and does not require any support from State resources, a State level after action report is not necessary and it will be the option of that jurisdiction to write a report.
- III. Second, some incidents involve multiple local jurisdictions and limited State resources such as a wildland fire, localized flooding, or a landslide. In these cases, the SEOC Manager will make the determination whether or not an after action report is needed. The criteria will be the duration of the incident, whether or not an above normal amount of State resources (equipment and personnel) are deployed and if funds are committed from the State Disaster Fund.
- IV. Third, if the State Emergency Operations Center is activated (at Level II or I), a report will be written and finalized within 90 days. This will involve the coordination and concurrence of a majority of the participants. If necessary, an executive summary will be written for public consumption.
- V. Components of the after action report will, at a minimum, include:
 - A. **Introduction**
 - B. **Overall synopsis of the incident**
 - C. **Duration of the incident**
 - D. **Chronology**
 - E. **Participating agencies**
 1. Local
 2. State
 3. Federal
 4. Volunteer
 5. Private Sector
 6. Other
 - F. **Specific Item**

- G. **Issue:** (A general category of this one issue)
- H. **Discussion:** (Detailed information. This may also involve specific tasks outlined in such documents as the NIOSH standards, NFPA regulations, Universal Task List, Target Capabilities List, etc)
- I. **Recommendation:** (If any, specific corrective action is needed identify that action and who or what agency should be responsible for the correction. If this issue for what went right, the recommendation may be N/A.)

This procedure only applies for real-world incident. Exercises have their own requirements concerning after action reports.

**Emergency Management
 Emergency Support Function #5
 Mission Assignment Order Form
 Appendix 7
 Colorado State Emergency Operations Plan**

- I. The mission assignment form is to be used as the formal process for accomplishing designated support tasking. This form requires two signatures before it becomes official. Once approved, this form provides the designated lead agency the authority to request personnel, equipment, supplies, etc. It also entrusts the responsibility in that lead agency to take charge and successfully accomplish the mission.
- II. The doctrinal flow chart for this procedure is as follows:



- III. An inherent purpose of this form is to provide a paper trail of all actions taken during the incident as well as to track the mission's current status, which will be discussed during each operational briefing until completed/cancelled.
- IV. An explanation of the information needed for this form can be found on the form's page 2.

MISSION ASSIGNMENT ORDER FORM
State of Colorado

Incident Name/Number _____ Mission Assignment number _____
 Date/Time _____ Other Tracking number _____
 Requestor _____ Telephone number _____

Supporting Documentation Attached (to include cost estimates)

Priority Level	<input type="checkbox"/> Urgent	<input type="checkbox"/> Immediate	<input type="checkbox"/> Routine
Description of Task:			
Lead Emergency Support Function (ESF) _____			
Mission Assignment Approved (Signature) _____		Date / Time _____	
Accepting Official (Signature) _____		Date / Time _____	
Phone _____		Fax _____	
E-Mail _____		Other _____	
Report/deliver to who/where/when			
Comments (use back or separate page for additional space)			
Emergency Support Function (ESF) _____ in support			
<input type="checkbox"/> Cannot complete Assignment <input type="checkbox"/> Assignment completed Date/Time _____			

NOTE: Mission assignment task status will be discussed at each SEOC briefing, until completed/cancelled.

Copies provided to:

_____ Documentation unit	_____ (Other) _____
_____ Logistics Section	_____ (Other) _____
_____ ROSS Team	_____ (Other) _____
_____ Planning Section	_____ (Other) _____
_____ Admin/Finance Section	_____ (Other) _____

INSTRUCTIONS

The purpose of the MISSION ASSIGNMENT ORDER FORM is three-fold:

1. To create a formal process of requesting resources (personnel, equipment, supplies, etc) during either the response or recovery phase of an emergency or disaster. As history has demonstrated, events can rapidly grow. Instead of using scraps of paper, this form can be used to keep track of what resources were requested, by when, and the resource status. This has a benefit especially during shift changes or as personnel are demobilized/mobilized into various positions where the oncoming personnel can quickly review what is transpiring.
2. To provide a paper trail of all actions taken during the incident. This is critical if federal reimbursements are being requested.
3. After each incident an after action report is to be compiled to further document the actions taken. This form can assist in that process.

Incident Name/Number	Must be consistent throughout the event
Mission Assignment number	Starts with the year followed by a logical sequence (ie. 2006-001)
Date/Time	Date and time (MST) request received
Other Tasking number	(Optional) Circumstances may dictate the use of another number as reference
Requester	Name and agency requesting resource
Telephone number	Contact information
Supporting documentation	Whatever is appropriate for this request (ie. Maps, photos, invoices, etc)
Priority Levels	
Urgent	Needed within 4 hours
Immediate	Needed within 12 hours
Routine	Needed after 12 hours

Description of Task A clear, concise, statement of the capability that is needed. This should include any incidental functions (for example: need hauling capability to include a 2 ton wench along with two operators). Because everyone may not be fully knowledgeable of the inherent support a resource would need, those would be included here as well, such as fuel - oil needs, ready access to 220 electricity, etc. Lead Emergency Support Function = which ESF is responsible for the mission.

Mission Assignment approved Signature required by the Operations Branch Chief/Deputy or the SEOC Manager/Deputy

Date/Time Self-explanatory.

Accepting Official/Agency Signature required by the agency that is being tasked to provide the resource.

Date/Time Self-explanatory.

Contact information Self-explanatory.

Report/deliver to who/when/when Where is the resource to be delivered? Should be to a named Individual.

Comments If multiple ESFs are involved in a mission, this designates who is in support of the lead ESF. Space for any additional comments as necessary.

Cannot complete assignment Sometimes circumstances change where an agency initially believes they can fulfill the request, but find out later they cannot. If it cannot, then a reassessment is done regarding the need for the resource or the determination is made to task a different agency.

Assignment completed Self-explanatory.

Copies Highlights who else should receive copies of this form to help mitigate the possibility of multiple requests for the same item, by the same agency, for the same mission.