

# PREPARED

## EMERGENCY MANAGEMENT NEWS

### Colorado

Division  
of

EMERGENCY  
MANAGEMENT

EMERGENCY  
MANAGEMENT  
ASSOCIATION

Bill OWENS  
GOVERNOR

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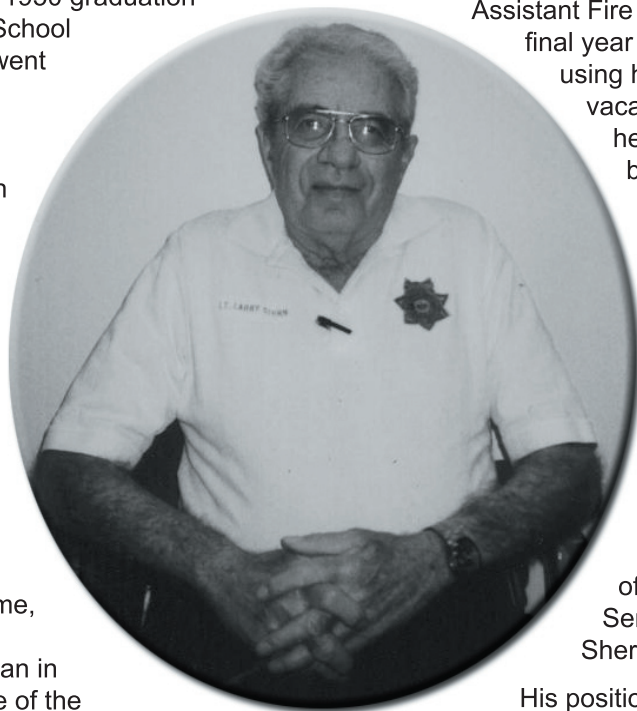
## After 45 Years, LARRY STERN bids us adieu...

**L**awrence "Larry" Louis Stern is retiring after 45 years of dedicated service to his community. The landmark occasion warrants a brief look back at some of the highlights in the life and career of Boulder's long-time, legendary emergency management director.

Not long after his 1950 graduation from North High School in Denver, Larry went to work in his father's furniture manufacturing plant in downtown Denver. He also married Connie, his high school sweetheart. With the draft still in effect, Larry joined the Naval Reserves for an eight-year stint. When the official call for two years' active service came, he spent his first year as a radio man in Adak, Alaska, one of the Aleutian Islands. The second year he was assigned to similar duty on a cruiser that sailed out of Los Angeles. Connie joined him in L.A. Where the youngest of their three sons was born.

With active duty completed, Larry, Connie and the boys—David, Steven and Todd—returned to Denver, where Larry once again worked for his father. He also began what would become a lifetime habit of taking courses to learn new skills and earned an Associate's Degree in Fire Science from the Community College of Denver.

In 1960, Larry was hired by Martin Marietta as a security officer. A year later, he was assigned to the company's fire department. In late 1964, while attending a state fire tournament, he was recruited by the City of Boulder Fire Department. In March 1965, Larry began a 20-year career with the department. There, he moved through the ranks, eventually reaching the position of Assistant Fire Chief. During his final year with the city, by using his accumulation of vacation and sick days, he was co-employed by the Boulder County Sheriff's Department as Emergency Services Coordinator. He later became the Director of the City/County Office of Emergency Management and Supervisor of the Emergency Services Group in the Sheriff's Office.



His position is funded by three sources: Boulder County, the City of Boulder and an annual federal grant from the Colorado Division of Emergency Management. Since 1992, he has had two assistants, one from the county and the other from the city.

The Emergency Services Group deals with forest fires, structure fires, hazardous materials, search and rescue, and major events. The main functions of Emergency Management include disaster preparation, mitigation, response and recovery.

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# FAREWELL, LARRY

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Since the big Thompson flood of 1976, flood hazard has been and continues to be the city/county's main disaster hazard.

A listing of professional organizations to which Larry belongs reveals the depth and breadth of his involvement as a first responder to emergency situations. These include the National Fire Investigators, the Front Range Emergency Managers Forum, the Colorado Emergency Managers Association, Colorado State Wildfire Mitigation, Boulder County Wildfire Mitigation, Boulder County Fire Fighters Association, Boulder Regional Fire Training Center, Boulder Local Emergency Planning Committee, and the International Counter-Terrorism Officers Association.

Having accumulated a vast amount of training at various workshops, institutes, seminars, and academies throughout the 1970s and 1980s, Larry became an instructor, assisting others in gaining understanding and skills for dealing with disasters and emergencies. He has taught at Boulder County's Wildfire, Fire Fighter and Law Enforcement Academies, the Division of Wildlife Academy, the Regional Communication Center, and the Colorado Division of Emergency Management. His subject matter expertise includes incident command, critical incident management, hazardous materials awareness, fire investigation, criminal investigation, disaster planning, mitigation, resource management, flood warning and preparedness, and operation of emergency centers.

For the past 23 years, Larry has lived in the mountains near Nederland, enjoying a serene lifestyle and the beauty of the area. After 52 years of marriage, his wife Connie passed away in January 2003. His oldest son is nearing retirement from the Littleton Fire Department, his middle son works for the Veterans' Administration in Las Vegas, and his youngest son owns a Berthoud company. The extended family also includes four grandchildren and one great-grandchild.

Although his leadership and trademark sense of humor will be missed, Larry's pioneering contributions to the emergency management profession have left an indelible impression in Colorado.

*The City & County of Boulder passed a resolution naming the city/county emergency operations center, the Larry Stern Emergency Operations Center.*

# COLORADO EMERGENCY COMMUNICATIONS COMMITTEE (CECC) STATE EAS

## *Plan update & information*

The Colorado Emergency Communications Committee (CECC) is currently reviewing the existing State Emergency Alert System (EAS) Plan. The CECC is holding monthly meetings to review and update the plan and intends to finalize and have it posted on the web at: [www.coloradoeas.com](http://www.coloradoeas.com) by the end of the summer. This will provide a guide for the the Operational Area Committees (OAC) to update their plans based on the new state plan. Everyone is encouraged to visit the website and review the current plans.

The CECC is requesting all cable and broadcast representatives review their current LP1 and LP2 monitoring assignments. If these assignments are not accurate or better monitoring assignments exist for your geographical area, please forward those assignments to the CECC for inclusion into the new State EAS Plan. Information should be forwarded to one of the individuals listed below:

Hal Crutchfield  
(303) 603-5075  
Hal\_crutchfield@cable.comcast.com

Marilyn Hogan  
(970) 547-1388  
Cobroadcasters@earthlink.net

Richard Bardsley  
(720) 852-6603  
Richard.Bardsley@state.co.us

The suggestion of realignment of the OACs has also been discussed. If you have suggestions for any realignment of OACs, please forward them, with supporting rationale, to one of the contacts listed above.

The CECC meets on the second Tuesday each month at 1:30 pm at the new Division of Emergency Management office in Centennial, CO. Interested parties are invited and encouraged to attend. All input will be discussed as well as the review of the State EAS Plan. If you have any questions about the committee or the plan, please contact the listed members.

## Local Official Assists With Development Of The National Response Plan

The U. S. Department of Homeland Security, in partnership with federal, state, local and tribal officials, private sector and emergency management national associations, announced completion of the National Response Plan on January 6, 2005.

A local official, James Raymond, Director of the Franktown Fire Protection District and representative for the International Association of Emergency Managers, has participated with a select group of practitioners representing several public safety associations across the nation since 2003 in reviewing the National Response Plan (NRP) and the National Incident Management System (NIMS).



*James Raymond (second from right) with Tom Ridge (third from right) and other members of the select review committee.*

“The National Response Plan embodies our Nation’s commitment to the concept of one team, one goal -- a safer and more secure America,” said former Secretary of Homeland Security Tom Ridge. “Completion of the National Response Plan has been one of my Department’s highest priorities, and this achievement is a bold step forward in bringing unity in our response to disasters and terrorist attacks.”

Mr. Raymond was personally invited by Secretary Ridge to attend the NRP rollout ceremony and was thanked for his individual efforts in helping to develop this document.

“It has been encouraging and rewarding work to help remove jurisdictional boundaries and help create a truly “national” plan that represents all levels of government and recognizes the teamwork approach at all levels that is so critical during an emergency incident,” Mr. Raymond said.

The National Response Plan now establishes a unified and standardized approach within the United States for protecting citizens and managing homeland security incidents. All federal departments and agencies that may be required to assist or lead support during a national incident, whether from threats or acts of terrorism, major natural disasters, or man-made emergencies, will use this Plan. The NRP standardizes federal incident response actions by integrating existing and formerly disparate processes. It also establishes standardized training, organization, and communications procedures through the NIMS, and clearly identifies authority and leadership responsibilities.

Secretary Ridge said, “We brought together the best of the best in our Nation’s incident management and first responder communities for a singular but critical national endeavor, and I am honored to recognize their achievement in completing this landmark Plan and making America safer.”

Mr. Raymond commented, “Many people think that homeland security is a federal program. It’s not; it’s a team effort on behalf of local, state, tribal, and federal agencies. It affects places like Franktown and Castle Rock, Colorado - places where we live. We are all in this together and have a responsibility...and together we can make a difference.

Mr. Raymond stated his primary goal is to increase the safety factor for firefighters at the Franktown Fire Protection District as well as fire and emergency services agencies throughout the nation. “These documents create a common language and plan so we all can respond to an emergency from the same page. This inherently creates a safer environment for our first responders,” Raymond said.

The NRP fulfills a requirement in Homeland Security Presidential Directive 5 and provides a core operational plan for all national incident management.

The NRP and the supporting NIMS establish incident management processes to:

- Improve coordination and integration between federal, state, local, tribal, regional, private sector, and non-governmental organization partners;

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# Local Official Assists With The Development Of The National Response Plan

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- Integrate the Federal response to catastrophic events;
- Improve incident management communications and increase cross-jurisdictional coordination and situational awareness;
- Improve Federal to Federal interaction and emergency support;
- Maximize use and employment of incident management resources; and
- Facilitate emergency mutual aid and Federal emergency support to State, local, and tribal governments.

You can view and download a PDF copy of the National Response Plan online from our webpage at: [www.dola.state.co.us/oem/National%20Response%20Plan.pdf](http://www.dola.state.co.us/oem/National%20Response%20Plan.pdf).

Jim Raymond has accepted the position of Director of the City & County of Boulder Office of Emergency Management. As Jim puts it, "This is a great opportunity and a privilege to follow in the footsteps of an emergency manager who has such an impressive history. I will be working with a great staff and surrounded by great people in the sheriff's office, city & county government offices, fire service, and law enforcement."

## DAM DRILL BOLSTERS READINESS

*By Patrick Malone  
The Pueblo Chieftain*

**P**racticing for a scenario they hope never transpires, public safety personnel last November staged a drill at Pueblo Dam.

In the contrived scenario, a disgruntled employee of the state parks department took fishermen hostage inside the dam. The U.S. Bureau of Reclamation, the Pueblo County Sheriff's Department and Pueblo County Emergency Management teamed up for mock negotiations and exercises in the drill, which was paid for by a homeland security grant. State parks department and the FBI personnel observed the exercise.

In an actual situation posing a threat to the dam, federal officials would almost certainly take control, according to Assistant Sheriff Chip DeLuca. But as the agencies most likely to respond there first, the sheriff's department and county emergency management teams must be knowledgeable of the dam and prepared to cope with the early stages of any catastrophe there. "The local sheriffs' offices are going to be our first responders to any problem," said Gene Price, security program manager for the eastern Colorado office of the Bureau of Reclamation. "By doing these exercises, they become familiar with our dams and how best to protect them."

Price said other Bureau of Reclamation training sessions have dealt with flood and earthquake drills. Sheriff Dan Corsentino said the tactical, negotiation and administrative teams from his department took the drill seriously. He said it would be naive to believe Pueblo is exempt from threats during the post-9/11 era. "We have a tendency to isolate Pueblo in our minds, but between Pueblo and El Paso counties, we have a combined population of 750,000 within about 30 minutes drive time of each other," the sheriff said. "This population base is rising to a level of reasonable concern when you consider targets in the western United States."



*Sheriff's Deputy Ben Martinez guards the Mobile Command Center setup near the South Shore Marina during a training exercise at Lake Pueblo.*

Steve Douglas, Director of the Pueblo County Department of Emergency Management, said a key to the exercise as well as day-to-day public safety in the greater Pueblo area is interaction between all local emergency responders. He noted that homeland security funds paid for a bomb-defusing robot and enough self-contained breathing suits for both the sheriff's and the police department's tactical teams.

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## DAM DRILL BOLSTERS READINESS

*(Continued from page 4)*

The sheriffs' department's homeland security-funded tools were used in Friday's exercise, as was the recently implemented upgraded reverse 911 phone system, which is capable of alerting large groups of residents of rural Pueblo County to possible public safety threats. The way communities seeking the grants are clustered also is different. Funds are now awarded to regions within the state, and Pueblo County belongs to a region that includes Fremont, Custer, Huerfano and Las Animas counties.

Douglas said the new regional approach to homeland security funds will help to avoid overlap, and will focus on adjacent regions having the resources to help their neighbors.

"Like the combined effort in this exercise, we work together as communities to identify resource needs and seek federal funds to meet those needs collectively," Douglas said.

The objective of Friday's drill, according to Corsentino, was "safe resolution" of the hostage situation.

## EMAC Works

*by Dick Vnuk, CDEM*

Last September and October, the Colorado Division of Emergency Management dispatched 27 Coloradans to Florida and Alabama in support of the hurricane relief efforts through the Emergency Management Assistance Compact (EMAC). These volunteers came from Vail, Colorado Springs, Carbondale, Westminster, Fort Collins and the counties of Kiowa, Huerfano, Eagle, Routt, Morgan, Pueblo. State officials from CDEM, Colorado State Forest Service, and the Colorado Department of Public Health & Environment joined their local counterparts to assist in the recovery efforts. Other people standing by ready to deploy but just as quickly as it began, the request for resources tapered off. Knowing this would happen, an effort was made to get as many people out as fast as possible.

CDEM commends those who went and their supervisors who supported them. In all cases, they returned with one uniform theme: they worked extremely hard and very long hours and all were glad for the experience.

In one case, a team leader was called to see how everyone was doing (one of the daily contacts to the teams) three days into the deployment.

She said they were doing much better since they got their first shower the night before. The first couple of nights they stayed in a motel in a small town without electricity. No electricity meant not only no water, but no restaurants, no gas pumps, no lights at night, and no ATM's. One of the first nights, a husband and wife from a café next door (which was closed) came over and knocked on their door and said they heard the volunteers were from Colorado and had come to help. The café owner then said the steaks on the grill would be ready in 15 minutes and asked them to come over.

There were daily stories like this during all of the deployments and we are encouraging those who deployed to share them with us in future articles. And what about EMAC? There are sure to be future deployments from Colorado. The 2004 hurricane season proved the value of EMAC. States that have never participated in EMAC are now supporters. The interstate mutual aid agreement provides timely support to a state in need, as well as a valuable training opportunity and unforgettable experience for those involved.

## "LIKE ON THE SET OF THE MOVIE - THE DAY AFTER TOMORROW"

So said Kevin Kuretich of the devastation wrought by the wave of hurricanes that swept through Florida.



Kevin Kuretich (CDEM NE Regional Coordinator), John Crosthwait, (former Morgan County Commissioner), and Mike Reddy (Westminster OEM Director) were dispatched to Florida, but had to hunker down in Tallahassee for two days along the way due to severe weather that produced 20 tornadoes. By the time their trip was over, they would catch the tail-end of hurricane Charley, endure all of Hurricane Frances, and then leave the day before Hurricane Ivan made landfall.

Kuretich and Reddy worked around various parts of the state, particularly along the Atlantic Coast. Crosthwait went to help clean up after Ivan and spent much of his time in the panhandle east of Pensacola. All three met Governor Jeb Bush as they worked their way around emergency operations centers and hard-hit areas.

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EMAC News

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“We saw distribution line after distribution line,” described Kuretich. “A lot of the communities resembled refugee camps.”



Kuretich, Governor Bush, Reddy

People would line up for blocks, putting infants and toddlers in grocery carts as they waited for basic necessities.”

“The hot commodities down there were plywood, ice, food, and water. In one single day in Santa Rosa County (east of Pensacola), they distributed 23 semi-truck loads of bottled water. At closed-down schools converted to distribution centers, students were helping pass out items.” Crosthwait recalled.

Ice was needed to preserve food, since power outages were widespread. At one point there were 50,000 people without power. Plywood was at a premium with both homeowners and business owners using it to protect windows. Plastic tarps covering damaged windows and walls were a common sight.



Kuretich reported there was some price gouging, such as vendors selling sheets of plywood for \$400, and one day he saw gasoline go from \$1.76 a gallon to \$2.06 at a station in Orlando. He recalled being in line for gas behind 15 to 20 police cars and traveling south down the interstate with no traffic going his way, but northbound traffic backed up for miles. “Man, if that doesn’t give you an eerie feeling,” he said of the traffic situations.

For Frances, 86 percent of the state’s population was evacuated. Emergency workers received identification badges that they called “Get out of jail free cards” – people out after curfew without them were subject to a ticket at the least, and to possible arrest.

People with expertise in dealing with disasters came from all over the country through the EMAC program. That serves two purposes, Kuretich said, sending help where it is needed and giving emergency management workers valuable experience they can use if disaster strikes back home.

Some Floridians got a triple whammy: Crosthwait saw a sign on one battered home that read “1 - Charley, 2 - Frances, 3 - Ivan, 4 - sale.”

Eighty to 90 percent of the citrus crop was destroyed, Kuretich noted. That loss alone was in the billions of dollars. Everywhere businesses and homes had roofs partially or totally destroyed, walls damaged, and windows broken out. Mobile homes in the paths of the storms were shredded and scattered with little trace of them left.

“You’ll drive into a community and everything will be fine, then you’ll come to a neighborhood where debris is piled on both sides of the road,” Kuretich said. “Huge trees had been broken off or ripped out by the roots and come crashing down on buildings.”

Although incidents of price-gouging were reported, the other side of the coin was a huge outpouring of volunteers. Crosthwait recalled getting calls from people in Ohio and Iowa saying they were loading up pickup trucks with chain saws to cut up downed trees and driving to Florida to help. There were volunteers by the thousands going in to clear the way for power companies to get lines back up, he added.

“There was an amazing response from the faith-based organizations,” Crosthwait said.

“As we made our travels around to the numerous county emergency operations centers, the emergency operations center staffs were so grateful to us,” Kuretich said. “They’d greet us with a smile and say, ‘We’re happy you’re here.’”



# EMAC Trip Report

Mike Moreland, Bioterrorism Liaison - OPSFS/CDPHE



**I** was deployed on August 21, 2004, to Buena Vista Lakes (Osceola County), Florida with three local emergency managers from Colorado to assist the State of Florida with Hurricane Charley relief efforts. The interstate agreement that allows for sharing resources (personnel, equipment and supplies) across state lines, while providing reimbursement, is called the Emergency Management Assistance Compact, or EMAC.

Chuck Vale, Routt County Emergency Manager, Barry Smith, Eagle County Emergency Manager, Paul Gomez, Huerfano County Emergency Manager, and I reported to the Disaster Field Office (DFO) in Osceola County only 24 hours after completion of EMAC paperwork. Our assignment was to assist the State of Florida with Community Relations (CR), and we were assigned to a FEMA CR Team working mainly in the Buena Vista Lakes area.

A second team of Coloradans arrived four days later to work on CR within a neighboring county, but our team worked independently.

Activities included:

- Integration with FEMA for Community Relations
- Coordination of communications between CR Teams
- Residential contacts and reports
- Identification of affected areas
- Identification of available resources

Printed materials included the following:

- FEMA disaster assistance flyers
- County resource brochures
- Red Cross Assistance phone number
- Osceola County Council for the Aging brochures
- Public Health handout for hurricane recovery

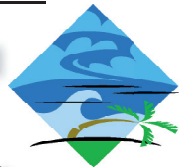
Florida was devastated by four hurricanes, causing statewide damage to businesses and individual dwellings, resulting in the largest deployment of FEMA resources to date.

Potential threats to our state include wildfires, heavy winter storms, terrorism, flooding, tornado, or a mass casualty event as a result of an epidemic, building collapse or commercial airplane crash. Most of these events, if not all, could be responded to with state assets, and/or regional assistance.

While it is important to know what resources a federal agency like FEMA can bring to the state, it is even more important to have solid “state-to-state” and “state-to-local” agency relationships and integrated plans. Federal resources should be accounted for in our state and local plans so that we do not feel overwhelmed by the “system” if a catastrophic event were to occur in Colorado. People who have been devastated need to know where to go for help. Special needs populations, such as elderly, handicapped, non-English speaking residents, or the homeless will require a different level of assistance. The state and local governments must be prepared to work together and with federal agencies to assist both the general and special needs populations within Colorado.

Clear and concise communication will be needed, but more importantly, our state and local governments will need to have a system that can provide them with this immediate assistance, and must work together so response and recovery efforts are neither duplicated nor fall short of the mark.

## ADVENTURES OF TEAM COLORADO IN THE AFTERMATH OF HURRICANE CHARLEY



by Barry Smith, Eagle County Emergency Manager

**O**n August 21, 2004, Emergency Management personnel Chuck Vale (Routt County), Paul Gomez (Huerfano County), Mike Moreland, (Colorado Department of Public Health and Environment), and I ventured to Florida as part of an EMAC deployment for Hurricane Charlie.

After receiving our initial briefing from Colorado EMAC Coordinator Dick Vnuk, the entourage flew to Orlando. We arrived in Orlando just in time to endure what we would soon learn was the usual afternoon rain shower (about Colorado’s annual rainfall in an hour’s time) and of course, the accompanying lightning.

Once we made it to the Disaster Field Office (DFO), we reported to the Florida State Emergency Response Team (SERT) section for check in, received our first briefing, and were directed to report to the Osceola County Disaster Recovery Center (DRC) in Kissimmee the next morning.

Lodging was arranged at the Disney World Resort. Disney World was one of the few places in the area that had electric service supplied by their backup power generation capability.

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# ADVENTURES OF TEAM COLORADO IN THE AFTERMATH OF HURRICANE CHARLEY

*(Continued from page 7)*

The following morning we reported to the DRC in Kissimmee and met with the SERT Coordinator, Blaine, for our assignment. We were to work with the FEMA Community Relations Section. Our FEMA Section Leader was running late, so we ventured out in search of coffee for our SERT Coordinator. Most businesses were without electricity, but we found our way to one of the local fire stations where the backup power supply made for some hot, much needed coffee. At the station we learned that the Osceola County EOC was just down the street, so off we went to see if we could determine the extent of the damage.

Cheryl Grabowski, the County's Emergency Manager, gave us the grand tour of the facility and an excellent overview of the situation. The County had performed a pretty thorough damage assessment and was deploying resources to address community needs. Shortly after our briefing we received a telephone call advising us that we needed to return to the DRC.

A DRC coordinator sent us to an area called Lake Buena Ventura to begin work. Manny was the first of several FEMA Section Leaders we met who provided us an overview of "community relations." We were then paired with FEMA contract workers Soraya, Mary Beth, Jen, and Vinny, and spent the next several days going door-to-door making sure that residents knew to call 1-800-621-FEMA to register for assistance, even if they didn't think they needed it.

Going door-to-door at this stage of the game was probably not the most productive thing to do, since a vast majority of the homes were still without power and the occupants weren't home. We usually just left a flyer on the door, Most of the people who were still home were there because of a lack of other accommodations and had already been notified to contact FEMA.

On day two, we arrived at the drop-off point and found out that we would have a new Section Leader, Linda. Because Manny was bilingual, he had been reassigned to another area of the state. About 90% of the folks we contacted spoke Spanish and only one of our FEMA partners did, so we usually resorted to simply handing them a Spanish version of the FEMA flyer. We did wonder if more bilingual personnel were being requested by FEMA through EMAC.

We continued the door-to-door campaign, but let both our Section Leader and our SERT Coordinator know about the apparent futility of the effort.

Day three brought our third FEMA Section Leader, Jackie, and another reorganization. The subsequent briefing left us doing more of what we had done the last two days.

Half way through day four, our SERT Coordinator requested we meet her at the DRC. When we arrived, we were told that the state recognized we were not accomplishing much with the current plan and we were reassigned to do follow-up work on special needs cases. We traveled around most of Osceola County where the majority of the people we called on were disabled and had immediate needs. Some did not have the means to contact assistance, such as the woman with only one lung who was caring for her bedridden mother. This woman could not stay on the phone long enough to request assistance because of breathing difficulties.

Day six brought our Colorado Team back to the DRC where we were given the news that we were once again being assigned to FEMA, but that as a compromise with the state, we were to help people with their needs while going door-to-door.

We were introduced to two new Section Leaders, Cory and Greg, at our drop-off point. Jackie was still our Section Leader, but the organization was branching out. We were curious about the use of some type of Incident Command System (ICS) action plan or at least an organizational chart to help us with the reporting/activity structure and were informed that "ICS is not used at this level." This might be a consideration in the next EMAC deployment as we in Colorado use this structure for almost every level of planning and consider it a great tool for organizing resources.

Day seven was Sunday, so we were instructed to attend services at churches to spread the word about FEMA. Our FEMA partners had visited most of the same churches the previous Sunday to spread the same word. The difference was that Team Colorado was also providing information about many other sources of aid.

Monday — a new week and a new direction. We had an "all hands" meeting at the hotel with our day-two Section Leader, Linda. Again we had new assignments. A couple of us partnered with FEMA folks for the day and were sent to the City of St. Cloud. This was a town about an hour away and no one knew the assignment, but we were told to "just go."

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# ADVENTURES OF TEAM Colorado - EMAC



*(Continued from page 8)*

**W**e arrived at the St. Cloud Community Center and were met by our friend Jackie who asked us to drive back to Kissimmee, go to the library, and find the addresses and telephone numbers for a list of community support services which she'd previously provided. We told her we were "prepared" and already had the phone numbers for most of the agencies. We suggested we could call them for the addresses and obtain the remainder of the information from the County Emergency Management Office. Our team was told that we were absolutely not to contact the agencies or the County. We found this interesting, but considering we were there to help in any way we could, we obliged.

The next two days were back to the door-to-door routine after the usual morning briefing where our only new information was that two of our group had new FEMA partners.

Thursday, which would turn out to be our last day in Florida (hurricane Frances was coming) was interesting to say the least. We were assigned the usual morning fare, except that I was asked to accompany Greg to meet with the Kissimmee Fire Chief. So, two weeks into our assignment and three weeks after the hurricane, FEMA was ready to talk to the locals. These folks provided us much vital information like GIS damage assessment maps, lists of special needs populations, contact information for support agencies—all things that would have made the entire process less complicated.

We were advised Team Colorado would be demobilized early the next morning and we should spend the remainder of the day helping those who were staying to stock up and batten down the hatches in preparation for Frances.

Our travels that afternoon were enlightening. We saw the usual long lines on the freeways, at lumber supply stores, grocery stores, and gas stations. We were somewhat amazed at how quickly the gas stations were running out of fuel. I later learned that supplies were already low because of damage to the seaports where much of the fuel entered the State.

It is not the intent of this article to paint a negative picture of FEMA or their procedures. We've met and worked with many competent, caring, and able FEMA people. But, as with any organization, a few misguided souls can lead to less than desirable outcomes. We all plan and prepare for the big incident, and we encourage folks to look at plans with an eye toward how it will be impacted and managed if FEMA comes to town.

To our team, FEMA Community Relations appeared to be primarily a public relations effort designed to show everyone that FEMA is present and cares. The downside to our section assignment was the unwillingness to communicate with state and local agencies. After talking with others who were deployed under EMAC, our situation didn't seem to be the norm. None of the others who were deployed witnessed the same problems we did.

We felt the lack of communication and coordination with local agencies created a duplication of effort and some delays in getting assistance to the people who truly needed it.

Many people we contacted did not want FEMA assistance, but rather sources of information on other help, such as tree removal or transportation. At the direction of, and with information provided by the state/county, we were able to provide this type of information, but it created conflict within our Section.

As a closing note, Mary Beth, Jen, and Vinny stayed through hurricanes Frances and Ivan. Mary Beth sent an email to let us know they had different FEMA supervision and they were in the Daytona Beach area. They had just spent a day with one woman and her 8-year-old son who had no available shelter. They made phone calls, babysat, and provided transportation. In other words, they were actually helping people.

## LITTLETON...THE EARLY Days & Stan Bush



*by Kevin Kuretich, CDEM*

**T**he City of Littleton roots can be traced to the "Pikes Peak" gold rush of 1859. Along with the gold-seekers came businesses and farms to provide the commerce and essential services. As Denver City began to grow, the need arose to construct a series of ditches to carry water to farms and businesses without ready access to rivers and creeks in their dry climate. Among the engineers hired to lay out this system was young Richard Sullivan Little of New Hampshire.

Surveying in an area several miles south of Denver, Little was taken with the site of present-day Littleton. After filing a home stake and other land claims, Richard brought his wife Angeline from the East in 1862, the dry climate all but curing her asthmatic condition, and began to farm. The Littles joined with several neighbors to build the Rough and Ready Flour Mill in 1867, providing a solid economic foundation in the community for years to come.

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# LITTLETON...THE EARLY DAYS

*(Continued from page 9)*



In 1872, the Littles filed a plat to subdivide their property into the village of Littleton. When the Denver and Rio Grande Railroad reached the area in 1871, folks settlement began at a rapid pace. By the time Colorado became a state in 1876, there were schools, churches, a hotel, stores and many of the other features of a growing community. In 1890, the 245 residents voted to incorporate the Town of Littleton.

A milestone in the history of Littleton came in 1902 when the old Arapahoe County (Colorado's oldest county) was divided into Arapahoe, Denver, Adams, Washington, and Yuma Counties. Then-Governor Orman named Littleton the temporary county seat, giving it an advantage over rival Englewood in the general election in 1904. Gaining the permanent county seat brought not only government employees and businesses, but all of their support services. Littleton's place among Colorado's cities was thereby secured.

Today, the population of Littleton has grown to about 50,000. The Littleton Emergency Planning Department is directed by the volunteer services of command personnel from the fire/police, public works and communications departments. The department provides implementation of emergency/disaster planning and assistance for the city. It supplies and maintains emergency communication systems for warning of disasters (tornado, flood, severe winter storm, etc.) via the National Warning System and back-up systems if normal communications fail.

The planning function serves all departments of the city as well as the Arapahoe Rescue Patrol, American Red Cross and other agencies within Arapahoe County. The director works closely with the Arapahoe County Sheriff, the Douglas County Emergency Planning Department, and the Littleton Public Schools to insure that emergency plans are coordinated in the event of a multi-jurisdictional incident. The director also works with state and federal disaster agencies in a variety of programs and planning functions.

The city has had disaster plans since the 1940s. As the scope and nature of emergencies has changed, the plans have had to change accordingly. In preparation for Y2K and in the months following, the city's Emergency Planning Committee—made up of police, fire, public service, emergency planning and communications personnel—has begun the job of updating the city plans. This has culminated in a new Emergency Operations Plan that was approved by city council in 2001.

## STAN BUSH

I recently caught up with Stan Bush, long-time City Emergency Manager for Littleton, and had a chance to visit with one of the state's most respected emergency managers.



Stan Bush has lived in Littleton for 48 years - since 1957 - and in Colorado for 63 years. He is a widower with two step-children, six grandchildren and a great grandchild.

His hobby and love is search and rescue. Learn more about the Arapahoe Rescue Patrol at: [www.arapahoe-rescue-patrol.com/history.html](http://www.arapahoe-rescue-patrol.com/history.html). He also loves scouting and folk music. You can count on Stan to have a Family Emergency Plan and a 72-Hour Emergency Kit! Heck, he wrote Littleton's disaster booklet, "To Save a Life," in the summer of 2001.

Stan has been an emergency manager for 34 years, when he started as Littleton's Civil Defense Director. Before that, he was a secondary educator for 39 years. His current job is considered part-time, so he has found time to run a business on the side - Emergency Research Consultants.

Stan feels certain and grateful that all of the city directors in his jurisdiction are fully involved with emergency planning. He writes disaster plans, tests them, and trains staff in all of the city departments in all aspects of disaster planning. And when there is no emergency to respond to, Stan studies, works on plans, and provides training wherever there is a need.

Stan's favorite hazard—if one could describe such an event—was the 1965 Flood, because of his efforts in coordinating the response. If there is one hazard he would like to eliminate altogether, it is hazardous chemical events, something he feels could easily be done with proper planning, training, and equipment. The greatest challenge or threat he sees to emergency managers is turf wars.

He believes citizens are best prepared for winter storms, because it's something that happens often in Colorado, and least prepared for terrorism (dirty bombs), because this is so unpredictable. And the most helpful tool for emergency managers is, in Stan's view, the media.

Some personal dope on Stan....his biggest pet peeve is SUV drivers....favorite book - a biography of Benjamin Franklin. His favorite food - STEAK!!

*(Continued on page 11)*

## STAN BUSH *(Continued from page 10)*

Stan served as the “Grand Marshal” for the Littleton Western Welcome Week in 2004, and was on NBC’s Today Show with Bryant Gumbel after the Columbine tragedy. He would love to travel some day to Scotland, home of his ancestors.

Regional Coordinator’s Comments: Stan Bush is the most experienced “emergency planner” in the Northeast Region. This man just amazes me. The City of Littleton is not a participant in the Emergency Management Performance Grant Program, however, Stan always submits an Annual Program Paper, and Quarterly Reports.... and always on time!!!

The citizens and emergency responders in Littleton need not worry, for Stan’s at the helm of the ship. It’s a pleasure to work with a civil servant who really cares for his community.

## AFTER 40 YEARS ON THE JOB, JO ANN STONE PICKS UP THE PACE *Gunnison Country Times story by Mike Ritchey*

The plaques, photos, and proclamations hanging on the walls of Jo Ann Stone’s office in the Gunnison County Courthouse tell just some of the story: Citizen of the Year, 1982; 9 Who Care, ‘85; Outstanding Emergency Services Manager; Presidential Award; Outstanding Search and Rescue Systems, Colorado Aviation Historical Society Hall of Fame — and so on.

The honors are many, but even after 40 years as Gunnison County Emergency Services Coordinator, it would be incorrect to write that Stone “has had” a remarkable career. It would not be the right tense. Yes, she has retired from that job, but no, she has not retired at all. Rather, she is the first West Region Coordinator for Homeland Security, overseeing, directing, and planning for the six-county region to be better prepared in the event of a terrorist incident.



“You think out here in the hinterlands that there is no concern about that kind of thing,” Stone said. “But no one expected Oklahoma City.”

“I mean, what’s the definition of terrorism?” she asked. “The arson fire in Vail was eco-terrorism by locals, and maybe the arsonist who set the fires out on Highway 114 last year was a local person, too. They don’t have to come from some foreign country.

“You get a car full of explosives and people willing to give their lives to blow something up, threats will not work. There has to be a plan.”

Stone, a native of Salida who moved to Gunnison with her husband in 1957, said she has, with help from around the region, drawn a plan, though its details cannot be released.

“You know, September 11, 2001, was a tragedy,” she said, “but our tragedy here was September 11, 1971 — the bus crash (in which several Gunnison High School football players and coaches were killed or injured when a school bus in which they were riding went off Monarch Pass). That caused us to form a plan, the first emergency plan anywhere out here I know of.”

Stone has been West Region Coordinator for Homeland Security since June 2004. The County hired former City of Gunnison Dispatch Supervisor Scott Morrill to take Stone’s emergency management position. The two occupy the same office and, according to both, work hand-in-hand.

She said her husband has told her over the years that, “If I had a brain, I’d be stressed out all the time,” noting that for 40 years, “if you flood, it’s my fault, if you have a wildfire, it’s my fault, an airplane crash, it’s my fault.”

“I think if I really retired, my husband and I would kill each other in no time,” she said, “and the job, I feel, is too important to leave.”

Last year, for example, she wrote plans for 17 counties and two tribes. Her six-county region received over \$3 million in grants.

“I loved my old job,” Stone said. “A lot of tears and sleepless nights went into my decision to take this new one, but this is important, too. The thing that keeps us all going and so proud is that we’re a team here. There are no turf battles, not every county can say that.”

*Gunnison Sheriff Rick Murdie honored Jo Ann Stone at a ceremony December 14. The day was officially named “Jo Ann Stone Day” in honor of her 40 years of service.*

# My SUMMER VACATION

Designing Water Systems in Uganda  
by Lt. Col. Fred Hoon

**M**y nine year old son once asked me where Uganda was. I told him to run his finger down the globe to the equator. Go across to Africa and then stop at the lake in the middle. Uganda is at the top of the lake.

Uganda sits on the north shore of Lake Victoria and at the headwaters of the Nile River. Winston Churchill described Uganda as the “Pearl of Africa,” but since the disastrous reign of Idi Amin in the 70s and, more recently, the AIDs epidemic across all of sub-Saharan Africa, much of the luster is gone from this “Pearl.”

Ugandans face incredible difficulties. Uganda is the size of New Jersey and has a population of over 20 million. The life expectancy for Uganda citizens is around 45 years. Food isn’t scarce, but AIDs, Malaria, and other equatorial diseases are prevalent. While some attention from the press in the United States has highlighted the conflict in Sudan, Americans are generally unaware that Uganda has experienced significant guerrilla warfare in the north overflowing from Sudan. Disease and warfare have the greatest negative impact on children, especially those without the protection of adults. The shy eyes of children without parents or family look out at you wherever you go.



In April of 2004, I left with a small group of Coloradans and flew into Kampala, Uganda’s capital. Most of these Coloradans were “foster parents,” who through small monthly donations enabled Ugandan children to go to “public schools.” (In Uganda, “public schools” are only for those children whose families can afford the fees charged for attendance.) I went to design a water system for a school being built for some of these children in western Uganda near the town of Fort

Portal. On my next trip I hope actually to build the water system.

There are established water systems within most of the cities and larger towns of Uganda, but like most of Africa, when you leave the larger communities, water is gathered in much the same way it has been since ancient times. Fort Portal is a town of 50,000 on the west side of the country, perched at the base of an incredibly beautiful mountain range called the Rwenzori. In a rural community called Kichuna, where the school was to be built, there are 20,000 people. They get their water from the river alongside the cattle and other animals that want a drink that day.

When you design a water system, you can design a Lexus or you can design a Chevy. In western, developed countries we would design a Lexus. In a country where even the basics are limited, a simpler design with fewer extras is called for. Accordingly, I designed what is described as a simple “pump and store” system. You put a diesel pump on the valley floor. You pump the river water to a tank on a hill above the school. Then you use gravity to run water down to standpipes and bathrooms. You can design a rudimentary water treatment system at the storage tank or at an intermediate tank on the way to storage. I designed the latter. Then you put together some kind of basic treatment system for water that can be used for various purposes. In the U.S., putting together this kind of system would start with a \$100,000 design and \$500,000 for construction. In Africa we volunteered the design and we can probably complete the construction for \$50,000.

As I was walking the ground to look over places to put pipes and pumps, I had the benefit of an escort of curious children herding their animals. Being the lone “Muzungo”, or white man, that they had ever seen, I will probably be the talk of the area for some time to come. Some of the children are shown in the picture below. The adult in the center of the picture was my guide. He is the local engineer who made sure that everything from design to construction would work in Uganda’s particular circumstances.

Some people ask why you have to treat water that people have been drinking raw for centuries.

*(Continued on page 13)*



# My SUMMER VACATION

*(Continued from page 12)*

In the U.S. one of the first and greatest improvements we made in the public health arena was treating and cleaning our water sources. I believe this improvement was at least as significant as the development of antibiotics. Over time we forget these improvements, and what life was like before them, as they become stories from our past and not impacts on our daily lives. I felt the gift of clean water was the greatest gift I could give to the Ugandans I encountered.

Not all of our time was spent working. There were several days we didn't have electricity, so we went out and saw some of the sights. Like every country, Uganda has unique sights. The Nile River had a strong effect on me. It seemed to me that the Nile has a personality that can best be described as "ancient." I can only say that it felt different from other rivers I have seen.



One day when I was walking the ground to look for pipe line locations, a lady who appeared to be as old as time asked me why Americans would come and help her and her people who live so far away and have so little. I didn't have a quick answer for her. Maybe when we do such things, it gives us the opportunity to climb out of the daily grind and do something truly meaningful. Perhaps it helps us to remember what's really important in life and what's not.

When I left Uganda, the foundations for the school buildings were being laid. I look forward to going back in the spring or fall of this year and placing the water system in use for the school that must now be nearly completed.

*Fred Hoon is an engineer in the Colorado National Guard. He currently serves full time in their Civil Support Team. He and the foster parents he traveled with went to Uganda with a Denver based aid organization called ChristAid. He lives in Westminster with his wife Elizabeth and their four children.*

# CERT in Broomfield



*by Joleen Reefer, Public Education Coordinator,  
Broomfield Police Department*

The Broomfield Emergency Management Unit completed a series of three-night CERT classes at the end of last year. The focus was to provide all-hazard preparedness education to Broomfield citizens. The training promotes personal accountability and provides skills in self, family, and ultimately community preparedness, for the initial 72 hours of a disaster. The series of classes were titled and advertised as "Tornadoes to Terrorists – Are You Prepared?"

On the first night of class, students received individual notebooks containing information on the topics to be covered, instructor bios, note paper, an "If You Were Stranded on a Desert Island" ice breaker group activity sheet, a pen imprinted with "I AM PREPARED!" and a bright colored flashlight.

Due to the three-hour length of each class, snacks were provided with an innovative twist. These included the "perfect" 72-hour preparedness food, 'Twinkies,' with an endless shelf life, labeled with stickers, "In case of emergency, tear open package!"

A detailed informational and entertaining computer PowerPoint presentation was shown throughout the training on double screens, supporting the current topics being discussed and highlighting important points being made. Photographs, sound, and a bit of humor were integral parts of this presentation, as well as interactive participation and the inclusion of hands-on activities such as outside live fire suppression.

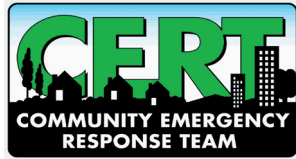
Instructors from Police Communication, Public Works Street Operations, North Metro Fire Rescue, and Adams County Office of Emergency Management joined the Broomfield Emergency Management Unit to provide detailed insight into each topic. The atmosphere was relaxed, mixed with both laughter and seriousness. The students absorbed the high energy and cohesiveness of the team of diverse instructors.

CDEM grant monies provided a variety of 72-hour preparedness kit items which were given out as prizes for correctly answered review questions and simple preparedness facts. Both random and special drawings and giveaways helped participants build their own family's 72-hour preparedness kit.

*(Continued on page 14)*

# CERT in Broomfield

*(Continued from page 13)*



At the end of the trainings, certificates were presented during a simple graduation ceremony. Participants who completed all three sessions were also awarded a weather radio and fire security box, to assist in completing their 72-hour kits.

The total number of participants in the first session was 47, with 39 completing all three classes in the series; and 51 in the second (we had a few people “sneak in,” without prior registration), with 42 participants attending all three. Due to the maximum capacity of the facility, the number of participants was limited to 48. An active waiting list was required.

Here are some of the end evaluation comments!

“Awesome! Your devotion as a staff was incredible! I acquired so much knowledge. I appreciate all of your passion regarding this subject!”

“Very well done by all!”

“Excellent staff and course content.”  
Great crowd, good speakers and very knowledgeable.  
I expected a lot and got a lot. Thank you!”

## DENVER EXERCISE

*by Kerry Kimble, CDEM*

In cooperation with the U.S. Postal Service, the Denver Fire Department (DFD) conducted multiple search and rescue exercises for two days in February following the partial razing of a postal annex building. This exercise scenario progressed from previous exercises involving a domestic terrorist group detonating an explosive device. The goal was to rapidly conduct rescue operations using ICS. There were approximately 30 responders from DFD, CO-Task Force-1, and military participating. The goal of the exercise was to establish a learning environment to familiarize the necessary agencies with the protocols in place for dealing with a collapsed building, as well as terrorism.



Exercise play focused on the operations associated with search and rescue, i.e. structure triage, assessment and marking, and search strategy and tactics.

The exercise was designed to:

1. Continue to solidify the partnership between the city’s first responding agencies.
2. Assess the interagency coordination of state, regional and local jurisdictions during a building collapse incident that was triggered by a terrorist Improvised Explosive Device (IED) incident.
3. Improve the operational readiness of the local responding agencies.
4. Provide an opportunity for individual training and agency cross-training to achieve a high level of collective preparedness.
5. Assess, validate and update the city’s Local Emergency Operations Plan and internal departmental standard operating procedures.



Participants were advised that the exercise was an “evaluated practice,” a format that allowed Players to test their plans and procedures within a no-fault learning environment. At the same time, Evaluators, Controllers, and Simulators collected information in order to assess performance of critical tasks during exercise play using the state and local plans and procedures.

A hot wash was conducted at the location with all participants. Information from this hot wash was incorporated into an after-action report.

# ELBERT COUNTY NEWS

## Frontier High School takes response training

by Rhonda Moore, Staff Writer, Elbert County News

Students at Frontier High School participated in the county-run Community Emergency Response Training (CERT) course as part of their community service prerequisite last December. The course is offered through the Office of Emergency Management through a homeland security grant and is available free to the public.

The course provides personal preparedness training in the event of an emergency with training provided by emergency services personnel and managed by Elbert County volunteer coordinator Dianna Angelo.

"We had to adjust a bit of the curriculum to provide a more hands-on approach for the kids," said LaRiea Thompson, Elbert County Director of the Office of Emergency Management. "They had to build a five-foot tower using only paper and scotch tape, which was an exercise in teamwork and resourcefulness. You never know what you'll have at your disposal in an emergency situation."

The course outlines five areas of personal preparedness in an emergency situation, and training is offered for all interested community or neighborhood organizations.

The first area of training is an overview of disaster and emergency preparedness, with an overview of hazards unique to Elbert County. This portion of the course includes information on how to find shelter in case of a tornado and what steps to take in extreme weather conditions.

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***"I learned what to put in a safety kit for my car to survive for 72 hours," said Brittaney Airth, 16.***

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The second part covers personal and family preparedness, with instructions on how to assemble an emergency kit and preparedness plan to support a family for 72 hours. The remainder of the course covers fire safety and evacuation, community response to terrorism, and hazardous materials.

In addition to the team building exercises, students were assigned a neighborhood preparedness plan and learned how to operate a fire extinguisher.

Frontier students shared some of the useful information they learned in the course.

"I learned what to put in a safety kit for my car to survive for 72 hours," said Brittaney Airth, 16.

The section on terrorism was an eye opener for students.

"I learned that remote bombs can be triggered by cell phones," said John Bourgeois, 16.

The hazardous materials section covered what not to do in case of a spill and how to measure a distance for safety.

"The distance from you to the spill should be far enough so that the spill area can be seen through the hole of a donut from where you are," said Jake Knowlton, 17. "You should also write down the placard number from the side of the truck for the 911 operator." Other information was more useful for more likely emergency events like tornados and flooding.

"I learned how to make an evacuation plan with my parents in case of a fire," said Zoey Satterwhite, 17. "I learned what to do in case of a tornado if you're at your house," said Samantha Murphy, 16.

The CERT training is available to every resident of Elbert County and all citizen groups are encouraged to take advantage of the opportunity. Class schedules are tailored to meet the needs of the participating group.

For information, call Dianna Angelo at 303-621-2027, extension 1118.

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## You know you're on technology overload when...



- You enter a password in the microwave.
- It's been 10 years since you've used a real deck of cards to play solitaire.
- You have an entire page of phone numbers to reach your immediate family members.
- You have a daughter peddling Girl Scout cookies on the Web.
- A week after you buy your new computer, it's been declared obsolete and is being sold at half the price.
- Your excuse for not staying in touch with others is because you don't have their e-mail addresses.

—adapted from the Business Café Online Web site

# Colorado EMERGENCY PLANNING COMMISSION (CEPC)

*by Richard Bardsley, CDEM*

The Colorado Emergency Planning Commission (CEPC) will host its Annual Local Emergency Planning Committee (LEPC) Conference on September 8-9, 2005 at the Silvertree Hotel in Snowmass, Colorado. The topics will range from LEPC activities throughout the state to special presentations on important subjects such as Homeland Security issues, updates on passed and pending legislation at both the state and federal level (e.g., meth lab clean up standards and transportation), as well as fixed facility pre-planning issues. If you have suggestions for topics, please feel free to forward them through your LEPC to the CEPC.

Individuals will be responsible for making their own room reservations at the Silvertree by calling 1-866-515-0527. Participants traveling 50 to 100 miles, are authorized a room on September 8. If traveling over 100 miles to attend, rooms will be authorized for the 7th and 8th. The CEPC will pay for conference attendees' rooms. In addition to the rooms, the CEPC will provide two continental breakfasts, one lunch, conference travel reimbursement in accordance with the state fiscal rules, and a reception hosted by the Jefferson County LEPC on the evening of the 8th.

**Note:** The attendance policy has changed. Single jurisdiction LEPCs may now send three LEPC members to the conference. Multi-jurisdictional LEPCs may now send four LEPC members. If you would like to send additional members to the conference, please submit the required application and they will be judged on a case-by-case basis. Conference informational letters, with applications and draft agendas, will be forwarded to all LEPC chairs in July.

As at past LEPC conferences, the CEPC will again present the Leonard Boulas Hazmat Award. Nomination forms will be distributed to LEPCs with the April 2005 CEPC minutes, and nominations will be accepted through the last week in August. The only prohibition is that state employees are not eligible to receive this award.

**Outreach:** The CEPC has a policy of conducting outreach meetings. The CEPC meets the first Thursday of every month at the Crisis Management Center, Colorado Department of Public Health and Environment (CDPH&E) at 4300 Cherry Creek Drive South, Denver, CO.

However, the CEPC tries to meet at least once per quarter in locations other than CDPH&E. The Logan County LEPC in Sterling, Colorado hosted the April 14, 2005 outreach meeting at the Sterling Fire Department. If your LEPC would like to host an outreach meeting in 2005, please contact any CEPC member.

**News:** Susan Jones-Hard, longtime CEPC co-chair from the CDPH&E, has resigned effective March 23, 2005. She and her family will be relocating to Missouri. Susan will be missed greatly by the CEPC, Colorado LEPCs, and all of her friends, co-workers and acquaintances in Colorado. GOOD LUCK SUSAN!!

The Jefferson County LEPC, on behalf of the CEPC, is still conducting LEPC assistance visits. These visits are without any cost to the LEPC and can assist an LEPC in any of its organizational, planning, and training areas that need help. Members of the CEPC and the Jefferson County LEPC are also available to address meetings with elected officials, citizen groups, or with LEPCs in general. For help or assistance in this area, please contact Richard Bardsley at (720) 852-6603, Tim Gablehouse, or Melanie Granberg at (303) 572-0050.

The application period for this year's Hazardous Materials Emergency Preparedness planning grants from the U.S. Department of Transportation will begin in June. Application packets will be distributed to all LEPCs with a submission suspense of September 16, 2005. For further information, questions, or an application, please contact Richard Bardsley, CEPC Co-Chair at Colorado Division of Emergency Management (CDEM) at (720) 852-6603.

If you have not already done so, please submit an updated copy of your LEPC roster in order for the CEPC to approve it. This is very important because of the liability protection issues for the LEPC.

The CEPC exists to implement the SARA/Title III EPCRA legislation in Colorado and to support the Local Emergency Planning Committees. LEPCs and individuals should feel free to attend CEPC meetings, contact CEPC for questions or for assistance, and participate in any and all CEPC activities.

*"Be who you are and say what you feel,  
because those who mind don't matter, and  
those who matter don't mind."*

*—Dr. Seuss*



# CONDUCTING PRODUCTIVE MEETINGS



by James A. Lancy, MA, CEM,  
Emergency Management  
Coordinator, City of Arvada, Colorado

**M**o Siegal, the founder of Celestial Seasonings, is quoted as saying, “When I die I won’t go to heaven, I’ll just go to another meeting.” Sound like anyone you and I know? Meetings are an essential part of the life of an emergency manager. Meetings are where relationships are built, planning takes place, and decisions are made. Or, anyway, that’s what we hope when asked to attend another meeting.

The meetings you convene don’t have to be the low point of everyone’s day. With a few simple steps you can ensure that your meetings are productive and worthwhile.

There are four components to conducting a successful meeting that should always be in place to ensure all parties involved are not wasting their time. First of all, there must be a **specific and clearly defined purpose** for convening a meeting. What goal is to be achieved by spending our valuable and often very scarce time getting together? Is this meeting an ongoing activity or are we meeting to accomplish a specific task, for example, to design an exercise?

The second important piece to conducting productive meetings is to have an **agenda** that precisely states what will be discussed. The agenda should be specific, clear to everyone involved, and distributed prior to the scheduled meeting. This gives everyone an opportunity to prepare for the meeting. Preparation prevents the group from starting at square one each time you meet. The agenda sets the framework for the business to be conducted. The agenda should lead the group towards achieving the goal of why you are meeting.

Specifically, the agenda should clearly state the time, date, and place of the meeting to be held, and should list the items to be discussed in an outline or bulleted form for clarity. Although scheduling the next meeting shouldn’t be the purpose of the current meeting, it should be done during the meeting while all parties are together.

The third, and I believe most critical component of every meeting, should be to end the meeting with **clear decisions** being made or action items being defined. Something must be accomplished at each meeting besides deciding when to hold the next meeting. The decision step keeps the purpose for the meeting proceeding towards the ultimate goal.

Each decision or assigned action item should be accompanied with who is going to do what and by when. Tasking members at the meeting to accomplish specific things in a certain time period prevents action items from dangling without resolution.

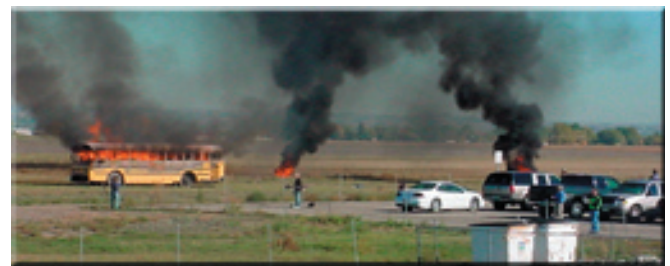
Finally, an important element of decision-making is **follow up**. Revisiting progress made and tasks accomplished allows the group to recognize progress being made and to make adjustments as needed. Task and decision follow up should be an agenda item for the next meeting.

Emergency managers could spend all of their time doing nothing but attending meetings. Some meetings are well conducted, task-oriented and achieve the stated purpose while others wander toward ill-defined goals and are often a waste of time. The times we live in are too scary, our resources are too limited, and our time too precious to be wasted attending poorly managed meetings. With a little effort, the meetings you conduct can be a little slice of heaven-on-earth (yea, right). Well, at least not be a waste of everyone’s time.

## FORT COLLINS/LOVELAND

### AIRPORT EXERCISE by Kerry Kimble, CDEM

**O**ver 200 first responders and 80 volunteer victims participated in an exercise at the Fort Collins/Loveland Airport last year. This full-scale exercise was a joint effort to deal with a terrorist scenario and to recertify the airport’s response procedures. The exercise was initiated with a hijacking using a threat of explosives and sarin. Upon landing, law enforcement immediately began negotiations. Eventually an explosion did occur (simulated by a bus), contaminating all passengers.



SWAT and fire dealt with the terrorists wet decontamination. Some of the objectives included: accounting for all passengers/terrorists; establishing Unified Command; and triage/treatment/transport of patients to designated hospitals. Law enforcement (including SWAT and bomb squad), fire service, emergency medical, health care, emergency management, public safety communications, Salvation Army, airport management, one airline, and FAA participated.

# NATIONAL PREPAREDNESS GOAL (INTERIM)

The Secretary of Homeland Security charged the Executive Director of the Office of State and Local Government Coordination and Preparedness (DHS/SLGCP) with responsibility to lead Homeland Security Presidential Directive 8: National Preparedness implementation on his behalf. It provides the means for the Nation to answer three fundamental questions: “How prepared do we need to be?,” “How prepared are we?,” and “How do we prioritize efforts to close the gap?”

HSPD-8 defines preparedness as “the existence of plans, procedures, policies, training, and equipment necessary at the federal, state, and local level to maximize the ability to prevent, respond to, and recover from major events. The term ‘readiness’ is used interchangeably with preparedness.” HSPD-8 refers to preparedness for major events as “all-hazards preparedness.” It defines major events as “domestic terrorist attacks, major disasters, and other emergencies.”

Building upon that strategic intent, the vision for the National Preparedness Goal is: To engage federal, state, local, and tribal entities, their private and non-governmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events in order to minimize the impact on lives, property, and the economy.

HSPD-8 states that the National Preparedness Goal will establish “measurable readiness targets ...that appropriately balance the potential threat and magnitude of terrorist attacks, major disasters, and other emergencies with the resources required to prevent, respond to, and recover from them.”

Risk-based target levels of capability will meet that requirement. The intent is to establish capability baselines for operational missions and track resource allocation against them. It is impossible to maintain the highest level of preparedness for all possibilities all of the time.

Managing the risk posed by major events is imperative. Risk-based target levels of capability for major events can be defined through a Capabilities-Based Planning process.

Capabilities-Based Planning is defined as planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-Based Planning is all-hazards planning. Defining risk-based target levels of capability for the Goal involves identifying a plausible range of major events; the tasks to be performed in prevention, protection, response, and recovery that would require a coordinated national effort; and the specific capabilities and levels of capability that would minimize the impact on lives, property, and the economy.

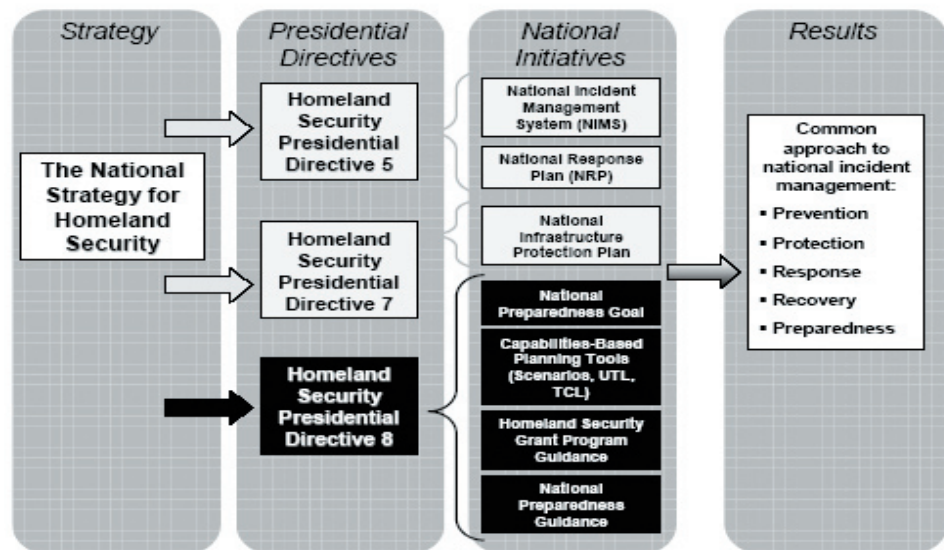
The Goal includes seven priorities for national preparedness. The priorities fall into two categories: overarching priorities and priorities to build specific capabilities.

The overarching priorities are to:

- Implement the National Incident Management System and National Response Plan;
- Expand regional collaboration; and
- Implement the Interim National Infrastructure Protection Plan.

The priorities for specific capabilities are to:

- Strengthen information sharing and collaboration capabilities;
- Strengthen interoperable communications capabilities;
- Strengthen chemical, biological, radiation, nuclear, and explosive weapons (CBRNE) detection, response, and decontamination capabilities; and
- Strengthen medical surge and mass prophylaxis capabilities.



# GRAND OPENING of COLORADO'S MULTI-AGENCY COORDINATION CENTER

**M**arch 24, 2005 marked the Grand Opening of Colorado's Multi-Agency Coordination Center (MACC) and new State Emergency Operations Center. Governor Bill Owens was on hand for the christening of this new state-of-the-art center which may well prove to be a model for others like it across the nation.



*Governor Bill Owens dedicates the new center as Mike Beasley, Executive Director of the Department of Local Affairs, and Tommy Grier, Director of the Division of Emergency Management, look on.*

The facility was specifically designed to meet the new National Incident Management System (NIMS) requirements and includes a policy room, a secure video teleconference (VTC) room, designated space for administration/logistics and planning/assessment, a 2,400 square foot operations/coordination room, a communications center, and a room specifically designed to accommodate our media partners.

The EOC/MACC has 38 on-line workstations to accommodate all department emergency response coordinators, and our federal and local partners. It has the expansion capacity to 56, and more if voice-over Internet Protocol is used.

Three plasma screens, two smart boards and two projection sets allow for information sharing among operational staff, and a non-secure VTC capability allows outreach to other facilities. The Center can be used for training and meetings when not activated for an emergency.

The MACC is linked to the CDOT's Transportation Operations Center (TOC) which provides highway surveillance camera displays to monitor state roadways and weather throughout Colorado. The Center also provides general intelligence on all transportation systems including railroads and airports. The TOC has command and control over all state road systems, bridges and underpasses; provides avalanche analysis and control; and acts as the traffic command and control center in the event of an emergency.

Redundant communications enhance support of local response and recovery operations. In addition to regular telephone service, antennas were installed to accommodate all cellular service providers, and satellite phone capability is also available. The MACC also has access to the Government Emergency Telephone System (GETS) and the Cellular Priority Access System (CPAS) that give MACC staff priority over other users during emergencies.

The communications center has the FEMA National Alert Radio System as well as VHF, UHF and 800-megahertz systems, and is supported by a cadre of amateur radio operators. All EOC/MACC critical systems are backed up with UPS and twin generators should the facility lose power.

The Division of Local Government offers GIS capability to support incident analysis and response to the MACC. This Center also has a virtual connection to Public Health Coordination Center, Health Alert Network, and emergency management systems.

In addition to supporting actual emergencies throughout the state, the MACC is activated in support of local and regional exercises. It is designed for multiple agency communication and coordination of support for local, regional, state, and federal disaster emergencies.

Through our partnerships with federal, state and local governments, and the private sector, the MACC ensures the highest level of protection and preparedness for the state and its citizens.

## DISASTER TRIVIA

**W**e had two winners for the Disaster Trivia contest in the last newsletter. The winners were **Rick Newman, Community College of Denver EMS Program Director**, and **Mike Merino of Western Gas Resources**. Each received useful prizes for their correct answers.

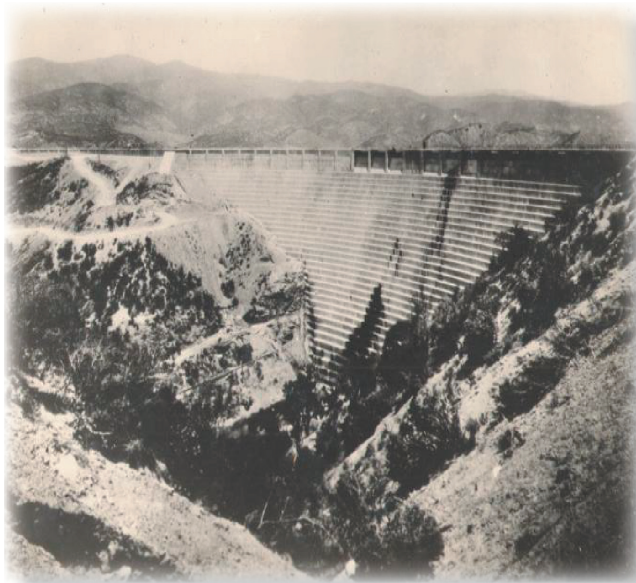


### The 'hint' for the last contest was:

This disaster took the lives of between 450 and 500 people with the body of one victim found 64 years later. At least 1,200 homes were destroyed. The disaster took place in the United States.

### The answer was the St. Francis Dam failure.

The St. Francis Dam was built by the Bureau of Water Works and Supply of the City of Los Angeles in 1925-26 as a curved concrete gravity dam in San Francisquito Canyon, about five miles northeast of what is now Santa Clarita, California. The purpose of the dam was to provide an additional 38,000 acre-feet of storage for Los Angeles-Owens River Aqueduct water close to Los Angeles.



The dam failed catastrophically upon its first filling, near midnight on March 12, 1928. The exact number of dead remains unknown to this day. The official count made in August 1928 stood at 385. However, more bodies were discovered every few years until the 1950s, and the remains of another victim were found deep underground near Newhall in 1992. It is generally accepted that the death toll was between 400 and 500. It was the greatest American civil engineering failure in the 20th Century.

The St. Francis Dam was a massive concave-faced concrete structure 185 feet high that backed up an artificial lake 2.8 miles long. About 38,000 acre-feet of water was impounded behind the dam. The water weighed almost 52 million tons. The dam was built on a giant ancient landslide, which reactivated, with no evidence of seismic activity. The mass of land that moved weighed 877,500 tons, more than three times the weight of the dam itself, which weighed 250,000 tons.



The original reservoir capacity was to be 30,000 acre-feet of water. This was increased 39% by adding 10 feet and then later another 10 feet to the dam's height without increasing the dam's base width. This 11% increase in height necessitated the building of the wing dike. For a gravity dam that derives its stability from its weight this was a potentially dangerous action. The wall of water that scoured this canyon was 135 feet high and its speed was 18 miles per hour.

### As The Story Goes

Minutes before midnight on the chilly evening of March 12, 1928, the St. Francis Dam failed. The dam's 185-foot high concrete wall crumpled and collapsed, sending billions of gallons of raging flood waters down San Francisquito Canyon, about five miles northwest of Magic Mountain in what is now Santa Clarita. As the flood picked up debris it became a giant thick snake of mud and water and houses and bodies crawling at about 12 miles per hour down the Santa Clara River Valley and eating everything in its 54 mile path to the Pacific Ocean.

Built by the Los Angeles Bureau of Water Works and Supply, the St. Francis Dam Disaster was the greatest American Civil Engineering failure of the 20th century when it collapsed on its first filling. As a result of the dam's failure 1,200 homes were damaged, 909 were totally destroyed, 10 bridges were washed out, power was knocked out over a wide area and the communities of Castaic, Piru, Fillmore, Bardsdale, Santa Paula and Saticoy were paralyzed.

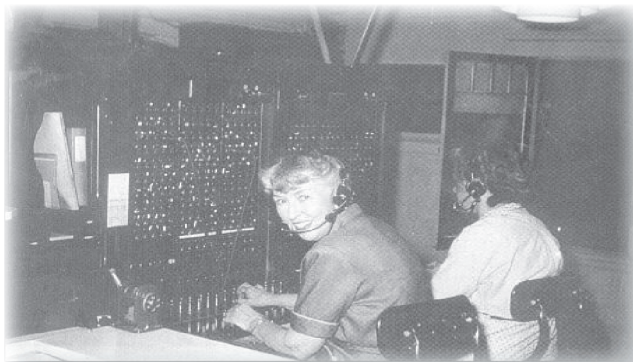
*(Continued on page 21)*

## DISASTER TRIVIA

Records indicate that the first official warning was issued at 1:20 a.m. By then, the water had traveled almost 18 miles and crested more than 40 feet, pouring over tents of 150 men at the Edison camp and killing 84.



Courageous telephone operators, including Santa Paula's night operator, Louise Gipe, stayed at their perilous posts, calling frantically ahead, trying to outrace the flood by telephone. They became known as the "Hello Girls." They received a \$25 bonus for their



efforts.

An exact death toll is impossible because the bodies of many victims were washed out to sea with the floodwaters, but more than 450 people perished that night. It is California's second largest disaster; only the San Francisco Earthquake and Fire of 1906 claimed more lives.

From this disaster, the world's first dam safety agency was formed; normalization of uniform engineering criteria for testing compacted earthen materials was established (which is still being used today); all Los Angeles Department of Water and Power dams and reservoirs were reevaluated; and the state-mandated process for the arbitration of wrongful death suits was developed (which also is still being used today)!



## ANOTHER TRIVIA QUIZ

This disaster killed 21 people, crumpled the steel support of an elevated train, and knocked over a fire station.



As described by a witness, "...there was chaos, terror, buildings in ruins, victims to be dug out, trapped survivors to be rescued, rescue workers among the victims, and anguished families rushing to relief centers to find their relatives."

"The wave moved at an estimated 35 miles per hour."

The disaster took place in the United States.

If you'd like to take a shot at guessing what this disaster was, you must name all of the following correctly:

The **type** of disaster.

The **location** of the disaster.

The **year** the disaster occurred.

Email your answer to Polly White (polly.white@state.co.us) no later than **July 1, 2005**. Again, three prizes will be awarded for the correct answers. In the event that more than three correct answers are received, a random drawing will be held. Winners will be notified via email.

Would you like to submit a disaster for consideration for Disaster Trivia? If so, please use the email above.

## CLIMATE of 2004: 2004 in Historical Perspective

The National Oceanic and Atmospheric Administration National Climatic Data Center has released *Climate of 2004: 2004 in Historical Perspective*.



Contents of the report include major highlights from 2004, global analysis, ENSO conditions, U.S. and global significant events, U.S. drought, and U.S. summary.

[www.ncdc.noaa.gov/oa/climate/research/2004/ann/ann04.html](http://www.ncdc.noaa.gov/oa/climate/research/2004/ann/ann04.html)

## LESSONS LEARNED in INFORMATION SHARING



LLIS.gov

**P**rotecting our nation against the threat of terrorism is an increasingly complex effort. Everyday, frontline responders at the local, state, and federal levels are creating new and innovative best practices while exercises and real-world incidents produce valuable lessons learned.

To share this information, the National Memorial Institute for the Prevention of Terrorism, in cooperation with the U.S. Department of Homeland Security Office of State and Local Government Coordination and Preparedness, has developed Lessons Learned Information Sharing (LLIS.gov). LLIS.gov is the national online network of lessons learned and best practices designed to help emergency responders and homeland security officials prevent, prepare for, respond to, and recover from acts of terrorism and other disasters. It is a free and secure system open only to vetted emergency response providers and homeland security officials.

The central component of LLIS.gov is a collection of peer-validated lessons learned and best practices developed in consultation with, and validated by, emergency responders. LLIS.gov also houses an extensive collection of homeland security-related materials, including hundreds of after-action reports from federally sponsored exercises and a comprehensive library of documents, reports, directories, and manuals. Users also have access to an updated list of homeland security exercises, events, and conferences. The system encourages online collaboration via information exchange tools, including secure e-mail, message boards, and a feedback tool that allows user submissions.

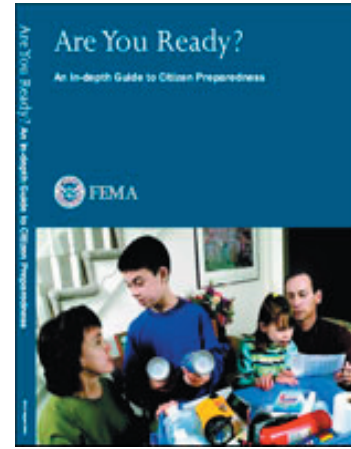
By providing a single, centralized location for the sharing and dissemination of information, LLIS.gov helps inform and prepare homeland security officials and emergency response providers by integrating them into a nationwide information-sharing network, a crucial step in the prevention, preparedness, response, and recovery from terrorism and disasters. For more information and to register, visit <http://www.llis.gov/>.

*“The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind.”*

—William James

## FEMA RELEASES UPDATED *ARE YOU READY?*

**T**he Federal Emergency Management Agency (FEMA) has announced the release of the updated, in-depth guide to citizen preparedness, *Are You Ready?* The guide provides a step-by-step approach to disaster preparedness by walking the reader through how to get informed about local emergency plans and identify hazards that affect their area, and instructing them on how to develop and maintain an emergency communications plan and build a disaster supplies kit. Other guide topics include evacuation, emergency public shelters, animals in disaster, and information specific to people with disabilities.



To broaden the usage of the *Are You Ready?* materials, a facilitator guide is available for those interested in delivering the disaster preparedness content in a classroom or small group setting. The facilitator guide includes training modules for adults and children, and contains a CD-ROM toolkit that includes customizable slides and hazard specific fact sheets. *Are You Ready?* is also a study guide for the independent study course, *Are You Ready? An In-Depth Guide to Citizen Preparedness, IS-22*. College credit for successful completion of the course is available through Frederick Community College in Frederick, Maryland.

The updated guide is available from the FEMA Web site in both English and Spanish. Download a copy at <http://www.fema.gov/areyouready/>. English-only copies are also available by mail from FEMA's Publications Warehouse at (800) 480-2520. Access the course at <http://training.fema.gov/EMIWeb/IS/is22>.

*“Laws alone can not secure freedom of expression; in order that every man present his views without penalty there must be spirit of tolerance in the entire population.”*

—Albert Einstein

## 2004 in Review

The Division of Emergency Management has its **2004 in Review** on the web at: [www.dola.state.co.us/oem/2004inreview.pdf](http://www.dola.state.co.us/oem/2004inreview.pdf).

Some of our highlights for the year include:

- Colorado's Homeland Security Strategy
- State All-Hazards Advisory Committee
- State Hazard Mitigation Plan
- Exercises & Training Programs
- Emergency Management Assistance Compact

## 2005 GOVERNOR'S CONFERENCE ON EMERGENCY MANAGEMENT



The Governor's Conference on Emergency Management will be held August 22 - 24, 2005 in Breckenridge, Colorado. We hope to have brochures in the mail by May and will also have the conference website up and running soon, so folks can register online and get a preview of the conference agenda.

The conference will be held at The Village at Breckenridge. If you've not been there before, take a minute to go to their website to see where you'll be staying! [www.breckresort.com/index.cfm](http://www.breckresort.com/index.cfm).

## STATE HAZARD MITIGATION PLAN



Colorado became the first state in FEMA Region VIII to have a FEMA approved State Hazard Mitigation Plan. In October 2000, the United States Congress passed the Disaster Mitigation Act of 2000, now referred to as DMA 2000. The Act amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1989 (Public Law 93-288, as amended) which serves as the mechanism through which the federal government delivers financial and technical assistance to state and local governments following presidential disaster and emergency declarations.

DMA 2000 addresses our country's continuing need to reduce or eliminate the effects of natural, technological, and man-made hazards.

Section 322 of DMA 2000 requires that all state hazard mitigation plans be updated to reflect the changes set forth in the Act. By amending the current natural hazards mitigation plan, Colorado state agencies and local governments remain eligible to receive pre- and post-disaster assistance from the federal government. The Colorado Division of Emergency Management (CDEM) has the statutory responsibility to update and revise the Colorado Natural Hazards Mitigation Plan.

In order to complete the revision process, a planning team was developed, several group meetings were held, input was collected from various sources, and concurrent risk assessment projects were completed. State agency issues and potential projects are addressed in the umbrella plan and annexes. Separate mitigation plans are not required from state agencies that participated in the process because they are included in the plan.

In addition, local mitigation planning efforts were integrated into the state plan. The results of the plan were based on best available data from the state agencies and local governments that participated in the planning process. In some cases, information from state and federal agencies did not exist in a usable format. Nonetheless, all available and current data was utilized to meet the requirements.

Overall, protecting lives and mitigating new and existing property development from the effects of hazards is a priority because it can be achieved on an individual community-by-community basis but at the same time can be integrated into an overarching plan goal.

The State Hazard Mitigation Plan may be viewed online at: [www.dola.state.co.us/oem/Mitigation/MIT1.HTM](http://www.dola.state.co.us/oem/Mitigation/MIT1.HTM).

## COLORADO MITIGATION & WILDFIRE CONFERENCE

The 2005 Colorado Mitigation & Wildfire Conference will be held September 9 - 11, 2005 at the Vail Marriott Resort in Vail, Colorado. Planning for the conference is in the works! Keep checking the webpage for updates as they become available.



<http://www.wildfirecolorado.org/>

## USFA COURSE PREPARES EMS RESPONDERS FOR MULTIPLE CASUALTY EVENTS

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**T**he U.S. Fire Administration (USFA) is offering a new online course designed to help emergency medical service (EMS) personnel respond more effectively when faced with a multiple casualty incident (MCI). An MCI can occur as the result of many situations, such as a transportation accident, a building collapse, a civil disturbance, a severe weather event, or a terrorist attack to name a few.

The new independent study course, EMS Operations at Multicasualty Incidents, Q157, is a four-hour, Web-based course that addresses preparedness planning; incident management; safe and efficient triage, treatment, and transportation of patients; and the de-escalation of the response. Access the course at the USFA's Virtual Campus at [www.training.fema.gov](http://www.training.fema.gov).

**CDEM Web Address:**  
<http://www.dola.state.co.us/oem/>

**COLORADO DIVISION OF EMERGENCY MANAGEMENT  
9195 EAST MINERAL AVENUE, STE. 200  
CENTENNIAL, COLORADO 80112**

## SUGGESTED INTERNET RESOURCES

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[http://www.safnet.org/policyandpress/  
cwpphandbook.pdf](http://www.safnet.org/policyandpress/cwpphandbook.pdf)

*Preparing a Community Wildfire Protection Plan: A Handbook for Wildland-Urban Interface Communities* is a concise, step-by-step guide to developing a community wildfire protection plan. It addresses issues such as who to involve in developing a plan, how to involve other interested parties, what elements to consider in assessing community risks and priorities, and how to develop a mitigation or protection plan to address those risks.

<http://www.domesticpreparedness.com/>  
Integrating the professional first responder communities of fire, law enforcement, emergency medical, National Guard, and local, state, and federal governments with industry concerned with domestic preparedness is the aim of this site, which features news about grants, government, industry, people, reports, events, and more.

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