MOVING COLORADO

VISION FOR THE FUTURE

C DOT

2035 Statewide Transportation Plan

Security

TECHNICAL REPORT

March 2008

C DOT

DEPARTMENT OF TRANSPORTATION

Table of Contents

Figures

Summary

With the passage of Safe Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU) , security became a separate stand alone planning factor to be reflected within and coordinated between both statewide and metropolitan transportation planning processes, and consistent with security planning and review processes, plans, and programs, as appropriate.

The Colorado Department of Transportation (CDOT) is the agency responsible for preparation of Colorado's long-range transportation plan. The update of the Plan was already well underway when SAFETEA-LU was enacted. To begin it's closer look at addressing "Security" in the long-range transportation planning process, CDOT determined to identify the players, understand interrelationships, and learn about efforts underway, and to do so by bringing together those involved in operational security activities and planning with long-range transportation planners. The concept was to open the doors of communication between these groups and identify areas where the two planning efforts could benefit each other and coordinate. The need for the security agencies to learn more about the planning process was identified at that time.

This document describes the transportation planning process in Colorado, describes CDOT's approach to addressing security as a planning factor for its 2035 Statewide Plan, describes the roles of known and contacted agencies responsible for security planning, and documents the events of the Security Workshop hosted by CDOT.

Background

As the effective date of the Transportation authorization bill, *Transportation Equity Act for the 21st Century (TEA–21)* drew to a close, its successor, the *Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA–LU)* (Pub. L. 109–59, August 10, 2005), was enacted with several updates, including one to address the topic of "Security" separately from the topic of "Safety" within the Statewide and Metropolitan Long-Range Planning Process. Previously, the two subjects had been treated together, with security playing the minor role.

Planning to address security concerns has traditionally focused on Incident Prevention and Emergency Response and Recovery activities from an operations standpoint. However, the events of September 11, 2001 led to a national re-thinking of this focus.

FHWA Executive Director Bud Wright stated, "The surface transportation system is vital to our economy, defense, and quality of life, and it is extremely vulnerable to attack due to its enormity and accessibility. Understand the commercial relationships within the state and the economic impact of the transportation infrastructure. (From the document: "Effective Practices in State Department of Transportation Security Planning", Volpe National Transportation Systems Center, USDOT, August 2004)

Description of Transportation Planning Process in Statewide Long-Range Transportation Planning

Colorado's Statewide Planning process is a grass roots effort. For transportation planning purposes, the State is divided into ten rural planning regions, and five metropolitan planning areas (MPOs), each developing its own regional transportation plan. CDOT then takes all 15 regional plans and roles these up into the Statewide Transportation Plan.

Figure 1 – Transportation Planning Regions
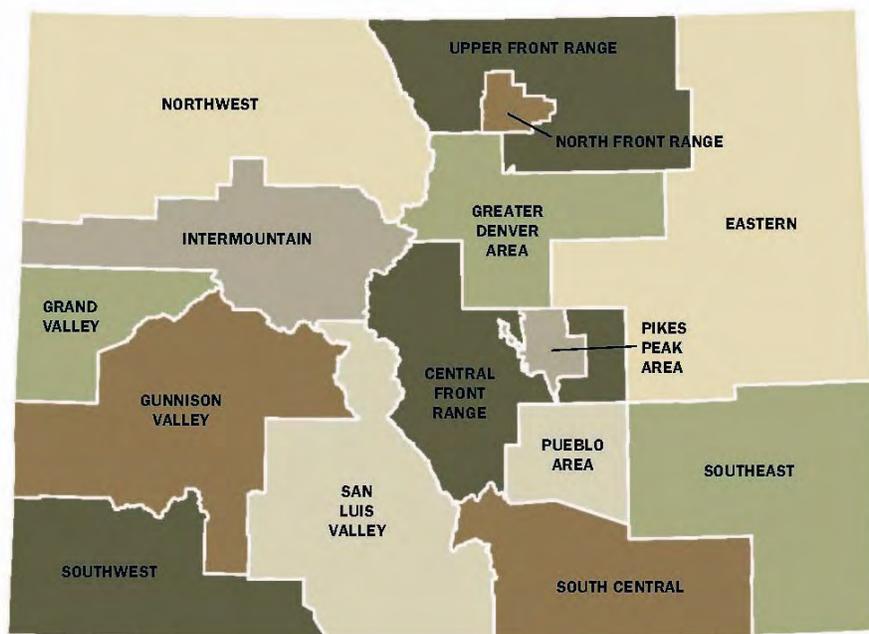
Figure 2 - Planning Process
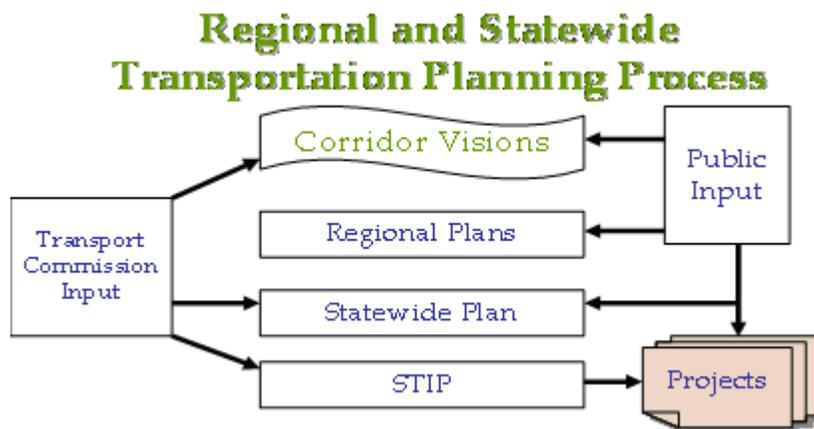
From a Colorado perspective, the Statewide Plan is important because it:

- Is the foundation of 15 cooperatively developed regional transportation plans, and therefore, establishes a comprehensive statewide transportation Vision, Revenue and Needs

- Guides Commission investment decisions by establishing policy for the Plan and for the State Transportation Improvement Program of projects (STIP), and guidance for the state's Corridor Visions

- Provides accountability, by ensuring that funding allocations support agreed-upon strategies/policies, and linking system performance/corridor visions to investment decisions

Transportation Planning Process for Metropolitan Planning Organizations (MPOs)

Federal law requires that a long-range (twenty-year) transportation plan be prepared by each MPO. An MPO is designated for each urbanized area with a population of more than 50,000 individuals (as determined by the Bureau of the Census), and is done so by agreement with the Governor.

Figure 3 – Colorado Metropolitan Planning Organizations
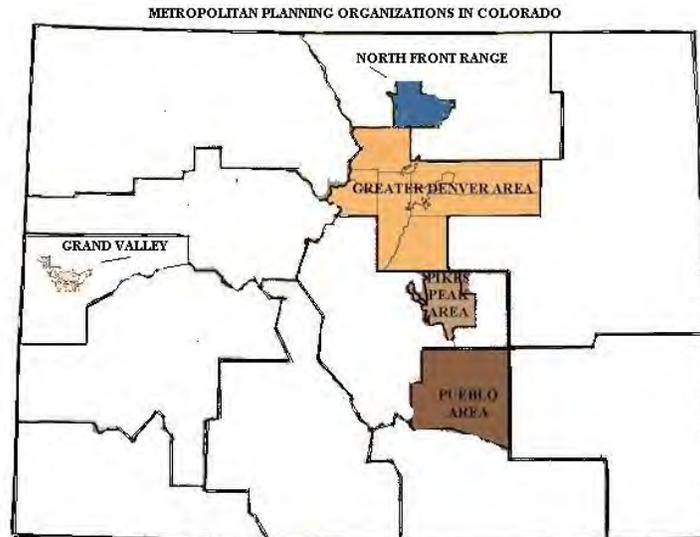
The MPO transportation planning process is carried out in coordination with the statewide transportation planning process, and includes development of a transportation plan addressing no less than a 20-year planning horizon as of the effective date, and includes both long-range and short-range strategies/actions that lead to the development of an integrated multimodal transportation system to facilitate the safe and efficient movement of people and goods in addressing current and future transportation demand.

The Plan should incorporate (as appropriate) emergency relief and disaster preparedness plans and strategies and policies that support homeland security and safeguard the personal security of all motorized and non-motorized users. The MPO provides citizens a reasonable opportunity to comment on the Plan

In carrying out the metropolitan transportation planning process, MPOs, States, and public transportation operators may apply asset management principles and techniques in establishing planning goals, defining TIP priorities, and assessing transportation investment decisions, including transportation system safety, operations, preservation, and maintenance, as well as strategies and policies to support homeland security and to safeguard the personal security of all motorized and non-motorized users. [23 C.F.R. Parts 450.306 – 322]

Federal Efforts

National Infrastructure Protection Plan

The National Infrastructure Protection Plan (NIPP) and supporting Sector-Specific Plans (SSPs) provide a coordinated approach to critical infrastructure and key resources (CI/KR), along with protection roles and responsibilities for federal, state, local, tribal, and private sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources which will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster.

The plan is based on the following:

- Strong public-private partnerships which will foster relationships and facilitate coordination within and across CI/KR sectors.
- Robust multi-directional information sharing which will enhance the ability to assess risks, make prudent security investments, and take protective action.
- Risk management framework establishing processes for combining consequence, vulnerability, and threat information to produce a comprehensive, systematic, and rational assessment of national or sector risk

Federal Emergency Management Agency (FEMA)

On March 1, 2003, FEMA became part of the U.S. Department of Homeland Security (DHS). The primary mission of the Federal Emergency Management Agency is to reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation.

From its offices in Denver, FEMA's Region VIII works in partnership with the emergency management agencies of Colorado, Montana, North Dakota, South Dakota, Utah and Wyoming to prepare for, respond to and recover from disasters. Region IV's most common challenges are tornados, severe storms and winter storms that can also cause flooding, flash-flooding and landslides throughout the region. For more information see FEMA's website: *http://www.fema.gov/*.

Colorado Efforts and Key Organizations

Security Planning includes activities and products developed in response to identified threats to high value, vulnerable elements of the transportation system. Preparedness planning includes activities and products developed in response to the threat of environmental hazards and natural occurrences.

A network of organizations, entities, and relationships is well-established in Colorado to address planning and support needs for security efforts (both prevention and response) from an operational perspective.

The emergency management protocol within the State of Colorado is a grassroots effort – with local agencies given the responsibility to prepare their own emergency response plans. Local agencies bear the responsibility to assess an incident and determine the necessity to request aid. Local agencies are also required to prepare their own emergency response plans. The Plans should incorporate or reference (as appropriate):

Governor's Disaster Emergency Council

The Council meets at the call of the Governor and advises the Governor and the Director of the CDEM on all matters pertaining to the declaration of disasters and the disaster response and recovery activities of the State Government. It consists of the Attorney General, the Adjutant General, and the Executive Directors of the following Departments: Administration, Natural Resources, Public Safety, and Transportation. Additional members, if any, shall be appointed by the Governor from among the Executive Directors of the other Departments.

Colorado Department of Local Affairs (DOLA) is responsible for development of Colorado's State Emergency Response Plan (SEOP). The 2007 SEOP follows the format of the **National Response Framework**, i.e., Basic Plan, Functional Annexes, and Hazard-specific Annexes. The functional annexes were set up to follow the federal plan as closely as possible with the addition of annexes for Law Enforcement and Damage Assessment. The State Emergency Operations Plan may be found in its entirety at: http://dola.colorado.gov/dem/publications/seop_2007.pdf.

DOLA also:

- Works to establish a statewide GIS to support spatially-based decisionmaking and enable emergency responders to develop and share spatial information about resources, events, infrastructure, and response planning

- Plans for Continuity of Government

- Coordinates ongoing program to identify critical infrastructure

- Coordinates with volunteer organizations

- Coordinates with City and County Emergency Management agencies

Colorado Division of Emergency Management (CDEM)

Division of DOLA, is responsible for implementation of the state's comprehensive emergency management program, which supports local and state agencies. For disasters like flooding, tornadoes, wildfire, hazardous materials incidents, and acts of terrorism, activities and services cover the four phases of emergency management:

- *Preparedness/Training* – Ensure people and plans are ready to quickly and effectively respond to a disaster.

- *Prevention/Mitigation* – Reduce the loss of life and property by lessening the impact of disasters.

- *Response* – Support to help manage a disaster situation

- *Recovery* – Find grants, resources and information for rebuilding a community.

CDEM's Mission: To build and sustain state and local capacity for managing the hazards and risks that present potential threats to people, property the economy and environment, regardless of their cause.

CDEM works to coordinate the needs of all agencies and to mutually communicate expectations. Planning and training services to local governments include financial and technical assistance as well as training and exercise support. Services are made available through local emergency managers supported by CDEM staff assigned to specific areas of the state.

Other CDEM responsibilities:

- Ensure integration of local public works' services and responsibilities into jurisdictional and regional plans

- Coordinate local and regional responder groups with citizen programs

- Ensure functioning of 24-hour emergency notification system

- Ensure state and local first responders have access to proper equipment

CDEM also operates ***Colorado's Multi-Agency Coordination Center (MACC)* -** While emergency response efforts have been underway since pre-911, the seriousness of that event and others, such as Hurricane Katrina, created new impetus toward better communication and coordination between agencies. "Lessons Learned" from those events, specifically, the need to "co-locate" response managers from various within the same facility, led to design and construction of the MACC. Here, representatives from other state departments and agencies come together to coordinate the state response to an emergency situation, and during an actual emergency or disaster, coordinates the state response and recovery program in support of local governments.

Offering the ability for state, federal, and local agencies to come together in a central location to coordinate the response to emergencies and disasters throughout the state, the MACC is designed for multiple agency communication and coordination of support for local, regional, state, and federal disaster emergencies. It is a state-of-the-art facility developed specifically to help Colorado respond to any type of disaster or emergency it may face, and is located in Centennial, Colorado. The alternate location is at Camp George West in Golden, Colorado.

The MACC was specifically designed to meet the new National Incident Management System (NIMS) requirements and includes a policy room for affected elected officials, a secure video teleconference (VTC) room, designated space for administration/ logistics and planning/ assessment, an operations/coordination room, a communications center, and a room specifically designed to accommodate media. It has redundant communications systems, offers resource mobilization and tracking. Capable of managing state support of large scale incidents, it is expandable to accommodate multiple agencies/jurisdictions, and has a secure video teleconferencing for direct continuity of government.

Additionally, the communications section is equipped with the Colorado Crime Information Computer and federal and state National Alert Warning Systems dedicated telephone circuits, and has access to the Government Emergency Telephone System (GETS) and the Cellular Priority Access System allowing priority over other users during emergencies. The Division of Local Government offers GIS capability to support incident analysis. This Center also has a virtual connection to Public Health Coordination Center, Health Alert Network, and emergency management systems. The Colorado Information Analysis Center (CIAC) was added to the Center with the disaster "prevention" focus, and strong links to federal and local agencies. The CIAC collects and analyzes information relevant to thwart terrorism. The information is derived from a variety of channels, e.g., law enforcement, immigration, public health, transportation, and other resources. That information has to be managed, translated and transmitted to state and local officials throughout Colorado to optimize their anti-terrorism awareness, prevention, preparedness, and response and recovery capabilities.

Local Efforts

CDEM is responsible for the coordination of local area response plans. Through its oversight, the state is divided geographically into nine "All Hazard" Regions. See Figure 4 for a map showing the "All Hazard" Regions, with associated Counties and Indian tribes. Each Region has developed Homeland Security Working Groups that represent the response disciplines and agencies that are critical stakeholders in determining each region's needs and priorities.

Within each region, local agencies are given the responsibility of preparing local emergency plans, and submitting them to their respective All Hazard Regions for integration. Some of the All Hazard Regions with larger urbanized areas (such as the North Central Region, containing the Denver Metro area) have formed committees charged with evacuation planning.

While preparation of the SEOP is the State's (DOLA's) responsibility, it is a local jurisdiction's responsibility to develop evacuation plans that address primary and alternate routes, special needs populations, and a supporting infrastructure. As explained in the SEOP, evacuation plans lend themselves to events that are predictable and have adequate warning time. All other events are impromptu and situation- dependent, requiring evacuation or shelter-in-place decisions based on hazard. It is the local jurisdiction's responsibility to assess an incident and determine whether an evacuation, or other action, is required. However, when a local evacuation order is given, the State shall provide assets to support that evacuation. This support assistance shall utilize assets from the Colorado Department of Local Affairs, the Colorado Department of Transportation, the Colorado Department of Public Health and Environment, the Colorado State Patrol, the National Guard (Department of Military and Veterans Affairs), and other state agencies along with the Salvation Army and Red Cross.

Some mitigating factors of a mass evacuation include the physical location of the incident (the geographic layout of the state ranges between flatlands to rough mountain terrain); the time-frame of the incident (during the winter months, eastern plains and mountain highways may be closed, thus preventing near-by community response and support), and the destination of evacuees. Effective evacuation plans should be phased or tiered based on at risk population, and include trigger points, pre-designated routes and timelines.

Figure 4 - "All Hazard" Regions

Colorado Office of Preparedness, Security, and Fire Safety (OPSFS)

Prior to September 11, 2001, Colorado's former Governor Bill Owens signed into law legislation to prepare Colorado for the potential of biological attacks or epidemics, and creating Colorado's Office of Preparedness, Security and Fire Safety. This office maintains communication between all agencies at all levels of government that may have a role to play in keeping Colorado safe from threats. Activities include:

- Establishing a state information sharing strategic planning task force

- Establishing the Colorado Information Analysis Center (CIAC)

- Efforts to prioritize Colorado's most critical infrastructures and develop best practices recommendations

Colorado State Patrol

The State Patrol, through its Critical Infrastructure Protection program, establishes security standards for State facilities and for protection of their occupants. It also develops, implements exercise plans for the continuity of State Government operations in the event of a threat or act of terrorism, or other natural or man-made disaster. The Office also identifies the State's critical infrastructures and assists public and private entities with developing plans and procedures designed to implement the protective actions necessary to maintain business continuity. In general, recommendations for the protection of critical infrastructure are offered on an advisory basis.

Colorado Emergency Planning Commission (CEPC)

In October 1986, the Federal Superfund and Reauthorization Act (SARA/Title III) that includes the Emergency Planning and Community Right-To-Know provisions was enacted in response to several very severe hazardous materials incidents world-wide. It put in place several protection measures regarding hazardous materials incidents.

The legislation required that each state appoint a State Emergency Response Commission to implement the act in their state. In Colorado, the Colorado Emergency Planning Commission (CEPC) was created. It is made up of the following statutorily required members representing the Colorado Department of Public Health and Environment - Hazardous Materials and Waste Management Division, the Department of Local Affairs - Colorado Division of Emergency Management and the Division of Local Government, the Department of Public Safety - Fire Safety Division, and the Colorado State Patrol. These representatives are permanent members of the CEPC. The balance of the CEPC is made up of representatives appointed by the Governor and serving a two (2) year term from the following areas: Two (2) from affected industries, two (2) from local governments and one (2) from the public interest or community groups, and one (1) from the Local Emergency Planning Committee (LEPC) community.

The CEPC implemented the act by designating Local Emergency Planning Districts (LEPD) and then requesting nominations from those districts for appointing Local Emergency Planning Committees (LEPC). Each LEPC has the charter of implementing the SARA/Title III requirements for their LEPD. These requirements include developing and publishing a hazardous material emergency response plan for their area, the creation of Right-To-Know procedure for their LEPD and monitoring of specific yearly hazardous materials reporting requirements.

Colorado Department of Public Health and Environment (CDPHE) – Efforts to assess resources, infrastructure, and capacities for response to protect citizens' health

Governor's Office - Homeland security public awareness and education program throughout state

Lt. Governor's Office - Efforts to develop Citizens Corp program

State All Hazards Advisory Committee (SAHAC)

- Provides advice to the Colorado Departments of Local Affairs, Public Safety and Public Health and Environment on all matters related to all hazards emergency management.

- Coordinate and facilitate information: Region-to-Region and Region-to-State.

- Assist in resolving conflicts between regions, or between the regions and the state.

- Reviews and comment on all regional and state emergency operations plans submitted by the all hazards emergency management regions and/or the State of Colorado

- Makes recommendations to the State Agency Coordination Team, representing a broad range of stakeholder state agencies, on all hazards emergency system needs.

- Membership includes representatives of each Hazard Emergency Management Region, along with members of the Urban Area Security Initiative effort, and the Southern Ute and Ute Mountain Ute Indian Tribes

Reference: Colorado Department of Local Affairs, Division of Emergency Management website: http://dola.colorado.gov/dem/sahac/sahacbylaws.pdf

Colorado's Local Technical Assistance Program (LTAP)

Colorado's Local Technical Assistance Program (LTAP) assists by encouraging local governments in disaster preparedness efforts and distributing information statewide, including providing this listing of the elements of a Comprehensive Emergency Management Plan in its newsletter:

- A baseline local capacity to manage disasters and large-scale emergency events

- A flexible and sustainable system for managing all types of emergencies

- An all-hazards emergency operations plan

- A public education program that promotes hazard awareness and community preparedness

- A hazard mitigation program to prevent disasters or minimize their effects

- A strategic plan that outlines a flexible strategy for managing a variety of hazards http://ltap.colorado.edu/newsletter/june03/10.php

Colorado Department of Transportation (CDOT)

Colorado's Department of Transportation is a large organization, with both operational and long-range planning divisions. CDOT's Operations and Maintenance Division (Division) is actively involved in security issues, through its work in identifying critical infrastructure and taking steps to protect it, including the application for and use of Homeland Security grants to offset this cost.

The Division plays a significant role in the State of Colorado's Emergency Operations Plan (2007. The Plan may be found at: http://dola.colorado.gov/dem/publications/seop_2007.pdf.

The "All Hazards" emergency management approach has been incorporated into the State of Colorado's Emergency Response Plan, is this dif than Operations Plan which – by the type of hazard/incident – identifies potential roles or functions CDOT and other organizations may be asked to provide in response. This plan and subsequent documents identify the source of resources to support the security effort.

Coordination Team

CDOT's Security Officer within its Maintenance and Operations Division works to ensure that CDOT staff personnel understand their potential roles and are prepared to fulfill their responsibilities regarding security and emergency management.

CDOT's Maintenance and Operations Division

CDOT's Maintenance and Operations Division has been extensively involved in coordinating with other agencies to provide support and response to incidents, in alignment with the

Emergency Support Functions (ESFs) found in the State of Colorado's Emergency Response Plan. The plan is modeled after the National Incident Management System (NIMS), following an "All Hazards" format. This means a listing of potential hazards that may be faced by an area is established, and then each type of incident is examined, the various types of emergency support that might be needed for response (and recovery) is determined, and the entity to be responsible for providing that support function is identified. For example, during a tornado, various types of support might be needed: food, medical assistance, heavy equipment, engineering expertise, etc. Transportation would play a key role, or function, and is identified as one of several Emergency Support Functions, or "ESF #1, Transportation". Within Colorado's Emergency Response Plan, the various types of possible incidents are identified, and then Transportation (ESF# 1) is considered, and a listing of the various types of support CDOT could be called upon to provide is identified. CDOT also plays a significant role in addressing "Public Works" (ESF #3). With its many pieces of heavy construction and maintenance equipment located around the state and inventories, along with significant engineering expertise, CDOT is on-call to respond to incidents, such as dam or bridge failures, rockfall, tornado and flood damage, etc.

CDOT's Transportation Management Center (CTMC)

The MACC is linked to the CTMC, which provides 24-hour transportation system information including road weather condition information, road closures, detours, delays, alternate routes, etc. The CTMC provides highway surveillance camera displays to monitor state roadways and weather throughout Colorado. The center also provides general information on all transportation systems including railroads and airports. The CTMC controls information provided over all state road systems, bridges, and underpasses, provides avalanche information, controls Variable Message Signs (VMS) at key locations along transportation corridors, and acts as the command and control center in the event of an emergency. The CTMC controls VMS primarily on the east side the Continental Divide, with the exception of some VMS on I-25 in the Colorado Springs area, which is controlled by the Colorado Springs Transportation Management Center (CSTMC); Hanging Lakes Tunnel (HLT) controls VMS on the Western slope. CTMC and CSTMC are interconnected. The CTMC can take over operations of other centers remotely such as it does in Colorado Springs now in off peak hours. Can the other centers take over control of the CTMC if it is incapacitated?

Geographic Placement of Equipment by Regions

Each region has similar equipment types. When equipment is needed during an emergency, the region/section Maintenance Superintendent is contacted for equipment availability. The equipment is provided to the emergency based on the needs of the region/section, and the availability of personnel to operate the equipment. CDEM (Division of Emergency Management) has a computerized tool called the Resource Ordering Status System (ROSS) that catalogs equipment statewide. When the system is ready to accept the CDOT equipment, the system will be populated with equipment type and location.

CDOT's Regional Offices

CDOT's Region 6 jurisdiction encompasses the Denver Metro Area. The Region's Traffic and Safety Unit is currently coordinating with the North Central All-Hazard Region in the development of a regional evacuation plan. As Denver is the largest metropolitan area within the state, these efforts may serve as a model for other regions.

CDOT's Intelligent Transportation Systems (ITS) Branch

Congestion on the state highway system is compounded by incidents such as adverse weather conditions, accidents and stalled vehicles. These incidents can result in loss of life and damage to property, further reduce the capacity of the state highway system, and increase existing congestion and cause secondary accidents. Furthermore, these incidents can lead to increased congestion on adjoining roadways that serve as alternate routes.

CDOT uses ITS tools -various technologies linked in an integrated fashion - to improve the safety, efficiency, productivity, inter-modal connectivity and inter-jurisdictional coordination of the surface transportation system. ITS technologies include roadside infrastructure such as detectors and sensors, closed circuit TV cameras, ramp meters, radar detectors, weather stations, Variable Message Signs (VMS), etc., traffic centers, software systems and communications that function in a fully integrated system to make transportation systems run more efficiently and improve safety. ITS applies not only to passenger vehicles, but also to commercial vehicle operations, transit systems and other multi-modal activities. ITS infrastructure and applications also provide an important support role for federal and state agencies during major disasters such as wild fires, acts of terrorism, tornadoes, emergency evacuations and flash floods. For example, during the wild fire incident in Douglas County in 2003, ITS used VMSs to inform the traveling public about the condition of the fire and alternate routes within the impacted area. In addition, the traffic conditions along I-25 were monitored using CCTV cameras where coverage was available.

- *Traffic Management* – Involves the management of highway traffic flow to ensure the highest utilization of the transportation infrastructure during both normal (congested/ non-congested) and unusual (incidents and weather) conditions. The primary objective of managing the traffic flow is to improve mobility.

- *Incident Management* – Relates to the management of an incident and related highway traffic. Like traveler information and freeway management, mobility is the primary objective of incident management, although safety is an important aspect as well. The goal of incident management is to reduce the response times for incidents, clear roads of obstructions, keep traffic moving and minimize secondary incidents. A secondary mobility benefit will be realized where Incident Management Plans have identified alternative routing that is used during incidents.

- *Traveler Information* – The CTMC is primarily responsible for collecting and disseminating statewide traveler information. Its collection network includes:
  - detectors and sensors
  - CCTV cameras
  - ramp meters
  - radar detectors
  - weather stations
  - National Weather Service information
  - intermittent road condition information provided by Colorado State Patrol (CSP) troopers and CDOT maintenance forces

The CTMC aggregates, analyzes and processes the information and disseminates it via:

- o the cotrip.org website;
- o highway advisory radios (HAR);
- o broadcast fax;
- o internet-capable cell phones;
- o variable message signs (VMS);
- o automated telephone system;
- o media reports;
- o internet-capable PDAs.

The CTMC also assists with traffic management, as well as incident or event management, working together with the other centers and CDOT regions using:

- o signal timing protocols;
- o Incident Management Plans;
- o ramp meters;
- o HOV lanes

to improve effective throughput, identify alternative routes and to balance facility demand versus capacity. Support for this effort is proved by such partnering agencies such as:

- o other emergency management centers;
- o Colorado State Patrol;
- o National Weather Service;
- o National Park Service;
- o transit agencies;
- o police;
- o fire;
- o the media;
- o event venues;
- o military bases

who allow for sharing of communication infrastructure and information.

In the event of a major disaster, it is important for the ITS infrastructure to provide a supporting role in evacuation route assistance and plans.

CDOT's ITS Branch sends out two types of traveler information reports through broadcast fax service. These reports are:

1. CDOT Road & Weather Reports – These reports provide road conditions, road closures, chain law updates and construction information on various Colorado highways. They are generated at least four times per day during winter and at least once per day in the summer.

2. Road Alert Reports – These reports provide critical information about major incidents and accidents and are provided as and when there is a need. These reports include any road closure updates as they relate to the incidents and accidents.

More than 175 organizations subscribe to this CDOT broadcast fax service. These include several types of organizations such as:

- Media (television, radio and newspaper)

- Commercial (trucking companies, truck stops, convenience stores other businesses)

- Tourism, Travel & Recreation (ski industry and visitor centers)

- Law Enforcement (Colorado State Patrol and local police and sheriff)

- CDOT

- Other governmental agencies (schools, U.S. Postal Service and military)

CDOT has partnered in the development of 10 Incident Management Plans (IMPs) statewide. In late 2000, the I-70 mountain corridor Incident Management Plan was developed through a multi-agency planning process, and continues to evolve. Since then the corridor has benefited significantly from the Incident Management Plan through improved coordination between agencies, coordinated incident response and reduced delay and better information to the travelers.

Other Capabilities:
- Ability to Readily Mobilize Equipment

- Provide Engineering Expertise to Address Infrastructure

- Intelligent Transportation Systems (ITS)

- Rockfall Mitigation Program

- CDOT's Oversize/Overweight Permit Office has aided in emergency response and recovery efforts by waiving requirements to obtain a permit for movements carrying FEMA or other proof of emergency response (and which stayed on a designated route) for a limited time period

CDOT's Ongoing Prevention Efforts
- Assess Critical Infrastructure

- Infrastructure Protection

- Pursue Homeland Security Grants to "harden" critical infrastructure

- ITS – development of a networked system for communicating to public

- Participating in early Denver metro area evacuation planning efforts

Colorado's Approach to Integrating Security into the Long-Range Transportation Planning Process

CDOT, the agency responsible for long-range transportation planning for the State of Colorado, determined that, for purposes of this 2035 plan preparation effort, it would begin the coordination by bringing together those involved in Operational Security Activities and Planning with Long-Range Transportation Planners to identify the players, understand interrelationships, and learn about efforts underway. Ongoing coordination efforts and outcomes would provide input to future plan updates.

CDOT committed to a new effort in building new relationships between the organizations discussed above and CDOT's Division of Transportation Development (DTD) responsible for the State's long-range transportation plan, and Colorado's five Metropolitan Planning Organizations (MPOs), each responsible for preparation of its own Long-Range Regional Transportation Plan.

SAFETEA-LU guidance provided that the long-range statewide transportation plan should include a security element that incorporates or summarizes the priorities, goals, or projects set forth in other transit safety and security planning and review processes, plans, and programs, as appropriate.

This new focus seeks to ensure coordination of Long-Range Transportation Planning with security and emergency response planning.

As a start, CDOT hosted a "Security Workshop" at its Headquarters on July 24, 2007. Representatives of several agencies having security-related responsibilities attended. Two organizations, the Colorado Division of Emergency Management and the Colorado Office of Preparedness, Security, and Fire Safety made presentations on the types on their responsibilities, organizational structure, and efforts. The meeting was attended by representatives of Colorado State Patrol Office of Emergency Management, as well as its Hazardous Materials Division, and Motor Carrier Safety. Also in attendance were representatives from the Federal Highway Administration, the Federal Transit Administration, Regional Transportation District (transit provider for the Denver regional area), Federal Emergency Management Administration (FEMA), CDOT Operations, CDOT Intelligent Transportation Systems (ITS), and CDOT Aeronautics, as well as representatives of the five MPOs within the state.

Two agencies key to the overarching role of preserving security in within the State made presentations: Colorado Office of Preparedness, Security, and Fire Safety (OPSFS) discussed its "Prevention" activities, and Colorado Division of Emergency Management discussed its "Response" activities. Other meeting participants included CSP Homeland Security and HazMat Divisions, FEMA, CDOT's Security Coordinator, a representative of CDOT's Intelligent Transportation System (ITS) department, FHWA, FTA, RFTA, and representatives of Colorado's five MPOs, along with CDOT DTD long-range planners.

Presentations were followed by roundtable discussion, which reflected a need to learn more about each others' activities and capabilities, and desire to bring forward and coordinate capabilities to help support each others' efforts. According to the Transportation Research Board (TRB)'s "National Cooperative Highway Research Program (NCHRP) Report 525", MPO planning responsibilities mean that these organizations have strong capabilities in planning and analysis, especially with modeling capabilities, and this capability was presented as a possible means of assisting the emergency organizations in modeling possible incident scenarios with the goal of being better-able to plan for those. Further, due to their regional planning and analysis activities, MPOs are a storehouse for data, and the emergency organizations would like to learn more about the types of data that have been compiled.

MPOs are also very effective at facilitating meetings and communicating with the public, and those capabilities were also offered in support of the emergency organizations' efforts.

Michael Meyer, "The Role of the Metropolitan Planning Organization (MPO) In Preparing for Security Incidents and Transportation System Response":   Given the MPO's strengths in technical analysis and transportation planning, MPOs could serve as a region's core capability in technical analysis of the transportation system's role in an incident. The actions that seem most appropriate for the MPO in the context of security/incident planning are:

- Conducting vulnerability analyses on regional transportation facilities and services

- Analyzing transportation networks for redundancies in moving large numbers of people (e.g., modeling person and vehicle flows with major links removed or reversed, accommodating street closures, adaptive signal control strategies, impact of traveler information systems), and strategies for dealing with "choke" points.

- Analyzing transportation network for emergency route planning/strategic gaps in the network (Houston has a new initiative to identify secondary routes that serve as access to primary evacuation routes).

- Data collection

- Analysis

- Criteria Development and Prioritization

- Modeling

- Evaluation and Performance Measures

- Plan Development

- Information dissemination

- Meeting facilitation

In carrying out the metropolitan transportation planning process, MPOs, States, and public transportation operators may apply asset management principles and techniques in establishing planning goals, defining TIP priorities, an assessing transportation investment decisions, including transportation system safety, operations, preservation, and maintenance, as well as strategies and policies to support homeland security and to safeguard the personal security of all motorized and non-motorized users.

As a result of the Security discussion,

- CDOT agreed to obtain the Emergency Planning Region contacts – as designated by the Colorado Division and Emergency Management – and forward these to the MPOs, and to assist, as needed, in the identification of potential roles, models, and data that MPOs could, in turn, provide to assist CDEM and other organizations.

- A directory of transit providers within the state, which includes contact information, and number, type, and location of vehicles is being provided to the Division of Emergency Management.

- Information identified and provided at the Workshop is being made available to the MPOs for use in preparation of the "Security" pieces of their respective long-range transportation Regional Plans.

Next Steps / Possible Directions

Following is a summary of nationwide efforts to coordinate security into the long-range transportation planning processes, which could provide items for consideration in Colorado's efforts [Reference: Surface Transportation Security, Volume 3 Incorporating Security into the Transportation Planning Process, Transportation Research Board, 2005.]

This TRB Report contains the results of research into the status of state and metropolitan transportation planning processes and the extent to which security issues and strategies are reflected in long-range plans and priority programs, the study focused on consideration of security in the transportation planning processes of state departments of transportation and metropolitan planning organizations, reviewed planning documents, and surveyed these entities.

As the regional planning agencies responsible for approving local area TIPs, MPOs report that they are making progress toward incorporating security into the planning process and, as a result, are taking on new responsibilities. For example, based on a 2002 survey of MPOs, 78 % of MPOs reported that security concerns have changed their planning process, and nearly one-fourth of MPOs reported that security issues have increased the cost of the planning process. MPOs also reported the need to focus more on the following types of issues:

- Traffic modeling for evacuation plans

- Airport facility planning

- Emergency preparedness

- Statewide assessments of critical assets and vulnerable facilities

- Coordination with 911 services

According to the survey, 79 percent of MPOs are working on emergency operations plans for their area. Examples of changes made by many MPOs include the following:

- The technical advisory committee of an MPO is working very closely with local transportation planning agencies to develop its regional emergency transportation routes.

- There is increased coordination among agencies that plan and provide transportation. For example, airport, mass transit, and other modal agencies have enhanced their communications with one another.

- An emergency management director has been included on an MPO technical committee that is also the Intelligent Transportation (ITS) Steering Committee.

- Statewide assessment of critical assets and vulnerable facilities has been completed, including regional prioritization (by the state DOT).

- Revision of ITS architecture is underway to strengthen emergency management/incident management relationships.

- Some States/MPOs have moved to include an awareness of resource delivery systems within policy objectives.

- Houston's Plan - Project ranking in the TIP reflects the priority of capacity, but includes other dimensions including safety, transit use, freight use, economic development, and

necessity for emergency evacuation routes. There is a new initiative to identify secondary routes that serve as access to primary evacuation routes.

Where changes in the transportation planning process are made (as in San Francisco), the likely implications include the following:

- Greater interagency coordination and communication plan development, including emergency response agencies;

- Changes in facility location, design, operations, and justification to promote increased prevention, protection, redundancy, and recovery;– Increased redundancy in the regional multimodal transportation system through increased capacity, alternative modes, and network connectivity; and

- Changes in program goals, databases, analytical tools and systems, decisionmaking processes, organizational arrangements, and spending priorities (between capital and operating, short-term and long-term, and security and the many other transportation prioritization criteria).

Current efforts indicate that MPOs are well-positioned to:

- Perform risk/consequence trade-off analysis of potential strategies, based on incident probability, severity of consequences, and cost of proposed strategies for mitigating consequences of an incident.

- Develop and support longterm strategies to help facilitate recovery *after* an incident, such as providing traveler information, temporary and permanent re-routing of services, and reconstruction.

Based on its findings, the study research team offers a "menu" of strategies to incorporate security into the long range transportation planning process, including:

- Establishing greater consistency and understanding the definition and concepts, roles and responsibilities, and tools and methodologies relating to security enhancement of the nations.

- Defining what security means in the context of transportation infrastructure

- Developing the purpose, goals, objectives and performance criteria to strategically guide consideration of security in the transportation planning process;

- Determining the key components of a process for incorporating security in to transportation planning, and identifying the individuals and groups to be responsible for these activities;

- Establishing the level of funding and other resources;

- Defining the institutional relationships among different groups involved in security enhancement for the area;

- Educating public officials, the private sector, and citizens regarding security issues and how they are being addressed in the transportation planning process.

CDOT's Division of Transportation Development (DTD) meets regularly with representatives of the state's five Metropolitan Planning Organizations (MPOs) for the purpose of coordinating

efforts in both the MPO's Regional and the CDOT's Statewide Transportation Plan development.

One possible approach to further address the topic of Security in Colorado's Transportation planning process would be to form a sub committee or working group to consider related issues and report to the Statewide MPO meetings. Following is a listing of issues that the working group could consider:

1 - Critical Routes

- Role of the Transportation System as a response resource
- Types of activities that can assist responders in being able to use

2 - Critical Infrastructure

- What criteria are used to determine what is 'critical'?
- Would the MPOs use the same criteria?
- Does everyone need to agree on what infrastructure is 'critical'?
- As funding is prioritized, is the role these facilities play being correctly valued?
- If a facility is deemed 'critical', are decision makers aware of the cost to 'harden' it as protection, and would that consideration affect other decisions?

3 - Alternate Routes

- How are these routes identified?
- As funding is prioritized, is the role these alternative routes play being correctly valued?
- Is maintenance and construction work scheduled such that it's not occurring simultaneously on both the main route and its alternate?

4 - Evacuation Routes

- How are these routes identified?
- Routes that serve as only access/egress to a populated area
- As funding is prioritized, is the role these evacuation routes play being correctly valued?
- As maintenance or construction work is undertaken, is the ability of a route to adequately support an evacuation being maintained?

5 - Oversize/Overweight-Designated Routes

- How are these routes identified?
- Role in moving special equipment during incident
- Is action needed to preserve the route's ability to carry such loads?
- As funding is prioritized, is the role these routes play being correctly valued?
- As maintenance or construction projects are undertaken, is the ability of a route to continue supporting the movement of oversize/overweight vehicles being maintained?

- As maintenance or construction projects are undertaken, is the ability for responders to get equipment to an incident maintained?

6 - Preserving Connectivity for Freight Movements

- Methods to obtain adequate input from stakeholders

7 - Reducing the Value of a Facility as a Target

['Value as a target' is based on the severity of the impacts caused by its damage. 'Reducing its value as a target' means that actions have been taken in advance to mitigate potential impacts from damage to the target].

8 - Understanding Who Has Authority to Make Closure,

   Re-Routing, and Other Decisions

- Should decision-making power in emergency situations be defined? Who is authorized to make what kinds of decisions in what circumstances, and how decisions should be communicated? [In one case] airport officials informed the DOT that the airport emergency plan relied on the DOT to close the off-ramp to the airport in certain situations, something the DOT was unwilling to do - *Volpe Center*

9 - Presence of Hazardous Materials and Subsequent

   Facility Closure – Decision Authority

10 - Evacuation Planning: Mobility for Homebound and Those

   Without Access to a Car –

- Who is responsible?
- How does the preparation of the coordinated Human Services Plans fit into this effort?
- MPO vs. Rural Areas

11 - Planning for Major Events

- Are there policy issues in permitting?

12 - Maintenance Incentive Pilot Program *[To save on costs, the State may allow local entities to assume maintenance of some facilities currently maintained by CDOT]*

- Ensure requirements include maintaining ability to adequately address emergency access/security issues

13 - CDOT Tough Decisions" to Stretch Dollars *[Severe funding reductions may require CDOT to reduce levels of maintenance on some facilities]*

- Ensure requirements include maintaining ability to adequate address emergency/security issues

14 - How Do Local Entities' Emergency Plans Fit in With MPO Long-Range Planning?

- Should MPOs identify which entities within its boundaries have or are developing emergency response plans? Should the MPO host a meeting of these entity representatives

and offer planning/analysis or information dissemination assistance?

- Should the MPOs provide each of the entities doing an emergency response plan with copies of the MPO's Regional LRP for their review, and plan to meet and discuss ways in which Security issues can be more specifically taken into consideration in the planning process? The entities could be invited to share their needs and concerns with the MPO.

15 - Identification of Barriers and Possible Routes to Improvement

16 - Consideration of Possible Security-Related Criteria for

TIP and STIP Development

17 - Coordination in Evacuation Planning

- FHWA Workshops revealed that many evacuation plans are prepared at a county level and are not coordinated across county lines or state boundaries, creating an incomplete and/or inconsistent evacuation route system. [Volpe – above].

Is the public transit fleet sized to accommodate evacuation of persons without access to a car?

Conclusion

The process of integrating security into the long range transportation planning process in the State of Colorado has taken an initial step. The process to fully integrate security may require several planning cycles. Due to the newness of the requirement to address Security as a separate item in the long-range transportation planning process, time and research is needed to develop guidance on the best approach to this subject. A better definition of security issues, concerns and strategies is still needed, along with funding for security enhancement projects and technical support to advance this planning factor. Better understanding of the distinction between safety and security and the conflict between the openness of the state and metropolitan and statewide planning process and the confidential and sensitive nature of security issues is still needed. It may be that various levels of "need" will yet be defined, and addressing these levels may yet require different types of security actions.

Listing of Appendices

      A. State Homeland Security Strategy

      B. Regulatory Drivers

      C. CDOT's Potential Roles in an Incident

      D. Description of Transportation Planning Process

      E. DOLA "All Hazard Regions Map with Regional and Local Contacts

      F. Urban Area Security Initiative Grant Program

      G. Security Issues in Planning (FHWA)

Appendix A State of Colorado Homeland Security Strategy – December 2004

In the wake of September 11, 2001, all levels of government awoke to the need to reevaluate our ability to protect citizens from another terrorist attack. Governments realized that preparedness not only entails emergency response to an attack, but also represents the capacity to prevent an attack before it occurs and recover once the immediate incident has occurred. The State of Colorado Homeland Security Strategy is the product of this renewed effort on the part of state, local, and federal officials to develop a plan that will ensure the safety of Colorado's citizens from existing threats as well as from threats that remain unknown. This plan will be used to strategically allocate resources to increase homeland security capacity and reduce Colorado's vulnerability to terrorism.

Colorado's Homeland Security Strategy provides a framework for enhancing the State's ability to prevent, respond to, and recover from an act of terrorism. The plan furnishes state and local officials with the means to develop interlocking and mutually supporting emergency preparedness programs. The plan focuses on preparedness for acts of terrorism involving Weapons of Mass Destruction (WMD) using Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) materials, or cyber attacks. It also addresses disaster planning and is supplemented by additional strategic and operations plans throughout state and local government.

Mission Statement - The State of Colorado will continue to support statewide terrorism preparedness while reducing vulnerabilities to terrorist attacks. The State will accomplish this by building capacities, and developing comprehensive preparedness strategies in partnership with other government entities and the private sector.

Vision - Colorado's citizens and critical infrastructure will be served by the appropriate levels of preparedness measures with respect to any real or potential terrorist act. This will be accomplished through a unified homeland security structure that will protect against today's threats and meet the unknown threats of the future.

Focus - Colorado's security strategy provides the foundation for meeting the State's vision by focusing on the following three key areas of terrorism preparedness:

- *Prevention* - identify and protect critical infrastructure assets while improving the ability of state and local agencies to gather, analyze, and share information about terrorist activity.

- *Response* - identify and close existing gaps in basic emergency response capabilities as well as ensure effective coordination of emergency response to CBRNE and cyberterrorist attacks.

- *Recovery* - put plans and resources in place to enable an effective recovery from a terrorist attack for both public and private entities.

Goals and Objectives- following is a listing of Goals identified in the Homeland Security Strategy. (See Appendix for Objectives identified for each Goal, along with the agency assuming responsibility for those respective efforts).

Goal 1: Planning
> Develop a comprehensive homeland security planning process which mirrors the National Response Framework (NRF), provides for prevention of disaster emergencies, and will effectively integrate all disciplines in response and recovery

operations.

Goal 2: Training and Exercises

Through training and exercises, improve Colorado's ability to deal with terrorist--related incidents.

Goal 3: Information Sharing

Facilitate the prevention of terrorism by enhancing the abilities of state and local agencies to gather, analyze, and share information

Goal 4: Communications Interoperability

Develop a statewide standards based comprehensive interoperable communication system that provides instant and disruption-resistant communications capabilities for all public safety and first responder agencies.

Goal 5: Critical Infrastructure Protection

Identify and prioritize critical infrastructure, key assets, and high-population density venues pursuant to the principles of the National Strategy for Homeland Security (NSHS).

Goal 6: Cyber Security

Prevent and deter widespread disruption and damage caused by cyber attacks on Colorado's critical infrastructure.

Goal 7: Food and Agriculture Protection

Provide the Colorado food and agriculture sectors with the means to prepare, prevent, respond, and recover from agroterrorist attacks.

Goal 8: Public Health Protection

Provide an effective response and coordinated patient care that protects the health of Colorado citizens in the event of a terrorist attack.

Goal 9: Citizen Participation

Strive to include every Colorado citizen in homeland security activities through public education and outreach, training, and volunteer service opportunities at the community level.

Goal 10: Continuity of Government

Develop a comprehensive plan for continuity of government that focuses on constitutional governance, ensures command and control of response and recovery operations, and facilitates the restoration of critical and essential services expected by Colorado citizens. The Continuity of Government (COG) plan will ensure, to the maximum extent possible, continuity of leadership and direction to provide for citizen safety, reduce disruption of critical and essential government functions, and minimize property loss and damage.

GOAL 11: Emergency Responder Capabilities

Colorado will build capacity to equip, train, and effectively manage first responder resources for terrorism events.

Appendix B - Regulatory Drivers

Federal

23 C.F.R. § 450.206 Scope of the Statewide Transportation Planning Process

(a) Each State shall carry out a continuing, cooperative, and comprehensive statewide transportation planning process that provides for

consideration and implementation of projects, strategies, and services that will address the following factors:

(1) Support the economic vitality of the United States, the States, metropolitan areas, and nonmetropolitan areas, especially by enabling global competitiveness, productivity, and efficiency;

(2) Increase the safety of the transportation system for motorized and non-motorized users;

(3) Increase the security of the transportation system for motorized and non-motorized users;

(4) Increase accessibility and mobility of people and freight;

(5) Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between

transportation improvements and State and local planned growth and economic development patterns;

(6) Enhance the integration and connectivity of the transportation system, across and between modes throughout the State, for people and

freight;

(7) Promote efficient system management and operation; and

(8) Emphasize the preservation of the existing transportation system.

(b) Consideration of the planning factors in paragraph (a) of this section shall be reflected, as appropriate, in the statewide transportation planning process. The degree of consideration and analysis of the factors should be based on the scale and complexity of many issues, including transportation systems development, land use, employment, economic development, human and natural environment, and housing and community development.

(c) The failure to consider any factor specified in paragraph (a) of this section shall not be reviewable by any court under title 23 U.S.C., 49 U.S.C. Chapter 53, subchapter II of title 5 U.S.C. Chapter 5, or title 5 U.S.C Chapter 7 in any matter affecting a long-range statewide transportation plan, STIP, project or strategy, or the statewide transportation planning process findings.

(d) Funds provided under 23 U.S.C. 505 and 49 U.S.C. 5305(e) are available to the State to accomplish activities in this subpart. At the State's option, funds provided under 23 U.S.C. 104(b)(1) and (3) and 105 and 49 U.S.C. 5307 may also be used. Statewide transportation

planning activities performed with funds provided under title 23 U.S.C. and title 49 U.S.C. Chapter 53 shall be documented in a statewide planning work program in accordance with the provisions of 23 CFR part 420. The work program should include a discussion of the transportation planning priorities facing the State.

23 C.F.R. Sec. 450.214 – Development and content of the Long-Range Statewide Transportation Plan

(a) The State shall develop a long-range statewide transportation plan, with a minimum 20-year forecast period at the time of adoption that provides for the development and implementation of the multimodal transportation system for the State. The long-range statewide transportation plan shall consider and include, as applicable, elements and connections between public transportation, non-motorized modes, rail, commercial motor vehicle, waterway, and aviation facilities, particularly with respect to intercity travel.

(b) The long-range statewide transportation plan should include capital, operations and management strategies, investments, procedures, and other measures to ensure the preservation and most efficient use of the existing transportation system. The long-range statewide transportation plan may consider projects and strategies that address areas or corridors where current or projected congestion threatens the efficient functioning of key elements of the State's transportation system.

(c) The long-range statewide transportation plan shall reference, summarize, or contain any applicable short-range planning studies; strategic planning and/or policy studies; transportation needs studies; management systems reports; emergency relief and disaster preparedness plans; and any statements of policies, goals, and objectives on issues (e.g., transportation, safety, economic development, social and environmental effects, or energy) that were relevant to the development of the long-range statewide transportation plan.

(d) The long-range statewide transportation plan should include a safety element that incorporates or summarizes the priorities, goals, countermeasures, or projects contained in the Strategic Highway Safety Plan required by 23 U.S.C. 148.

(e) The long-range statewide transportation plan should include a security element that incorporates or summarizes the priorities, goals, or projects set forth in other transit safety and security planning and review processes, plans, and programs, as appropriate.

(f) Within each metropolitan area of the State, the long-range statewide transportation plan shall be developed in cooperation with the affected MPOs.

(g) For non-metropolitan areas, the long-range statewide transportation plan shall be developed in consultation with affected non-metropolitan officials with responsibility for transportation using the State's consultation process(es) established under § 450.210(b).

(h) For each area of the State under the jurisdiction of an Indian Tribal government, the long-range statewide transportation plan shall be developed in consultation with the Tribal government and the Secretary of the Interior consistent with § 450.210(c).

(i) The long-range statewide transportation plan shall be developed, as appropriate, in consultation with State, Tribal, and local agencies responsible for land use management, natural resources, environmental protection, conservation, and historic preservation. This consultation shall involve comparison of transportation plans to State and Tribal conservation plans or maps, if available, and comparison of transportation plans to inventories of natural or historic resources, if available.

(j) A long-range statewide transportation plan shall include a discussion of potential environmental mitigation activities and potential areas to carry out these activities, including activities that may have the greatest potential to restore and maintain the environmental functions affected by the long-range statewide transportation plan. The discussion may focus on policies, programs, or strategies, rather than at the project level. The discussion shall be developed in consultation with Federal, State, and Tribal land management, wildlife, and regulatory agencies. The State may establish reasonable timeframes for performing this consultation.

(k) In developing and updating the long-range statewide transportation plan, the State shall provide citizens, affected public agencies, representatives of public transportation employees, freight shippers, private providers of transportation, representatives of users of public transportation, representatives of users of pedestrian walkways and bicycle transportation facilities, representatives of the disabled, providers of freight transportation services, and other interested parties with a reasonable opportunity to comment on the proposed long-range statewide transportation plan. In carrying out these requirements, the State shall, to the maximum extent practicable, utilize the public involvement process described under § 450.210(a).

(l) The long-range statewide transportation plan may (but is not required to) include a financial plan that demonstrates how the adopted long-range statewide transportation plan can be implemented, indicates resources from public and private sources that are reasonably expected to be made available to carry out the plan, and recommends any additional financing strategies for needed projects and programs. In addition, for illustrative purposes, the financial plan may (but is not required to) include additional projects that would be included in the adopted long-range statewide transportation plan if additional resources beyond those identified in the financial plan were to become available.

(m) The State shall not be required to select any project from the illustrative list of additional projects included in the financial plan described in paragraph (l) of this section.

(n) The long-range statewide transportation plan shall be published or otherwise made available, including (to the maximum extent practicable) in electronically accessible formats and means, such as the World Wide Web, as described in § 450.210(a).

(o) The State shall continually evaluate, revise, and periodically update the long-range statewide transportation plan, as appropriate, using the procedures in this section for development and establishment of the long-range statewide transportation plan.

(p) Copies of any new or amended long-range statewide transportation plan documents shall be provided to the FHWA and the FTA for informational purposes.

23 C.F.R. Sec. 450.306 – Scope of the Metropolitan Transportation Planning Process

(a) The metropolitan transportation planning process shall be continuous, cooperative, and comprehensive, and provide for consideration and implementation of projects, strategies, and services that will address the following factors:

(1) Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency;

(2) Increase the safety of the transportation system for motorized and non-motorized users;

(3) Increase the security of the transportation system for motorized and non-motorized users;

(4) Increase accessibility and mobility of people and freight;

(5) Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between

transportation improvements and State and local planned growth and economic development patterns;

(6) Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;

(7) Promote efficient system management and operation; and

(8) Emphasize the preservation of the existing transportation system.

(b) Consideration of the planning factors in paragraph (a) of this section shall be reflected, as appropriate, in the metropolitan transportation planning process. The degree of consideration and analysis of the factors should be based on the scale and complexity of many issues, including transportation system development, land use, employment, economic development, human and natural environment, and housing and community development.

(d) The metropolitan transportation planning process shall be carried out in coordination with the statewide transportation planning process.

(e) In carrying out the metropolitan transportation planning process, MPOs, States, and public transportation operators may apply asset management principles and techniques in establishing planning goals, defining TIP priorities, and assessing transportation investment decisions, including transportation system safety, operations, preservation, and maintenance, as well as strategies and policies to support homeland security and to safeguard the personal security of all motorized and non-motorized users.

(f) The metropolitan transportation planning process shall (to the maximum extent practicable) be consistent with the development of applicable regional intelligent transportation systems (ITS) architectures, as defined in 23 CFR part 940.

(g) Preparation of the coordinated public transit-human services transportation plan, as required by 49 U.S.C. 5310, 5316, and 5317, should be coordinated and consistent with the metropolitan transportation planning process.

(h) The metropolitan transportation planning process should be consistent with the Strategic Highway Safety Plan, as specified in 23 U.S.C. 148, and other transit safety and security planning and review processes, plans, and programs, as appropriate.

(i) The FHWA and the FTA shall designate as a transportation management area (TMA) each urbanized area with a population of over 200,000 individuals, as defined by the Bureau of the Census. The FHWA and the FTA shall also designate any additional urbanized area as a TMA on the request of the Governor and the MPO designated for that area.

23 C.F.R. Sec. 450.310   Metropolitan Planning Organization Designation and Redesignation

(a) To carry out the metropolitan transportation planning process under this subpart, a metropolitan planning organization (MPO) shall be designated for each urbanized area with a population of more than 50,000 individuals (as determined by the Bureau of the Census).

(b) MPO designation shall be made by agreement between the Governor and units of general purpose local government that together represent at least 75 percent of the affected population (including the largest incorporated city, based on population, as named by the Bureau of the Census) or in accordance with procedures established by applicable State or local law.

(d) Each MPO that serves a TMA, when designated or redesignated under this section, shall consist of local elected officials, officials of public agencies that administer or operate major modes of transportation in the metropolitan planning area, and appropriate State transportation officials. Where appropriate, MPOs may increase the representation of local elected officials, public transportation agencies, or appropriate State officials on their policy boards and other committees as a means for encouraging greater involvement in the metropolitan transportation planning process, subject to the requirements of paragraph (k) of this section.

23 C.F.R. § 450.312 Metropolitan Planning Area Boundaries.

(a) The boundaries of a metropolitan planning area (MPA) shall be determined by agreement between the MPO and the Governor. At a minimum, the MPA boundaries shall encompass the entire existing urbanized area (as defined by the Bureau of the Census) plus the contiguous area expected to become urbanized within a 20-year forecast period for the metropolitan transportation plan. The MPA boundaries may be further expanded to encompass the entire metropolitan statistical area or combined statistical area, as defined by the Office of Management and Budget.

23 C.F.R 450.322 – Development and Content of the Metropolitan Transportation Plan

(a) The metropolitan transportation planning process shall include the development of a transportation plan addressing no less than a 20- year planning horizon as of the effective date. In nonattainment and maintenance areas, the effective date of the transportation plan shall be the date of a conformity determination issued by the FHWA and the FTA. In attainment areas, the effective date of the transportation plan shall be its date of adoption by the MPO.

(b) The transportation plan shall include both long-range and short-range strategies/actions that lead to the development of an integrated multimodal transportation system to facilitate the safe and efficient movement of people and goods in addressing current and future transportation demand.

(c) The MPO shall review and update the transportation plan at least every four years in air quality nonattainment and maintenance areas and at least every five years in attainment areas to confirm the transportation plan's validity and consistency with current and forecasted transportation and land use conditions and trends and to extend the forecast period to at least a 20-year planning horizon. In addition, the MPO may revise the transportation plan at any time using the procedures in this section without a requirement to extend the horizon year. The transportation plan (and any revisions) shall be approved by the MPO and submitted for information purposes to the Governor. Copies of any updated or revised transportation plans must be provided to the FHWA and the FTA.

(d) In metropolitan areas that are in nonattainment for ozone or carbon monoxide, the MPO shall coordinate the development of the metropolitan transportation plan with the process for developing transportation control measures (TCMs) in a State Implementation Plan (SIP).

(e) The MPO, the State(s), and the public transportation operator(s) shall validate data utilized in preparing other existing modal plans for providing input to the transportation plan. In updating the transportation plan, the MPO shall base the update on the latest available estimates and assumptions for population, land use, travel, employment,

congestion, and economic activity. The MPO shall approve transportation plan contents and supporting analyses produced by a transportation plan update.

(f) The metropolitan transportation plan shall, at a minimum, include:

(1) The projected transportation demand of persons and goods in the metropolitan planning area over the period of the transportation plan;

(2) Existing and proposed transportation facilities (including major roadways, transit, multimodal and intermodal facilities, pedestrian walkways and bicycle facilities, and intermodal connectors) that should function as an integrated metropolitan transportation system, giving emphasis to those facilities that serve important national and regional transportation functions over the period of the transportation plan. In addition, the locally preferred alternative selected from an Alternatives Analysis under the FTA's Capital Investment Grant program (49 U.S.C. 5309 and 49 CFR part 611) needs to be adopted as part of the metropolitan transportation plan as a condition for funding under 49 U.S.C. 5309;

(3) Operational and management strategies to improve the performance of existing transportation facilities to relieve vehicular congestion and maximize the safety and mobility of people and goods;

(4) Consideration of the results of the congestion management process in TMAs that meet the requirements of this subpart, including the identification of SOV projects that result from a congestion management process in TMAs that are nonattainment for ozone or carbon monoxide;

(5) Assessment of capital investment and other strategies to preserve the existing and projected future metropolitan transportation multimodal capacity increases based on regional priorities and needs. The metropolitan transportation plan may consider projects and strategies that address areas or corridors where current or projected congestion threatens the efficient functioning of key elements of the metropolitan area's transportation system;

(6) Design concept and design scope descriptions of all existing and proposed transportation facilities in sufficient detail, regardless of funding source, in nonattainment and maintenance areas for conformity determinations under the EPA's transportation conformity rule (40 CFR part 93). In all areas (regardless of air quality designation), all proposed improvements shall be described in sufficient detail to develop cost estimates;

(7) A discussion of types of potential environmental mitigation activities and potential areas to carry out these activities, including activities that may have the greatest potential to restore and maintain the environmental functions affected by the metropolitan transportation plan. The discussion may focus on policies, programs, or strategies, rather than at the project level. The discussion shall be developed in consultation with Federal, State, and Tribal land management, wildlife, and regulatory agencies. The MPO may establish reasonable timeframes for performing this consultation;

(8) Pedestrian walkway and bicycle transportation facilities in accordance with 23 U.S.C. 217(g);

(9) Transportation and transit enhancement activities, as appropriate; and

(10) A financial plan that demonstrates how the adopted transportation plan can be implemented.

(i) For purposes of transportation system operations and maintenance, the financial plan shall contain system-level estimates of costs and revenue sources that are reasonably expected to be available to adequately operate and maintain Federal-aid highways (as defined by 23 U.S.C. 101(a)(5)) and public transportation (as defined by title 49 U.S.C. Chapter 53).

(ii) For the purpose of developing the metropolitan transportation plan, the MPO, public transportation operator(s), and State shall cooperatively develop estimates of funds that will be available to support metropolitan transportation plan implementation, as required under § 450.314(a). All necessary financial resources from public and private sources that are reasonably expected to be made available to carry out the transportation plan shall be identified.

(g) The MPO shall consult, as appropriate, with State and local agencies responsible for land use management, natural resources, environmental protection, conservation, and historic preservation concerning the development of the transportation plan. The consultation shall involve, as appropriate:

(1) Comparison of transportation plans with State conservation plans or maps, if available; or

(2) Comparison of transportation plans to inventories of natural or historic resources, if available.

(h) The metropolitan transportation plan should include a safety element that incorporates or summarizes the priorities, goals, countermeasures, or projects for the MPA contained in the Strategic Highway Safety Plan required under 23 U.S.C. 148, as well as (as appropriate) emergency relief and disaster preparedness plans and strategies and policies that support homeland security (as appropriate) and safeguard the personal security of all motorized and non-motorized users.

(i) The MPO shall provide citizens, affected public agencies, representatives of public transportation employees, freight shippers, providers of freight transportation services, private providers of transportation, representatives of users of public transportation, representatives of users of pedestrian walkways and bicycle transportation facilities, representatives of the disabled, and other interested parties with a reasonable opportunity to comment on the transportation plan using the participation plan developed under § 450.316(a).

(j) The metropolitan transportation plan shall be published or otherwise made readily available by the MPO for public review, including (to the maximum extent practicable) in electronically accessible formats and means, such as the World Wide Web.

State

C.R.S. 43-1-1103 Transportation Planning

43-1-1101.Legislative Declaration.

The general assembly hereby finds and declares that local government involvement in transportation planning is critical to the overall statewide transportation planning process. The general assembly recognizes that regional planning commissions and transportation planning regions are the proper forum for transportation planning and that the county hearing process is the proper forum for local government input into the five-year program of projects. However, the general assembly also recognizes that state involvement in transportation planning, through the department of transportation, is equally critical to overall statewide planning, and the general assembly recognizes the department of transportation as the proper body, in cooperation with regional planning commissions and local government officials, for developing and maintaining the state transportation planning process and the state transportation plan

43-1-1103. Transportation Planning.

(1) A twenty-year transportation plan shall be required for each transportation planning region that includes the metropolitan area of a metropolitan planning organization. Other transportation planning regions may, through intergovernmental agreements defined in section 30-28-105, C.R.S., prepare and submit such a transportation plan. A regional transportation plan shall include, but shall not be limited to, the following:

(a) Identification of transportation facilities and services, including expansion or improvement of existing facilities and services, required to meet the estimated demand for transportation in the region over the twenty-year period;

(b) Time schedules for completion of transportation projects which are included in the transportation plan;

(c) Additional funding amount need and identification of anticipated funding sources;

(d) Expected environmental, social, and economic impacts of the recommendations contained in the transportation plan, including an objective evaluation of the full range of reasonable transportation alternatives, including traffic system management options, travel demand management strategies and other transportation modes, as well as improvements to the existing facilities and new facilities, in order to provide for the transportation and environmental needs of the area in a safe and efficient manner; and

(e) Shall assist other agencies in developing transportation control measures for utilization in accordance with state and federal statutes or regulations, and the state implementation plan, and shall identify and evaluate measures that show promise of supporting clean air objectives.

(2) A regional transportation plan shall state the fiscal need to maintain mobility and what can be reasonably expected to be implemented with the estimated revenues which are likely to be available.

(3) (a) Any regional planning commissions formed for the purpose of conducting regional transportation planning or any transportation planning region shall be responsible, in cooperation with the state and other governmental agencies, for carrying out necessary continuing, cooperative, and comprehensive transportation planning for the region represented by such commission and for the purpose of meeting the requirements of subsection (4) of this section.

(b) In the absence of a locally generated regional transportation plan by a duly formed regional planning commission, the department shall include these areas in the statewide transportation plan and shall be responsible for the appropriate level of planning and analysis to incorporate the needs and recommendations of the region in an equitable and consistent manner with other regions of the state.

(4) The regional transportation plan for any region may recommend the priority for any transportation improvements planned for such region. The commission shall consider the priorities contained in such plan in making decisions concerning transportation improvements.

(5) The department shall integrate and consolidate the regional transportation plans for the transportation planning regions into a comprehensive statewide transportation plan. The formation of such state plan shall be accomplished through a statewide planning process set by rules and regulations promulgated by the commission. The state plan shall include, but shall not be limited to the following factors:

(a) An emphasis on multi-modal transportation considerations, including the connectivity between modes of transportation;

(b) An emphasis on coordination with county and municipal land use planning, including examination of the impact of land use decisions on transportation needs and the exploration of opportunities for preservation of transportation corridors; and

(c) The development of areawide multi-modal management plans in coordination with the process of developing the elements of the state plan

43-1-1102. Definitions.

For the purposes of this part 11, unless the context otherwise requires:

(1) "Committee" means the transportation planning committee created by section 43-1-1104.

(2) "County hearing process" means the process of review of highway projects in counties performed by the department.

(3) "Department" means the department of transportation.

(3.5) "Metropolitan area" means the area determined by agreement between a metropolitan planning organization and the governor pursuant to 23 U.S.C. sec. 134.

(4) "Metropolitan planning organization" means a metropolitan planning organization under the federal "Urban Mass Transportation Act of 1964" (Public Law 88-365, 49 U.S.C. 1601 et seq.).

(5) "Regional planning commission" means a regional planning commission formed under the provisions of section 30-28-105, C.R.S.

(6) "Regional transportation plan" means a technically based, long-range, future mobility needs assessment for any planning and management region.

(7) "State plan" means the comprehensive statewide transportation plan formed by the commission pursuant to the provisions of section 43-1-1103 (5).

(8) (a) "Transportation planning region" means a region of the state as defined by the rule or regulation process required by section 43-1-1103 (5). The maximum number of such regions shall be fifteen unless such number is increased pursuant to paragraph (b) of this subsection (8).

(b) Each metropolitan planning organization's metropolitan area shall, at a minimum, comprise a transportation planning region. If any new metropolitan planning organization is designated on or after January 1, 1998, the

maximum allowable number of transportation planning regions under paragraph (a) of this subsection (8) shall be increased by one region for each such new metropolitan planning organization.

43-1-1104.Transportation Advisory Committee.

(1) A transportation advisory committee is hereby created. The committee is to be composed of one representative from each transportation planning region. If a regional planning commission has been formed in a transportation planning region, the chairman of such commission or the chairman's designee shall be the representative for such region on the commission. If any transportation planning region has not formed a regional planning commission, then the representative shall be chosen by the boards of county commissioners of the counties contained in such region in consultation with officials of the municipalities contained in such region.

(2) The committee shall provide advice to the department on the needs of the transportation systems in Colorado and shall review and comment on all regional transportation plans submitted for the transportation planning regions. The activities of the committee shall not be construed to constrain or replace the county hearing process

Appendix C – CDOT Potential Roles in Incident Prevention/Response/Management

- as taken from the State of Colorado Emergency Operations Plan - 2007

Background

Colorado Division of Emergency Management (CDEM) – is responsible for the state's comprehensive emergency management program which supports local and state agencies. Activities and services cover the four phases of emergency management: Preparedness, Prevention, Response, and Recovery for disasters like flooding, tornadoes, wildfire, hazardous materials incidents, and acts of terrorism.

During an actual emergency or disaster, CDEM coordinates the state response and recovery program in support of local governments. CDEM maintains the State's Emergency Operations Center (SEOC) where representatives from other state departments and agencies come together to coordinate the state response to an emergency situation.

Governor's Disaster Emergency Council – the Council meets at the call of the Governor and advises the Governor and the Director of the CDEM on all matters pertaining to the declaration of disasters and the disaster response and recovery activities of the State Government. It consists of the Attorney General, the Adjutant General, and the Executive Directors of the following Departments: Administration, Natural Resources, Public Safety, and Transportation. Additional members, if any, shall be appointed by the Governor from among the Executive Directors of the other Departments.

Colorado's Multi-Agency Coordination Center (MACC) – Offering the ability for state, federal, and local agencies to come together in a central location to coordinate the response to emergencies and disasters throughout the state, the MACC is designed for multiple agency communication and coordination of support for local, regional, state, and federal disaster emergencies. It is a state-of-the-art facility developed specifically to help Colorado respond to any type of disaster or emergency it may face, and is located in Centennial, Colorado. The alternate location is at Camp George West in Golden, Colorado.

The MACC was specifically designed to meet the new National Incident Management System (NIMS) requirements and includes a policy room for affected elected officials, a secure video teleconference (VTC) room, designated space for administration/ logistics and planning/ assessment, an operations/coordination room, a communications center, and a room specifically designed to accommodate media. It has redundant communications systems, offers resource mobilization and tracking. Capable of managing state support of large scale incidents, it is expandable to accommodate multiple agencies/jurisdictions, and has a secure video teleconferencing for direct continuity of government.

Additionally, the communications section is equipped with the Colorado Crime Information Computer and federal and state National Alert Warning Systems dedicated telephone circuits, and has access to the Government Emergency Telephone System (GETS) and the Cellular Priority Access System allowing priority over other users during emergencies. The Division of Local Government offers GIS capability to support incident analysis. This Center also has a virtual connection to Public Health Coordination Center, Health Alert Network, and emergency management systems. The Colorado Information Analysis Center

(CIAC) was added to the Center with the disaster "prevention" focus, and strong links to federal and local agencies.

CDOT's Transportation Management Center (CTMC) – The MACC is linked to the CTMC, which provides 24-hour transportation system information including road weather condition information, road closures, detours, delays, alternate routes, etc. The CTMC provides highway surveillance camera displays to monitor state roadways and weather throughout Colorado. The center also provides general information on all transportation systems including railroads and airports. The CTMC controls information provided over all state road systems, bridges, and underpasses, provides avalanche analysis and control, controls Variable Message Signs at key locations along transportation corridors, and acts as the command and control center in the event of an emergency. The CTMC controls VMS primarily on the east side the Continental Divide, with the exception of some VMS on I-25 in the Colorado Springs area, which is controlled by the Colorado Springs Transportation Management Center (CSTMC), Hanging Lakes Tunnel (HLT) controls VMS on the Western slope. CTMC and CSTMC are interconnected.

Colorado Emergency Planning Commission (CEPC) – In October 1986, the Federal Superfund and Reauthorization Act (SARA/Title III) that includes the Emergency Planning and Community Right-To-Know provisions was enacted. This legislation was enacted in response to several very severe hazardous materials incidents world-wide. It put in place several protection measures regarding hazardous materials incidents. The legislation required that each state appoint a State Emergency Response Commission to implement the act in their state. In Colorado, the Colorado Emergency Planning Commission (CEPC) was created, consisting of:

- Department of Public Health & Environment - Hazardous Materials and Waste Mgt Division
- Department of Local Affairs
- Division of Emergency Management
- Division of Local Government
- Department of Public Safety - Fire Safety Division
- Colorado State Patrol

The CEPC implemented the act by designating **Local Emergency Planning Districts** (LEPD), which form committees to implement requirements, including developing and publishing a hazardous material emergency response plan for their area.

The **Local Programs Section** helps local governments to achieve their emergency management goals by providing technical assistance with strategic planning, emergency plan development, community preparedness, disaster recovery, hazard mitigation, and training/exercise support.

The **Operations & Operations Support Section** is responsible for the Colorado State Emergency Operations Plan, the state Emergency Operations Center, and coordination with state agencies in support of local jurisdictions during emergency or disaster situations and for special events.

The **Colorado State Emergency Operations Plan (SEOP)** was rewritten in 1996 and revised in 2000, 2003, and 2006. The new 2007 SEOP follows the format of the National Response Framework. The SEOP identifies the roles, responsibilities and actions of State government in disasters. The SEOP provides direction to State agencies and some volunteer agencies in responding to emergencies or disasters. It delineates emergency response procedures, responsibilities, lines of authority, and continuity of Government. The format is compatible with the National Response Framework (NRF), using a functional approach to providing assistance, whereby emergency support functions, i.e., transportation,

communications, information and planning, etc., have been assigned to a lead State agency with other departments in supporting roles.

Evacuation plans lend themselves to events that are predictable and have adequate warning time. All other events are impromptu and situation dependent requiring evacuation or shelter-in-place decisions based on hazard. Effective evacuation plans should be phased/ tiered based on at risk population, and include trigger points, pre-designated routes and timelines. Many of Colorado's disaster emergencies are non-predictable with no warning time. Therefore, it is a local jurisdiction's responsibility to develop evacuation plans that address primary and alternate routes, special needs populations, and a supporting infrastructure. However, when a local evacuation order is given, the State shall provide assets to support that evacuation. This support assistance shall utilize assets from the Colorado Department of Local Affairs, the Colorado Department of Transportation, the Colorado Department of Public Health and Environment, the Colorado State Patrol, the National Guard (Department of Military and Veterans Affairs), and other state agencies along with the Salvation Army and Red Cross. Some mitigating factors of a mass evacuation include the physical location of the incident (the geographic layout of the state ranges between flatlands to rough mountain terrain); and the time-frame of the incident (during the winter months, eastern plains and mountain highways may be closed, thus preventing near-by community response and support).

Colorado Department of Transportation – In accordance with the SEOP, CDOT may undertake a variety of actions in response to an emergency. It may play either a lead or supporting role, depending on the function required. These activities may be undertaken in coordination with other state agencies, military and professional associations.

CDOT has statewide decentralized, operational multi-functional capabilities, able to provide quick response to transportation-related emergencies where expertise in highway and tunnel maintenance and in transportation engineering may be needed. These resources are fully equipped with highway maintenance and construction related equipment, and will respond directly and immediately to incidents on the State highway system as soon as notified. CDOT maintains a computer-based inventory of fleet equipment that could be used to manage corridors, equip roadblocks and move required materials and people as needed.

CDOT also has a plan for allocating essential highway capacity, regulating and maintaining sufficient highway capacity to move critical goods and supplies, documented in CDOT's Emergency Highway Transportation Regulations (EHTR) plan. Priority for the clearing of access routes is determined in order to permit sustained flow of emergency relief.

When notified of an emergency situation by the CDEM, CDOT will monitor the situation, do pre-planning and, if requested, provide assistance, mobilize the necessary available resources to meet demands. CDOT maintains a current inventory of vehicles and will ensure that this inventory is at the ready for any required response.

Response activities will take place in the field and will be coordinated through the State Emergency Operations Center (SEOC) in Golden and CDOT's Emergency Response Coordinator.

The focus of the response may include coordination, control and allocation of transportation assets in support of the movement of emergency resources including the evacuation of people, and the redistribution of food and fuel supplies. Such activities could be required in response to a natural disaster or an act of terrorism. Activities include:

- Processing and coordinating requests for State, local, and civil transportation support as directed under the State Emergency Operations Plan (SEOP);

- Reporting damage to transportation infrastructure as a result of the incident;

- Coordinating alternate transportation services (air, surface, and rail);

- Coordinating the restoration and recovery of the transportation infrastructure; and

- Coordinating and supporting prevention, preparedness, mitigation among transportation infrastructure stakeholders at the state and local levels

Concept Of Operations

In response to an emergency, the local first responders and local CDOT maintenance personnel will assess the extent, type and severity of the disaster area. The status of transportation corridors will be determined and current fleet and personnel resources will be dispatched to the affected areas.

The CDOT Emergency Response Coordinator (ERC) will be the Transportation Coordinator when the State Emergency Operations Plan has been activated. The Transportation Coordinator will be responsible for coordination of all state agencies providing Transportation support.

In smaller magnitude emergencies, requests for assistance may be handled over the telephone. In larger magnitude events the Transportation ERC will respond to the SEOC to coordinate a response from a centralized location. If a Presidential Declaration is received, the Transportation Coordinator will coordinate closely with the Federal Transportation Coordinator.

As the incident moves from the response phase to the recovery phase, many emergency support activities will transition from the SEOC to a regional location (Joint Field Office).

CDOT will implement its EHTR plan provisions as needed to address the need for management of remaining highway corridor capacity.

Organization And Responsibilities

Transportation activities are mostly conducted in the field with overall coordination by the Transportation ERC. Supporting Agencies may assist. The organizational structure of CDOT is described below. A CDOT regional emergency response office may be established, if necessary, near the disaster area at a CDOT regional, construction residency, or maintenance area office. This center will report directly to the Transportation Coordinator at the SEOC.

1. **Transportation Commission and Executive Director**: Provides or redirects state or federal funding for transportation damage recovery, Secures and obtains federal emergency replacement funding as may be available for infrastructure.

2. **Chief Engineer of Maintenance and Operations or CDOT-designated Emergency Response Coordinator (ERC)**: Directs Regional Transportation Directors (RTD) and Maintenance Superintendents to allocate personnel, equipment and other resources for the support of response activities on a statewide level; Works with RTDs and Maintenance Superintendents to create an expanded work force through emergency contracts as needed.

3. **Regional Transportation Directors (RTDs)**: Direct the transportation regions' allocation of resources, personnel and other required support for the response activities. Maintain a communications network with local, city and county officials within the region to provide a communication link to the Transportation ERC. Designate disaster field office and management of the field office. Manage coordination between CDOT's functional areas. Manage CDOT regional emergency response office.

4. **Region Maintenance Section Superintendent:** Directs and manages the first responders. Evaluates availability and commits personnel, material, supplies and equipment that can be provided to respond. Provides communication networks through vehicle-based radios. Provides personnel for 24-hour coverage as needed.

5. **Traffic Management Center (TMC)**: Provides 24-hour transportation system information including road condition and weather, road closures, detours, delays, alternate routes, etc. controls Variable Message Signs (VMS) at key locations along transportation corridors.

6. **Staff Bridge**: Provides structure damage assessment, structure flow capabilities, structure repair recommendations and weight restrictions on bridges.

7. **Staff Maintenance and Operations Branch**: Staff Maintenance Superintendent is the Designated Emergency Response Coordinator (ERC). Provides 24-hour coverage of the SEOC when activated. Provides for back-up support for the ERC and support for the Field Operations Team.

8. **Staff Construction Project Development Branch**: Coordinates with the Regions to provide engineering personnel for damage assessment teams, repair recommendations and accounting management of emergency force account work.

9. **Division of Aeronautics**: Provides data concerning locations, capacities and facilities of all airports in Colorado. Provides contact information for personnel trained in aircraft rescue and firefighting.

Public Works & Engineering

CDOT may be called upon to provide public works and engineering-related support for the changing requirements of domestic incident management: debris clearance, roads, highways and bridge repairs, engineering, construction, repair and restoration of essential public works systems and services, and the safety inspection of damaged buildings.

Activities include conducting pre- and post-incident assessments of public works and infrastructure; executing emergency contract support for life-saving and life-sustaining services; providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; providing emergency repair of damaged infrastructure and critical facilities; and other recovery programs. Staff that will be prepared to act as representatives on Field Operations Teams must be identified. Identify, train, and assign CDOT personnel to maintain contact with and prepare to execute missions in support of fire suppression during periods of activation.

In small magnitude emergencies, requests for assistance may be handled over the telephone. In larger magnitude events, the Public Works ERC will respond to the SEOC to coordinate a response from a centralized location. If a Presidential declaration is received, the Public Works lead will coordinate closely with the Federal Public Works lead.

The CDOT Emergency Response Coordinator (ERC) may also be the Public Works Coordinator when the State Emergency Operations Plan has been activated, responsible for coordination of all state agencies providing Public Works support.

Significant numbers of personnel with engineering and construction skills along with construction equipment and materials may be required from outside the disaster area.

Access to a disaster area may be dependent upon the re-establishment of ground routes. Debris clearance and emergency road repairs will be given top priority to support immediate life-saving emergency response activities.

A CDOT regional emergency disaster field office may be established if necessary near the disaster area at a CDOT regional, construction residency, or maintenance area office. This center will report directly to the Public Works Coordinator at the SEOC. CDOT will provide equipment, fuel, personnel, shop service, and transportation assets to support fire service operations.

Responding equipment will contact the local incident commander on scene for instructions and clearance

before proceeding to enter any affected area. CDOT's responding personnel are maintenance and engineering personnel and are not trained or equipped to directly handle hazardous materials contaminated sites. They will work with trained personnel in areas deemed safe by the incident commander to clear debris in un-contaminated areas and will support those involved in direct handling of the hazardous materials contaminated debris.

Emergency environmental and legal clearances will be needed for handling and storage/disposal of materials from debris clearance and demolition activities.

As the incident moves from the response phase to the recovery phase, many emergency support activities will transition from the SEOC to a regional location (Joint Field Office).

Firefighting and Urban Search and Rescue – Emergency Support

CDOT provides support to the Department of Public Safety, Division of Fire Safety, by:

1. Supporting local fire departments with appropriate resources to include mobilizing and deploying firefighting teams and resources as needed. State and other local resources from outside the disaster area are committed through coordination with other agencies that have fire fighting resources.

2. Implementing the Colorado Emergency Resource Mobilization Plan.

3. Ordering and dispatching appropriate emergency resources is done through the State's Emergency Operations Center's Resource Ordering and Status System (ROSS) dispatch function..

4. Coordinate with Fire Safety for use of state wildland firefighting assets to support firefighting operations, when indicated.

5. Through coordination, Implement alert/activation procedures for Colorado Task Force

6. Provide overhead support to the SEOC through the Division of Fire Safety and the Colorado State Fire Chiefs' Association.

7. Coordinate with Transportation Coordinator for use of CDOT assets to support firefighting operations, when indicated.

Wildfire Suppression – Emergency Support

CDOT provides support to Colorado State Forest Service by:

1. Coordinating permanent and mobile electronic road signs as needed for prevention, evacuation, road closure, response, and mitigation activities

2. Providing equipment as needed and available

Mass Care, Housing, and Human Services - Emergency Support

CDOT provides support to Colorado Department of Human Services by assisting with Field Support.

Resource Support – Emergency Support

CDOT provides assistance to the Department of Local Affairs by supporting local and tribal governments with emergency relief supplies, facility space, office equipment, office supplies contracting services, transportation services, security services, and personnel required to support immediate response activities. Transport of resources may require staging areas and support from CDOT. Staging areas will be pre-determined to the degree possible. County, State and Federally agreed upon decisions should be made in the identification of location and legal arrangement for staging areas.

Oil and Hazardous Materials Response – Emergency Support

CDOT provides assistance to the Division of Emergency Management by**:**

1. Providing personnel and heavy equipment to assist with containment operations, traffic control and other scene control measures including access and egress.

2. Providing public information on road closures and/or alternative routes utilizing the capabilities of the Traffic Operations Center (TOC).

Public Safety and Security – Emergency Support

CDOT supports the Colorado Department of Public Safety and Colorado State Patrol by providing equipment, fuel, personnel, shop service, and transportation assets to support law enforcement operations.

Geographic Information Systems– Emergency Support

CDOT may provide assistance to any state agency by providing:

1. Use of Global positioning systems, to assist in pinpointing incident associated locations.

2. Provide current information on the following:

    a. Roads/highways with relevant flow capacity information

    b. Bridges and tunnels with information reflecting possible impedance to traffic flow such as tunnel clearances, bridge width and weight limitations.

3. Information on locations of CDOT activities during an incident such as deployment of resources for traffic/access control, incident recovery and other activities

4. Provide information to the MACC on road status and current traffic conditions.

Pandemic Incident– Emergency Support

CDOT will provide assistance to the Colorado Department of Public Health by

1. Mobilizing assets capable of hauling logistical supplies.

2. In conjunction with law enforcement agencies, place and program mobile message boards along main transportation routes and other key locations, and program fixed message boards as dictated by the situation.

3. Information sharing – The Colorado Information Analysis Center (CIAC), collects and analyzes information relevant to thwart terrorism. The information is derived from a variety of channels, e.g., law enforcement, immigration, public health, transportation, and other resources. That information has to be managed, translated and transmitted to state and local officials throughout Colorado to optimize their anti-terrorism awareness, prevention, preparedness, and response and recovery capabilities.

Winter Storm – Emergency Support to Local Jurisdictions

1. Snow removal, plowing, barricading, and ice removal; determination of need for road closures.

2. Maintain communications and advise dispatch of current conditions in all areas of the state

3. Provide crews and equipment to assist in snow removal, rescue operations, necessary transportation, establishment of barricades and restoration, as requested, in support of local jurisdictions when CDOT has the appropriate equipment.

Utility Disruption/Flood Incident/Earthquake/Landslide/Tornado – Emergency Support

CDOT provides assistance to the Department of Emergency Management by:

1. Providing barricades, debris removal and road repair as directed.

2. Maintaining communications/advice dispatch of current conditions in all areas of the state

3. Providing engineers to Damage Assessment teams.

Chemical Stockpile Emergency Preparedness Program (CSEPP) – Emergency Support

CDOT provides assistance to the Department of Emergency Management by providing personnel and equipment to assist in keeping major transportation arteries clear during evacuations - to include debris removal.

Intelligent Transportation Systems (ITS)

Congestion on the state highway system is compounded by incidents such as adverse weather conditions, accidents and stalled vehicles. These incidents can result in loss of life and damage to property, further reduce the capacity of the state highway system, and increase existing congestion and cause secondary accidents. Furthermore, these incidents can lead to increased congestion on adjoining roadways that serve as alternate routes.

CDOT uses ITS tools -various technologies linked in an integrated fashion - to improve the safety, efficiency, productivity, inter-modal connectivity and inter-jurisdictional coordination of the surface transportation system. ITS technologies include roadside infrastructure such as detectors and sensors, closed circuit TV cameras, ramp meters, radar detectors, weather stations, Variable Message Signs (VMS), etc., traffic centers, software systems and communications that function in a fully integrated system to make transportation systems run more efficiently and improve safety. ITS applies not only to passenger vehicles, but also to commercial vehicle operations, transit systems and other multi-modal activities. ITS infrastructure and applications also provide an important support role for federal and state agencies during major disasters such as wild fires, acts of terrorism, tornadoes, emergency evacuations and flash floods. For example, during the wild fire incident in Douglas County in 2003, ITS used VMSs to inform the traveling public about the condition of the fire and alternate routes within the impacted area. In addition, the traffic conditions along I-25 were monitored using CCTV cameras where coverage was available.

- *Traffic Management* – Involves the management of highway traffic flow to ensure the highest utilization of the transportation infrastructure during both normal (congested/ non-congested) and unusual (incidents and weather) conditions. The primary objective of managing the traffic flow is to improve mobility.

- *Incident Management* – Relates to the management of an incident and related highway traffic. Like traveler information and freeway management, mobility is the primary objective of incident management, although safety is an important aspect as well. The goal of incident management is to reduce the response times for incidents, clear roads of obstructions, keep traffic moving and minimize secondary incidents. A secondary mobility benefit will be realized where Incident Management Plans have identified alternative routing that is used during incidents.

The CTMC is primarily responsible for providing traveler information, which involves the collection and dissemination of statewide traveler information. The CTMC manages an extensive information collection network that consists of: detectors and sensors, CCTV cameras, ramp meters, radar detectors, weather stations, National Weather Service, probe vehicles, and intermittent road condition information provided by Colorado State Patrol (CSP) troopers and CDOT maintenance forces. The CTMC aggregates, analyzes and processes the information and disseminates it via the cotrip.org website, VMS, highway advisory

radios (HAR), automated telephone system, broadcast fax, media reports and to Internet-capable cell phones and PDAs. The CTMC also assists with traffic management, incident management and event management functions working together with the other centers and CDOT regions using ramp meters, HOV lanes, Incident Management Plan strategies and signal timing protocols to improve effective throughput, identify alternative routes and to balance facility demand versus capacity.

In order to support ITS services, such as incident management, traffic management and traveler information, support is needed from partner agencies such as: police, fire, Colorado State Patrol, emergency management centers, the media, event venues, transit agencies, National Park Service, National Weather Service, military bases and more. These partner agencies allow for sharing of communication infrastructure, traffic and incident information and effective dissemination of information. ***In the event of a major disaster, it is important for the ITS infrastructure to provide a supporting role in evacuation route assistance and plans.***

CDOT's ITS Branch sends out two types of traveler information reports through broadcast fax service. These reports are:

1. CDOT Road & Weather Reports – These reports provide road conditions, road closures, chain law updates and construction information on various Colorado highways. They are generated at least four times per day during winter and at least once per day in the summer.

2. Road Alert Reports – These reports provide critical information about major incidents and accidents and are provided as and when there is a need. These reports include any road closure updates as they relate to the incidents and accidents.

More than 175 organizations subscribe to this CDOT broadcast fax service. These include several types of organizations such as:

- Media (television, radio and newspaper)
- Commercial (trucking companies, truck stops, convenience stores other businesses)
- Tourism, Travel & Recreation (ski industry and visitor centers)
- Law Enforcement (Colorado State Patrol and local police and sheriff)
- CDOT
- Other governmental agencies (schools, U.S. Postal Service and military)

CDOT has partnered in the development of 10 Incident Management Plans (IMPs) statewide. In late 2000, the I-70 mountain corridor Incident Management Plan was developed through a multi-agency planning process, and continues to evolve. Since then the corridor has benefited significantly from the Incident Management Plan through improved coordination between agencies, coordinated incident response and reduced delay and better information to the travelers. On October 8, 2003 an incident involving a rollover truck shut down the westbound lanes of I-70 near the Eisenhower Tunnel near mile marker 210 between 5:30 a.m. and 9:30 a.m.

Benefits of Incident Management for this incident:

- More than 32,000 vehicles provided with en-route incident information during incident duration through VMS.
- Total number of vehicles during a normal weekday at Idaho Springs during incident duration time period: 2,832.

- Total number of vehicles at Idaho Springs on the day of the incident during the incident duration: 2,553.

- Percent of traffic reduction attributable to traveler information at Idaho Springs: 10 percent.

- Total number of vehicles re-routed onto U.S. 6/Loveland Pass due to incident: 2,279.

- Total delay averted: 2,799 vehicle hours.

- Average delay per vehicle avoided: 1.4 hours.

- Dollar savings in terms of time: more than $40,000.

Appendix D - Transportation Planning Process

1.0   *Requirement for MPOs to Prepare a Regional Long-Range Transportation Plan*

Under federal legislation reauthorizing the Federal-Aid Highway Trust Fund (ISTEA in 1991 and TEA-21 in 1998), each MPO must accomplish a number of steps to assess, recommend, and implement capital improvements to the regional transportation infrastructure, including the following:

- Forecast data reflecting transportation needs, including population and employment growth.

- Assess projected area land uses.

- Identify major growth corridors and analyze various transportation improvements to address the mobility needs of the region.

- Develop alternative capital and operating strategies for moving people and goods.

- Estimate the impact of the transportation system on air quality within the region.

- Develop a financial plan that covers new capital investments, operating costs, maintenance of the system, and system preservation costs able to be funded.

2.0   *What is a Metropolitan Planning Organization (MPO)?*

Under Federal law, in each metropolitan area with a population of more than 50,000, one or more MPOs are responsible for carrying out the region's transportation planning activities. (Note: more than one MPO might be designated for an urbanized area where the metropolitan area spans more than one state, such as for the metropolitan area around Portland, Oregon, which is served by two MPOs.)

3.0   *What is a Long-Range Transportation Plan and Why Do Long-Range Transportation Planning?*

Long-range and short-range transportation planning processes incorporate information, tools, and public input that are preconditions for evaluating prospective transportation projects and recommending improvements to the overall transportation infrastructure. The process requires consideration of a number of strategic elements, including the safety and security of assets and the services they provide. Passage of the Intermodal Surface Transportation Efficiency Act of 1991(ISTEA) explicitly included safety and security assessments in the transportation capital planning process.

From the national perspective, a summary of the transportation planning process is shown in Figure 2.
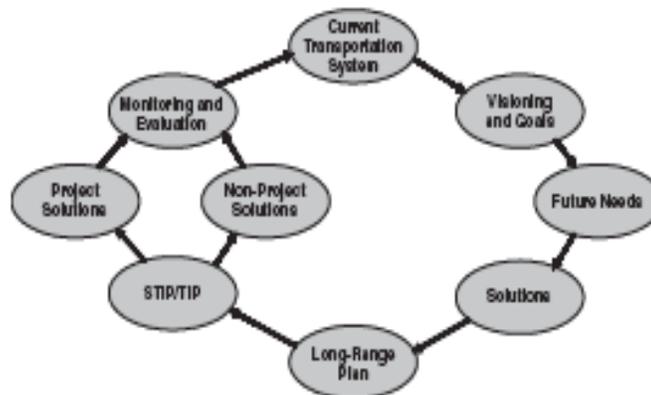
Figure 2.   Overview of the transportation planning process (FHWA, *Citizen's Guide to Transportation Decisionmaking*, FHWA EP-01-013, 2001).

Four major documents are generated as a result of this transportation planning process:

- **Unified Planning Work Program** (UPWP) – The UPWP describes the details of activities the MPO performs, including studies and other analyses, funding sources, and organizational responsibilities. This document covers 1 to 2 years, is updated annually by the MPO, and may include information on changes in the metropolitan planning process.

- **Long-Range Transportation Plan** (LRTP) – The LRTP is updated every 5 years (or 3 years in air quality maintenance or nonattainment areas). It covers a 20-year period and outlines long- and short-range strategies, policies, and projects with an overview of all elements (including land use, development, funding sources, and congestion). The Transportation Plan serves as the guiding document for transportation planning, incorporating policy direction, goals, program objectives, and performance criteria within expected fiscal constraints for the area.

- **Transportation Improvement Program** (TIP) – The TIP has a shorter horizon than the LRTP, typically 3 to 6 years, and considers only the most immediate transportation needs of the region. It is more focused than the LRTP, allocating specific resources to detailed capital improvements within existing fiscal constraints. The TIP is multimodal in scope, outlining how existing transportation funds will be used to address the most vital transportation needs within budgetary limitations through the implementation of defined projects. Public participation is an important component in developing and updating this planning document. The TIP is required to cover at least 3 years and be updated no less than every 2 years.

- **Statewide Transportation Improvement Program** (STIP) – The STIP incorporates the regional TIPs to achieve overall cohesion of transportation programs and plans. This document encompasses all projects included at the statewide level, based on those approved by MPOs in their respective TIPs as well as projects from nonmetropolitan areas. This integrated capital improvement program reveals the capital improvement strategy for the statewide transportation system.

The STIP is multimodal and balances such issues as land use, economic development, the environment, safety, traffic congestion, and available funding. The STIP identifies which transportation programs and projects can be undertaken across the state in the next 3 years with available federal, state, and local funding. Ultimately, the goal of these documents and the procedures behind their generation is the programming of federal, state, and other transportation funding in a fashion that satisfies competing priorities, visions, legal constraints, and public demands.

Much of the planning process is undertaken by MPOs, which have a firmer grasp on localized issues than do, for example, the FHWA and other, nonlocal or nonregional organizations (such as statewide transportation agencies). Cooperative efforts and partnerships are reflected in planning agreements and memoranda of understanding that exist between stakeholders in the transportation planning process. Funding for transportation projects contained in TIPs and STIPs is largely based on the availability of federal funds. Federal funding is authorized over a multiyear period and appropriated annually. Distribution (apportionment) of funds to states is also done annually (scheduled for October 1 of each year), and funds are obligated based on the states' approved STIPs.

States and localities generally contribute matching funds, dependent on project type, at a typical level of 20%. Restrictions are placed on the use of certain funding sources, which are designated for specific project types (e.g., safety). States often place restrictions on funding that may exceed federal requirements. However, in recent years there is a growing trend toward greater funding flexibility by federal transportation agencies that provides increased state and local discretion in the use of available funds, while also permitting the application of innovative financing techniques. These changes are intended to further leverage available public funds and expedite project delivery.

4.0   *What are the Elements of a Long-Range Transportation Plan?*

Per 23 C.F.R. § 450.206 (a):   Each State shall carry out a continuing, cooperative, and comprehensive statewide transportation planning process that provides for consideration and implementation of projects, strategies, and services that will address the following factors:

(1)   Support the economic vitality of the United States, the States, metropolitan areas, and nonmetropolitan areas, especially by enabling global competitiveness, productivity, and efficiency;

(2)   Increase the safety of the transportation system for motorized and non-motorized users;

(3)   Increase the security of the transportation system for motorized and non-motorized users;

(4)   Increase accessibility and mobility of people and freight;

(5)   Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns;

(6)   Enhance the integration and connectivity of the transportation system, across and between modes throughout the State, for people and freight;

(7)   Promote efficient system management and operation; and

(8)   Emphasize the preservation of the existing transportation system.

New Requirements and Trends

In addition to the traditional issues of transportation mobility and accessibility, transportation planning considerations have evolved to include the following:

- Land Use;
- Public involvement;
- Social justice;
- Sustainability;
- Smart growth;
- Security;

- Economic development;
- Congestion management;
- System efficiency, integration, and preservation;
- Environmental protection;
- Neighborhood and historic preservation;
- Funding and financing.

The number of stakeholders involved in the transportation planning process has also expanded to include MPOs, councils of government, local government agencies, economic development agencies, neighborhood groups, public transit advocacy groups, environmental advocacy groups, developer groups, and freight shippers and carriers. Under federal law, planning, prioritizing, and budgeting capital transportation projects is a formalized, ongoing process, whose elements are conducted at each of several levels of government. Long-range and short-range elements make up the process.

SAFETEA-LU and Regulations

- Continuing and comprehensive statewide multi-modal planning process and addresses
    - Safety/Security
    - Accessibility/Mobility/Connectivity
    - Environmental Conservation and Mitigation
    - Economic Development
    - Preservation of Existing System
    - Integrate Transit with Human Services Plans
- Coordinate statewide planning
- Document public involvement process

Publish long-range Statewide Plan and STIP

Corridor Visions Approach

- What is a Transportation Corridor?
    - Transportation system that includes all modes and facilities within a described geographic area having length and width.

- What is the Corridor Vision Concept?

    o Presents a Long-Range Transportation Vision

    o Integration of Regional Visions Creates Statewide Transportation System Vision

    o Provides a linkage between Community values and Local and Statewide Transportation Needs

How are Projects Linked to Visions?

- For a Proposed Project to Proceed into the STIP it must

    o Be consistent with the corridor vision, goals and strategies

    o Be consistent with corridor allocation total funding

    o Be included in TIP in MPO areas

- If the Project, Strategies, goals and Vision are not consistent, either the vision or the Project is revisited

Appendix E - Colorado Department of Local Affairs

Colorado Division of Emergency Management

All-Hazard" Regions
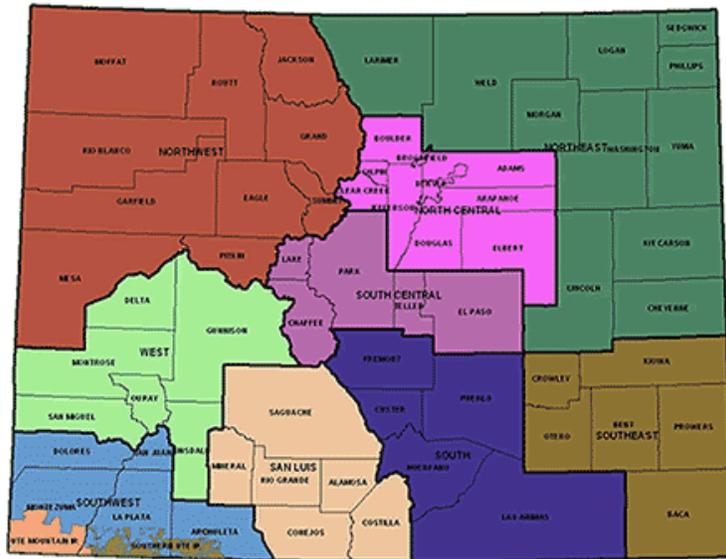
Regional Field Managers

Centennial - North Central Region
Bob Wold, Field Manager
(720) 852-6600
Bob.Wold@state.co.us

Golden - South Central Region
Laura Nay, Field Manager
(303) 273-1734
Laura.Nay@state.co.us

Durango - Southwest / San Luis Valley Region
Patricia Gavelda, Field Manager
(970) 247-7674
Patricia.Gavelda@state.co.us

Grand Junction - West Region
Steve Denney, Field Manager
(970) 248-7308
Steve.Denney@state.co.us

Fort Morgan - Northeast Region
Kevin Kuretich, Field Manager
(970) 867-4300
Kevin.Kuretich@state.co.us

Frisco - Northwest Region
vacant

Pueblo - South / Southeast Region
Chad Ray, Field Manager
(719) 544-6563
Chad.Ray@state.co.us

Colorado Local Emergency Managers & Sheriffs			
Adams Captain Mike Kercheval, Director Adams County Office of Emergency Management 4201 E. 72nd Ave. Commerce City, CO 80022 Office: 303-289-5441 FAX: 303-322-1404 Duty Officer pager: 303-609-0011 24 Hr Contact: 303-288-1535 Email: mkercheval@co.adams.co.us **http://www.co.adams.co.us/** Sheriff Doug Darr 1901 E. Bridge St. Brighton, CO 80601 303-655-3216	**Alamosa** Pete Magee Alamosa Sheriffs Office 419 San Juan Ave. Alamosa, CO 81101 Office: 719-587-0286 Fax: 719-587-0264 24 Hr Contact: 719-589-5702 Email: pete_magee@qwest.net David Stong, Alamosa Sheriff 1315 17th St., #2 Alamosa, CO 81101-3555 719-589-6608 Email: Sheriff@alamosasheriff.com	**Arapahoe** Randy Councell Arapahoe County Emergency Preparedness 13101 East Broncos Parkway Centennial, CO 80112 Office: 720-874-4186 FAX: 720-874-4158 24 Hr Contact: 303-795-4711 Email: rcouncell@co.arapahoe.co.us **http://www.co.arapahoe.co.us/** Sheriff J. Grayson Robinson 13101 East Broncos Parkway Centennial, CO 80112 720-874-4165 email: jrobinson@co.arapahoe.co.us	**Archuleta** Greg Oertell Archuleta County Dept. of Emergency Services P.O. Box 638 Pagosa Springs, CO 81147 Office: 970-731-4799 FAX: 970-731-4800 24 Hr Contact: 970-264-2131 Email: goertel@archuletacounty.org Sheriff Pter Gonzalez P.O. Box 638 / 949 San Juan St. Pagosa Springs, CO 81147 970-264-2131
Baca Riley Frazee, Coordinator Office of Emergency Services 741 Main St. Springfield, CO 81073-0116 Office: 719-523-6532 FAX: 719-523-6584 24 Hr Contact: 719-523-4511 Email: riley.frazee@bacacounty.net Sheriff Terry Mullins 265 E. Second Springfield, CO 81073 719-523-4511	**Bent** Randy Freed Bent County Emergency Management Coordinator 11100 County Rd GG .5 Las Animas, CO 81054 Office: 719-456-0796 FAX: 719-456-0476 24 Hr: 719-456-1363 Email: randyf@bentcounty.net Sheriff Gerry Oyen 11100 County Road GG 5 Las Animas, CO 81054 719-456-0795	**Boulder** Jerry Tate, Director Boulder County/City Office of Emergency Management 1805 33rd St. Boulder, CO 80301 Office: 303-441-3653 or 303-441-3390 FAX: 303-441-3884 24 Hr Contact: 303-441-4444 303-441-3374 Email: jtate@co.boulder.co.us www.bouldercolorado.gov/index Sheriff Joseph Pelle 1777 6th St. Boulder, CO 80302-5814 303-441-4605	**Broomfield** Kent Davies, Deputy Director - 720-887-2078 Email: kdavies@ci.broomfield.co.us Brandon Lawrence, Coordinator - 720-887-2081 Email: blawrence@ci.broomfield.co.us Emergency Management Unit 11600 Ridge Parkway Broomfield, CO 80021 Office: 720-887-2078 FAX: 720-887-2001 24 Hr Contact: 303-438-6400

Chaffee	Cheyenne	Clear Creek	Conejos
Carl L. Hasselbrink, Director Chaffee County Office of Emergency Services P.O. Box 699 / 128 Crestone Salida, CO 81201 Office: 719-539-7459 FAX: 719-539-7442 24 Hr Contact: 719-539-2596 Email: carlh@amigo.net Sheriff Timothy Walker P.O. Box 699 Salida, CO 81201 719-539-2596	Darcy Janssen, Director Office of Emergency Management 23200 Hwy, 385 Burlington, CO 80807 Office: 719-346-8538 FAX: 719-346-8542 24 Hr Contact: 719-346-9325 Email: janssen@wildblue.net Sheriff Virgil Drescher Box 363 Cheyenne Wells, CO 80810 719-767-5633	Kathleen Gaubatz Emergency Management Coordinator P.O. Box 2000 Georgetown, CO 80444 Office: 303-679-2320 FAX: 303-679-2440 Email: gaubatz@co.clear-creek.co.us **http://www.co.clear-creek.co.us/Depts/oem.htm** Sheriff Don Krueger P.O. Box 2000 Georgetown, CO 80444 303-679-2447	Rodney King, Coordinator 6683 County Road 13 Box 1586 Conejos, CO 81101 Office: 719-376-5654 FAX: 719-376-5661 24 Hr Contact: 719-376-5921 Email: rodneykk@hotmail.com Sheriff Robert Gurule P.O. Box 37 Conejos, CO 81129 719-376-2196
Costilla	**Crowley**	**Custer**	**Delta**
Matthew Valdez, Coordinator Costilla Co Emergency Management P.O. Box 130 San Luis, CO 81152 Office: 719-672-9109 FAX: 719-672-3003 24 Hr Contact: 719-672-3302 Email: chamitos@hotmail.com Sheriff Gilbert Matinez P.O. Box 6 San Luis, CO 81152 719-672-3302	Larry Reeves, Emergency Manager Crowley Co Emergency Management 311 Main St. Ordway, CO 81063 Office: 719-262-5555 x230 FAX: 719-267-3192 24 Hr Contact: 719-267-5555 x1 Email: lreeves@crowleycounty.net Sheriff Jeffrey Keyes 601 Main St. Ordway, CO 81063 719-267-5555	Craig Feldmann EM Director/Undersheriff 702 Rosita Ave / P.O. Box 1489 Westcliff, Co. 81252 Office: 719-783-2210 Fax: 719-783-9085 24 Hr Contact: 719-783-2270 Email: ccoem@centurytel.com Sheriff Fred Jobe P.O. Box 92 / 205 S. 6th Westcliffe, CO 81252 719-783-2270	Rob Fiedler Director/Coordinator Delta Co Emergency Preparedness P.O. Box 172 Delta, CO 81416-0172 Office: 970-874-2004 FAX: 970-874-2027 24 Hr Contact: 970-874-2000 Email: rfiedler@deltacounty.com **http://www.deltacounty.com/** Sheriff Fred McKee P.O. Box 172 Delta, CO 81416 970-874-2000

Denver	Dolores	Douglas	Eagle
Justin DeMellow, Director Office of Emergency Management 1437 Bannock St., Rm. 3 Denver, CO 80202 Office: 720-865-7600 FAX: 720-865-7691 24 Hr Contact: 303-640-9999 Email: justin.demello@ci.denver.co.us **http://www.denvergov.org/de** Director of Corrections/Undersheriff Fred Oliva 1437 Bannock St. Room 508 Denver CO 80202 720-865-9567	Allan Anderson, Director Dolores County Sheriff's Dept. P.O. Box 505 Dove Creek, CO 81324 Office: 970-677-2257 FAX: 970-677-2880 24 Hr Contact: 970-677-2500 Email: dcems@fone.net Sheriff Jerry Martinez P.O. Box 505 Dove Creek, CO 81324 970-677-2257	Jamie Moore, CEM Emergency Management Director Douglas County Emergency Management 4000 Justice Way Castle Rock, CO 80109 Office: 303-660-7589 Fax: 303-814-3319 24 hour contact: 303-660-7500 Email: jmoore@douglas.co.us **http://www.douglas.co.us/** Sheriff Mike Acree 4000 Justice Way, Ste. 3625 Castle Rock, CO 80104 303-660-7541	Barry Smith, Emergency Management Director Eagle County Emergency Management P.O. Box 850 Eagle, CO 81631 Office: 970-328-3545 Fax: 970-328-8694 24 Hr Contact: 970-479-2201 Email: barry.smith@eaglecounty.us **http://www.eagle-county.com/emergency/index.cfm** Sheriff Joseph D. Hoy P.O. Box 359 / 0885 E. Chambers Eagle, CO 81631 970-328-6611
Elbert	**El Paso**	**Fremont**	**Garfield**
LaRiea Thompson Office of Emergency Management P.O. Box 295 Kiowa, CO 80117 Office: 303-805-6131 FAX: 303-621-2055 Email: LaRiea.Thompson@elbertcounty-co.gov Sheriff William Frangis P.O. Box 486 Kiowa, CO 80117 303-621-2027	Jim Mesite, Program Coordinator El Paso Co Emergency Mgmt. 101 W. Costilla St. Colorado Springs, CO 80903 Office: 719-575-8401 FAX: 719-575-8591 24 Hr Contact: 719-390-5555 Email: jimmesite@elpasoco.com **http://shr.elpasoco.com/** Sheriff Terry Maketa 205 S. Cascade Ave. Colorado Springs, CO 80903 719-520-7204	Steve Morrisey Fremont County Emergency Mgmt. 615 Macon Canon City, CO 81212 Office: 719-276-7420 / 7422 FAX: 719-276-5593 24 Hr Contact: 719-276-5600 Email: SMorr@fremontco.com Sheriff Fred Becker 100 Justice Center Rd. Canon City, CO 81212-9354 719-276-5555	Jim Sears Emergency Operations Commander 107 Eighth Street Glenwood Springs CO 81601 Office: 970-945-0453 Fax: 970-945-6430 Emergency: 970-625-8095 Email: jsears@garfield-county.com **http://www.garfield-county.com/home/index.asp?page=707** Sheriff Lou Vallario P.O. Box 249 / 701 Colorado Glenwood Springs, CO 81601 970-945-0453

Gilpin	Grand	Gunnison	Hinsdale
Drew Peterson, Director	Ray Jennings, Director	Scott Morrill	Jerry Gray, Director
Gilpin Co Sheriff's Office	P.O. Box 264	200 E Virginia Av.	Hinsdale Emergency Management
P.O. Box 366	Hot Sulphur Springs, CO 80451	Gunnison CO 81230	P.O. Box 277
Central City, CO 80427	Office: 970-887-2737	Office: 970-641-2481	Lake City, CO 81235
Office: 303-579-1199	Fax: 970-887-1698	Fax: 970-641-7693	Office: 970-944-2806
24 Hr Contact: 303-582-5511		24 hour contact: via Gunnison	FAX: 970-944-2630
Email: dpeterson@co.gilpin.co.us		Communications 970-641-8000	24 Hr Contact: 970-944-2291
	Sheriff Rodney Johnson	E-mail: smorrill@co.gunnison.co.us	Email: grayj@lakecity.net
	P.O. Box 48		
Sheriff Bruce Hartman	Hot Sulphur Springs, CO 80451		
2960 Dory Hill Rd., #300	970-725-3344	Sheriff Richard L. Murdie	Sheriff Ronald Bruce
Golden, CO 80403		200 N. Iowa	P.O. Box 127
303-582-1060		Gunnison, CO 81230	Lake City, CO 81235
		970-641-1113	970-944-2291
Huerfano	Jackson	Jefferson	Kiowa
Kevin Vallejos, Director	Kent Crowder	James (Tim) McSherry, Director	Chris Sorensen, Director
Emergency Management	Jackson Co Administrator	Jefferson Co Dept. of Emergency	Kiowa Co Office of Emergency Services
500 S. Albert	P.O. Box 1019	Management	PO Box 172 / 1305 Goff St.
Walsenburg, CO 81089	Walden, CO 80480	800 Jefferson Parkway	Eads, CO. 81036
Office: 719-738-1600	Office: 970-723-4660	Golden, CO 80419	Office 719-438-2288
FAX: 719-738-3676	FAX: 970-723-4706	Office: 303-271-4900	Fax 719-438-5327
24 Hr Contact: 719-738-1044	24 Hr Contact: 970-723-4242	FAX: 303-271-4905	24hr. Contact 719-438-5411
Email: huerfanoso@aol.com		24 Hr Contact: 303-277-0211	Email: chris@kiowaoem.com
		Email: jmcsherr@jeffco.co.us	**http://www.kiowaoem.com**
	Sheriff Rick Rizor	**http://jeffco.us/emerg/**	
Sheriff Bruce Newman	P.O. Box 565		
500 S. Albert Ave.	Walden, CO 80480	Ted Mink, Sheriff	Sheriff Forrest Frazee
Walsenburg, CO 81089	970-723-4242	200 Jefferson County Pkwy.	P.O. Box 427
719-738-1600		Golden CO 80401-2697	Eads, CO 81036
		303-271-5305	719-438-5306

Kit Carson	Lake	La Plata	Larimer
Darcy Janssen, Manager Kit Carson Emergency Management 23200 Hwy 385 Burlington, CO 80807 Office: 719-346-8538 FAX: 719-349-8542 Email: janssen@rmi.net Sheriff Ed Raps 251 16th St., Rm 302 Burlington, CO 80807 719-346-8934	Jeffrey M. Foley Emergency Manager Lake County Office of Emergency Management P.O. Box 255 Leadville, Colorado 80461 Office: 719-486-4191 Home Office: 719-486-0246 Fax: 719-486-0139 24 Hour: 719-486-1249 Email: jfoley@bresnan.net Sheriff Ed Holte P.O. Box 255 / 505 Harrison Ave. Leadville, CO 80461 719-486-1249	Nathan D. (Butch) Knowlton, Director La Plata Co Office of Emergency Management 1060 E. Second Ave. Durango, CO 81301 Office: 970-382-6270 FAX: 970-382-6298 24 Hr Contact: 970-385-2900 Email: knowltonbk@co.laplata.co.us Sheriff Duke Schirard 742 Turner Dr. Durango, CO 81301 970-247-1157	Erik Nilsson Emergency Management Specialist Larimer Co Emergency Management 2501 Midpoint Dr. Ft. Collins, Co. 80525 Office: 970-498-5310 FAX: 970-498-9203 24 Hr Contact: 970-498-5141 Email: nilssoed@co.larimer.co.us. **http://www.co.larimer.co.us/sheriff/** Sheriff James A. Alderden 25012 Midpoint Drive Fort Collins, CO 80525 970-498-5100
Las Animas	**Lincoln**	**Logan**	**Mesa**
Bill Cordova, Director Las Animas Co Emergency Management Las Animas County Courthouse 200 East First Street Rm. 103 Trinidad, CO 81082 Office: 719-845-2568 Fax: 719-845-2598 24 Hr Contact: 719-846-2211 Email: bcordova@amigo.net Sheriff James Casias 2309 E. Main St. Trinidad, CO 81082-2059 719-846-2211	Roxie Devers, Director Lincoln Co Emergency Preparedness P.O. Box 39 Hugo, CO 80821 Office: 719-743-2810 FAX: 719-743-2815 25 Hr. Contact: 719-743-2426 Email: roxdev@ria.net Sheriff Tom Nestor Box 10 / 103 3rd Ave. Hugo, CO 80821 719-743-2426 or 866-5375	Jon Roselund Logan County Emergency Management 421 N. 4th Sterling, CO 80751 Office: (970) 522-9700 FAX: (970) 521-0632 Email: Rosenlund@sterlingcolo.com Sheriff Brett Powell P.O. Box 749 Sterling, CO 80751 970-522-2578	Kimberly Bullen, Emergency Manager Mesa Co Office of Emergency Mgmt. 544 Rood Ave. Grand Junction, CO 81502 Office: 970-244-1763 FAX: 970-255-7178 24 Hr Contact: 970-241-3475 Email: kbullen@co.mesa.co.us **http://www.co.mesa.co.us/emerge** Sheriff Stan Hilkey P.O. Box 20000 Grand Junction, CO 81502-5016 970-244-3500

Mineral	**Moffat**	**Montezuma**	**Montrose**
William Fairchild, Director Mineral Co Emergency Management P.O. Box 454 Creede, CO 81130 Office: 719-658-2600 FAX: 719-658-2764 24 Hr Contact: 719-658-2600 Email: mincosheriff@centurytel.net Sheriff Fred Hosselkus 1201 N. Main Creede, CO 81130 719-658-2600	Larry Dalton, Director Moffat Co Office of Emergency Mgmt. 800 W. First St., Suite 100 Craig, CO 81625 Office: 970-826-2303 FAX: 970-824-9780 24 Hr Contact: 970-824-6501 Email: ldalton@sheriff.moffat.co.us **http://www.moffatcountysheriff.co** Sheriff Tim Jantz 800 W. First St., Suite 100 Craig, CO 81625 970-824-4495	Lori Johnson Montezuma County SO 730 East Driscoll Cortez, CO 81321 Office: 970-565-8452 x320 FAX: 970-565-3731 24 Hr Contact: 970-565-8441 Email: Detectives-mcso@charter.net Sheriff Gerald Wallace 730 East Driscoll Cortez, Co 81321 970-565-8452 x303	Joe Kerby Montrose County Manager 161 S. Townsend Avenue Montrose, CO 81401 Office: 970-252-4510 FAX: 970-252-4060 Email: jkerby@co.montrose.co.us Sheriff Rick Dunlap 1200 N Grand Ave. Montrose, CO 81401-3146 970-249-6606
Morgan	**Otero**	**Ouray**	**Park**
Steve Enfante, Director Morgan Office of Emergency Mgmt. P.O. Box 1130 / 212 S. West St. Fort Morgan, CO 80701 Office: 970-867-8506 FAX: 970-867-7344 24 Hr Contact: 970-867-8531 Email: senfante@co.morgan.co.us Sheriff James E. Crone 801 E. Beaver Ave. Fort Morgan, CO 80701 970-867-2461	Chris Johnson Otero Co Office of Emergency Services P.O. Box 511 La Junta, CO 81050 Office: 719-384-5941 FAX: 719-384-2272 24 Hr Contact: 719-384-5941 Email: Sheriff Chris Johnson 222 E. Second St. La Junta, CO 81050 719-384-5941	Matt Carrington Ouray County Emergency Manager P.O. Box 585 Ouray, CO 81427 Phone : 970-325-7272 Fax: 970-325-0225 24 Hour Phone : 970-325-7272 Email: mcarrington@co.ouray.co.us Sheriff Dominic Mattivi P.O. Box 585 Ouray, CO 81427 970-325-7272	Lori Hodges P.O. Box 1373 Fairplay, Co 80440 Phone: 719-836-4372 Fax: 719-836-4113 Alternate Phone: 719-839-1441 24 Hour Phone: 719-839-4121 Email: lhodges@parkco.us Sheriff Sheriff Fred Wegener P.O. Box 27 Fairplay, CO 80440 719-836-2494

Phillips	**Pitkin**	**Prowers**	**Pueblo**
Randy Schafer, Emergency Mgr. Phillips Co Office of Emergency Srvs. 221 S. Inter Ocean Holyoke, CO 80734 Office: 970-854-3778 FAX: 970-854-3811 24 Hr Contact: 970-854-3144 Email: rschafer@pctc.net Sheriff Charles Urbach 221 S. Inter Ocean Holyoke, CO 80734 970-854-3644	Ellen Anderson Pitkin County Disaster Coordinator 506 E. Main St., Suite 101 Aspen, CO 81611 Office: 970-920-5234 FAX: 970-920-5307 24 Hr Contact: 970-920-5300 Email: ellena@co.pitkin.co.us Sheriff Robert C. Braudis 506 E. Main Aspen, CO 81611 970-920-5300	Staffon Warn, Director Civil Defense Agency 2500 S. Main St. Box 829 Lamar, CO 81052 Office: 719-336-2674 FAX: 719-336-4883 24 Hr Contact: 719-336-3977 Email: staffon.warn@prowerscounty.net Sheriff James Faull P.O. Box 391 Lamar, CO 81052 719-336-8050 719-336-7724	Karen Ashcraft, Coordinator Pueblo Co Office of Emergency Preparedness 320 West 10th St., B-1 Pueblo, CO 81003-2995 Office: 719-583-6202 FAX: 719-583-6218 24 Hr Contact: 719-583-6250 Email: ashcraft@co.pueblo.co.us **http://www.dem.co.pueblo.co.us/** Steve Douglas, Director Dept. of Emergency Management 320 West 10th St., B-1 Pueblo, CO 81003-2995 Office: 719-583-6201 FAX: 719-583-6218 24 Hr. Contact: 719-583-6250 Email: steve.douglas@co.pueblo.co.us **http://www.dem.co.pueblo.co.us/** Sheriff Kirk Taylor 909 Court St. Pueblo, CO 81003 719-583-6125
Rio Blanco	**Rio Grande**	**Routt**	**Saguache**
John Hutchins, Manager Rio Blanco Office of Emergency Services P.O. Box 1460 Meeker, CO 81641 Office: 970-878-5023 FAX: 970-878-3127 24 Hr Contact: 970-878-5023 Email: rbcem@co.rio-blanco.co.us Sheriff Si H. Woodruff P.O. Box 647 Meeker, CO 81641 Office: 970-878-5023 FAX: 970-878-5796 24 Hr Contact: 970-878-5023	Larry Messoline Rio Grande Emergency Management 925 6th St., Rm. 207 Del Norte, CO 81132 Office: 719-657-2744 FAX: 719-657-2514 24 Hr Contact: 719-657-4000 Email: messolinell@yahoo.com Sheriff Brian Norton 640 Cherry St. Del Norte, CO 81132-3214 719-657-4000	Chuck Vale, Director Routt Co Emergency Management P.O. Box 773598 Steamboat Springs, CO 80477-3598 Office: 970-870-5551 FAX: 970-879-3992 24 Hr Contact: 970-879-1090 Email: cvale@yampa.com or cvale@co.routt.co.us Sheriff Gary Wall P.O. Box 773087 Steamboat Springs, CO 80477 970-879-1090	Kimberly Bryant Saguache County Office of Emergency Management P.O. Box 669 Crestone, CO 81131 Office: 719-588-4527 24 Hr Contact: 719-655-2544 Email: timecoach@kimberlybryant.com Sheriff Mike Norris P.O. Box 265 / 530 5th St. Saguache, CO 81149 719-655-2544

San Juan	San Miguel	Sedgwick	Southern Ute Indian Tribe
San Juan Sue Kurtz Office of Emergency Services PO Box 178 Silverton, CO 81433 Phone: 970.387-5531 Fax: 970-387-0251 24 hour phone: 970.387.5531 Email: sjcepm@netscape.net Sheriff Sue Kurtz P.O. Box 178 / 1557 Green St. Silverton, CO 81433 970-387-5531	**San Miguel** Jennifer Dinsmore, Coordinator San Miguel Co Sheriff's Office 851 63 L Road Telluride, CO 81435 Office: 970-728-9546 FAX: 970-728-9206 24 Hr Contact: 970-728-3081 Email: jenniferd@sanmiguelcounty.org **http://www.co.san-miguel.co.us/emergenc.htm** Sheriff William Masters 851 63 L Road Telluride, CO 81435 970-728-4442	**Sedgwick** Mark Turner, Emergency Management Coordinator Sedgwick Co Emergency Services 100 Cedar Street Julesburg, CO 80737 Office: 970-474-2312 FAX: 970-474-2607 24 Hr Contact: 970-474-3355 Sheriff Delbert Ewoldt Sedgwick Co Courthouse Julesburg, CO 80737 970-474-3355	**Southern Ute Indian Tribe** Kathie Gurule P.O. Box 737 Ignacio, CO 81137 Office: 970-563-0100 x2449 Fax: 970-563-0302 24 Hr Contact: 970-563-4401 Email: kgurule@southern-ute.nsn.us
Summit Joel Cochran, Emergency Manager Summit County Sheriff's Office P.O. Box 210 Breckenridge, CO 80424 Office: 970-453-2232 ext 336 or Denver #: 303-573-7598 Fax: 970-453-7329 Email: jcochran@co.summit.us **http://www.co.summit.co.us/** Sheriff John Minor P.O. Box 210 / 501 N. Park Breckenridge, CO 80424 970-453-2232 970-573-7598	**Teller** Gregory G. Griswould, Director Lieutenant, Teller County Sheriff's Office Teller County OEM 11400 West Highway 24 Divide, CO 80814 Office: 719-687-8648 FAX: 719-687-8648 24 Hr Contact: 719-687-9652 Email: griswouldg@co.teller.co.us **http://www.co.teller.co.us** Sheriff Kevin Dougherty P.O. Box 27 Divide, CO 80814 719-687-9652	**Ute Mountain Ute Indian Tribe** John Trocheck P.O. Box 169 Towaoc, CO 81334 Office: 970-564-5441 Fax: 970-564-5443 24 Hr Contact: 970-564-5441 or 970-565-3706 Email: Jtrocheck@utemountain.org	**Washington** George Severin, Director Washington Co Emergency Mgmt. 150 Ash Ave. Akron, CO 80720 Office: 970-345-2701 FAX: 970-345-2419 or 970-345-6607 24 Hr Contact: 970-345-2244 Email: gseverin@co.washington.co.us Sheriff Larry Kuntz P.O. Box 235 / 150 Ash St. Akron, CO 80720 970-345-2244

Weld	Yuma		
Roy Rudisill Weld County Sheriff's Office Director Office of Emergency Management 1950 O Street Greeley Co. 80631 Office: 970-304-6544 FAX: 970-304-6543 24 Hr Contact: 970-304-6540 Email: rrudisill@co.weld.co.us **http://www.co.weld.co.us/sherif** Sheriff John Cooke 1950 O Street Greeley, CO 80631 970-356-4015 x2801 or 800-436-9276 ext 2801	Roger Brown, Emergency Manager Yuma Co Emergency Mgmt. P.O. Box 512 Yuma, CO 80759 Office: 970-848-3799 FAX: 970-848-3224 24 Hr. Contact: 970-848-0464 email: rbrownycem@plains.net Sheriff Sam McCoy 310 Ash St. Wray, CO 80758 970-332-4805		

City Emergency Managers			
Arvada	**Aurora**	**Berthoud Fire Protection District**	**Brighton**
Jim Lancy Arvada Office of Emergency Preparedness City of Arvada, CMO 8101 Ralston Rd. Arvada, CO 80001 Office: 720-898-7510 FAX: 720-898-7515 24 Hr Contact: 303-540-9949 Email: jlancy@ci.arvada.co.us	Deanne Criswell, Coordinator Office of Emergency Mgmt. 12250 East Iliff Ave. #300 Aurora, CO 80114 Office: 303-326-8963 FAX: 303-326-8986 24 Hr Contact: 303-627-3130 Email: dcriswell@auroragov.org	Stephen Charles, Fire Chief / Emergency Manager Office of Emergency Management P.O. Box 570 Berthoud, CO 80513 Office: 970-532-2264 scharles@berthoudfire.org Todd Manns, Emergency Management Coordinator tmanns@berthoudfire.org	Rebecca J. Martinez Emergency Management Coordinator City of Brighton and Greater Brighton Fire Protection District 3401 E. Bromley Lane Brighton, CO 80601 Office: 303-655-2316 Fax: 303-659-6961 rmartinez@brightonco.gov
Brush	**Canon City**	**Colorado Springs**	**Colorado State University**
Brush Emergency Management 118 Carson St. Brush, CO 80723 Office: 970-842-5074 FAX: 970-842-5909 24 Hr Contact: 970-842-5021	Chief Dave Boden Canon City Fire Dept. 1475 N. 15th St. Canon City, CO 81212 Office: 719-275-8666 24 Hr Contact: 719-275-8666	Bret Waters, Director Colorado Springs Fire Department Office of Emergency Management 375 Printers Parkway Colorado Springs, CO 80910 Office: 719-385-5957 FAX: 719-385-7387 24 Hr Contact : 719-444-7623 Email: bwaters@springsgov.com	Chief of Police/EM Coordinator Colorado State University Police Dept. 600 South Dr. Fort Collins, CO 80523 Office: 970-491-1159 FAX: 970-491-2294 24 Hr Contact: 970-491-6425
Commerce City	**Delta**	**Durango**	**Englewood**
Alan Colon, Emergency Manager	Chief of Police	Chief Al Bell	Steve Green

City of Commerce City 5291 E. 60th Avenue Commerce City, CO 80022 Office: 303-289-3630 Fax: 303-227-8799 24 Hr Contact: 303-287-7453 Email: acolon@ci.commerce-city.co.us **www.c3gov.com**	P.O. Box 19 / 4th & Main Delta, CO 81416 Office: 970-874-7566 FAX: 970-874-8776 24 Hr Contact: 970-874-7676 970-874-2015	Emergency Operations Coordinator 990 East Second Ave. Durango, CO 81301 Office: 970-375-4701 FAX: 970-375-4718 24 Hr Contact: 970-385-2900 Email: BellAW@ci.durango.co.us	EMS / Emergency Management Coordinator 3615 S. Elati Englewood, CO 80110 Office: 303-762-2476 FAX: 303-762-2406 24 Hr Contact: 303-761-7410 303-761-7490

Erie Chief Stephen P. Hasler City of Erie Police Dept. P.O. Box 510 Erie, CO 80516 Office: 303-926-2800 FAX: 303-926-2805 24 Hr Contact: 303-926-2800	**Estes Park** Lieutenant Gregg Filsinger Estes Park Police Dept. P.O. Box 1287 Estes Park, CO 80517 Office: 970-586-4465 FAX: 970-586-4496 24 Hr Contact: 970-586-4000	**Federal Heights** Chief Andrew Marsh Federal Heights Fire Dept. 2400 W. 90th Ave Federal Heights, CO 80260 Office: 303-428-3526 x260 FAX: 303-428-0494 24 Hr Contact: 303-428-8833	**Fort Collins** Mike Gavin Director, Office of Emergency Management City of Fort Collins 3400 W. Vine, Bldg B. Fort Collins, CO 80521 970-416-2878 Office FAX: 970-221-0854 24 Hr Contact: 970-221-6545 Email: migavin@fcgov.com
Fort Lupton Sgt. David Dunkle Director of Public Safety Fort Lupton Police Dept. 130 S. McKinley, Box 213 Fort Lupton, CO 80621 Office: 303-857-4011 FAX: 303-857-2703 24 Hr Contact: 303-857-4011	**Glendale** Fire Chief Arthur Johansen Emergency Prep. Coordinator Glendale Fire Dept. 950 S. Birch St. Glendale, CO 80222 Office: 303-639-4400 FAX: 303-639-4419 24 Hr Contact: 303-759-1512	**Golden** Chief John Bales Golden Fire Dept. 911 Tenth St. Golden, CO 80401 Office: 303-384-8090 FAX: 303-384-8098 24 Hr Contact: 303-384-8045 Email: jbales@ci.golden.co.us	**Greeley** Steve Blois Emergency Manager 919 7th Street Greeley CO 80631 Office: 970-350-9502 Fax 970-350-9525 Steve.Blois@greeleygov.com
Greenwood Village Dave Fisher Emergency Preparedness Manager 6060 S. Quebec St. Greenwood Village, CO 80110-4591 Office: 303-773-2525 FAX: 303-486-1599 24 Hr Contact: 303-773-2525	**Lakewood** Brian Nielsen Environment Manager City of Lakewood 480 S. Allison Pkwy. Lakewood, CO 80226-3127 Office: 303-987-7192 FAX: 303-987-7667 24 Hr Contact: 303-987-7111 Email: brinie@lakewood.org	**Littleton** Stanley G. Bush, Director Littleton Emergency Planning Dept. 2415 E. Maplewood Ave. Littleton, CO 80121-2817 Office: 303-794-2304 FAX: 303-794-0342 24 Hr Contact: 303-794-1551 Email: sbsbush@aol.com	**Longmont** Stephen P. Trunck, Manager Longmont Emergency Services 225 Kimbark St. Longmont, CO 80501 Office: 303-651-8422 FAX: 303-651-8651 24 Hr Contact: 303-651-8501 Email: steve.trunck@ci.longmont.co.us

Louisville	Loveland	Northglenn	Sheridan
Thomas N. Bock, Director Louisville Police Dept. 749 Main St. Louisville, CO 80027 Office: 303-666-6565 x203 FAX: 303-666-8476 24 Hr Contact: 303-441-4444 Email: bockt@ci.louisville.co.us	Merlin Green Loveland Fire Dept. 410 E. 5th St. Loveland, CO 80537 Office: 970-962-2519 FAX: 970-962-2912 24 Hr Contact: 970-962-2481 Email: greenm@ci.loveland.co.us	Russ VanHouten 11701 Community Center Dr. Northglenn, CO 80233-1099 Office: 303-450-8878 FAX: 303-450-8896 24 Hr Contact: 303-450-8892 Email: rvanhouten@northglenn.org	Chief Ray Sample Sheridan Police Dept. 4101 S. Federal Blvd. Sheridan, CO 80110-5399 Office: 303-762-2234 x240 FAX: 303-762-2238 24 Hr Contact: 303-762-2211 Email: rsample@ci.sheridan.co.us
Thornton Larry Coapland Deputy Fire Chief / Emergency Manager Thornton Emergency Management 9500 Civic Center Drive Thornton, Colorado 80229 Office: 303-538-7652 Fax: 303-538-7660 24 Hr Contact 303-266-9963 Email: larry.coapland@cityofthornton.net	**University of Colorado - Boulder** Tom Carney Emergency Management Coordinator Campus Box 375 Boulder, CO 80309-0375 Office: 303-492-5162 FAX: 303-492-2854 Email: Thomas.Carney@Colorado.EDU *See City of Boulder for more info.	**Westminster** Mike Reddy Westminster Emergency Management 4800 W. 92nd Ave. Westminster, CO 80031 Office: 303-430-2400 x4550 FAX: 303-429-6433 24 Hr Contact: 303-430-4400 Email: mreddy@ci.westminster.co.us	**Wheat Ridge** Judy Sullivan / Michelle Stodden Wheat Ridge Police Dept. 7500 W. 29th Ave. Wheat Ridge, CO 80215-6797 Office: 303-235-2400 x 2359 FAX: 303-235-2949 24 Hr Contact: 303-237-2220

Appendix F - Urban Areas Security Initiative (UASI)

Nonprofit Security Grant Program (NSGP)

http://www.ojp.usdoj.gov/odp/docs/FY07_UASI_factsheet.pdf

Overview

The Department of Homeland Security's (DHS) Urban Areas Security Initiative (UASI) Nonprofit Security Grant Program (NSGP) is an important component of the administration's larger, coordinated effort to strengthen the Nation's overall level of preparedness.

NSGP provides funding to strengthen the security of nonprofit organizations that are deemed at high risk of a potential international terrorist attack and are located

within one of the specific UASI-eligible urban areas.

Purpose

The FY2007 NSGP provides funding support for target hardening activities to nonprofit

organizations that are deemed at high risk of a potential terrorist attack. While this funding is provided specifically to high-risk nonprofit organizations, the program seeks to integrate nonprofit preparedness activities with broader state and local preparedness efforts. It is also designed to promote coordination and collaboration in emergency preparedness activities among public and private community representatives, State and local government agencies, and Citizen Corps Councils.

Funding

The UASI Nonprofit Security Grant Program will provide $24,007,500 to high-risk nonprofit organizations. Each nonprofit organization may apply through the State for up to a $100,000 grant award.

Eligibility

Nonprofit, 501(c) (3) organizations that are at deemed high risk of a potential terrorist attack and are located within one of the specific FY07 UASI-eligible urban areas are eligible to submit applications through their State Administrative Agency (SAA).

Criteria for determining eligible applicants who are at high risk of terrorist attack include, but are not limited to:

• Identification and substantiation (e.g. police reports or insurance claims) of prior threats or attacks against the nonprofit organization or closely related organizations (within or outside the U.S.) by a terrorist organization, network, or cell

• Symbolic value of the site(s) as a highly recognized national or historical institution that renders the site a possible target of terrorism Not all eligible nonprofit organizations and UASI communities are guaranteed to receive funding under the FY 2007 NSGP. Allocation decisions will be made based on risk and how well applicants address program requirements through their investment justifications. Nonprofit organizations must agree to match 25 percent of Federal grant funds in cash or through equivalent, related training.

Appendix G - Security Issues in Planning

Transportation Security in the Planning Process – US DOT

Major Points to Consider in Planning for Security:

1) Organize and Collaborate to Address Emergency Preparedness (from case studies identified below)

    a. Houston-Galveston Area Council

        i. First Responders Task Force

        ii. Board of Directors Study Group

        iii. Regional Homeland Security Coordination Council

        iv. Chief Executives Council

    b. Ohio-Kentucky-Indiana Regional COG

        i. Regional Incident Management Task Force

        ii. Emergency Operations Coordination

        iii. Strong Ties to State DOTs

        iv. Table Top exercises; Regional focus on needs or problems

    c. Here in Colorado - Any contact with surrounding states to consider shared stateline issues? Raton Pass? I-25 connections?

2) And Don't Overlook Planning for Pandemics

    a. Example: Bird Flu

        i. Not typical emergency – affects people, not infrastructure

        ii. 40% of workforce could be affected at one time

        iii. State and local response critical

        iv. Need to provide essential services and alternative work site options

        v. Contingency planning includes

            1. medical treatment

            2. food supplies

            3. law and order

FHWA resources for Security Issues in Planning

- **Security planning** includes activities and products developed in response to identified criminal threats to high value, vulnerable elements of the transportation system. Preparedness planning includes activities and products developed in response to the threat of environmental hazards and natural occurrences. Four state and metropolitan planning organizations were researched for this

report. The results of this research identified numerous activities that can be characterized as contributing to the integration of security and emergency preparedness into the transportation planning process including: chartering committees and organizations; establishing liaisons or otherwise designating planning staff resources; establishing project categories and program funding; and conducting vulnerability and threat assessments. The four planning organizations investigated were: Houston-Galveston Area Council (PDF), San Diego Association of Governments (PDF), Oregon State Department of Transportation (PDF), and the Ohio-Kentucky-Indiana Regional Council of Governments (PDF). Reports available in PDF format only. To request a printed version of any of these reports, email kenneth.petty@dot.gov or to access the reports online, go to the "security" section of the FHWA Transportation Planning Capacity Website: http://www.planning.dot.gov/technical.asp#gensec .

- The Role of the Metropolitan Planning Organization (MPO) In Preparing for Security Incidents and Transportation System Response by Michael D. Meyer, Ph.D., P.E. This paper outlines possible roles for MPOs in a regional strategy for handling security/disaster incidents. The appropriate role depends upon the political and institutional context for that region and the expertise and capabilities of the MPO staff. Given the regional nature of an incident of the scale and scope of the events of September 11th or of a natural disaster such as an earthquake, the MPO has potentially an important role to play. In fact, existing MPO hurricane and disaster evacuation plans are a good starting point and may be the basis to prepare for other types of incidents.

- FHWA Office of Operations – Emergency Transportation Operations: Transportation is critical to emergency response, no matter the size or the frequency of the event. FHWA is committed to improving our nation's ability to manage emergencies that take place within the transportation network infrastructure or affects it in some way.

   The Emergency Transportation Operations (ETO) Program

   - Addresses Activities Along a Response Continuum, Regardless of Cause
   - Provides Technical Assistance, Knowledge and Tools

FTA Resources for Security Issues in Planning

http://transit-safety.volpe.dot.gov/

While this website has a transit focus, it is loaded with information, tools, resources, and other material that should prove useful in addressing security issues in transportation planning and developing emergency preparedness programs on a broader level.

TRB Resources for Security Planning and Emergency Preparedness

A wide variety of reports and research studies are available here: www.TRB.org/SecurityPubs

Here a few:

Improving Disaster Management: The Role of IT in Mitigation, Preparedness, Response, and Recovery

A Guide to Transportation's Role in Public Health Disasters

Continuity of Operations (COOP) Planning Guidelines for Transportation Agencies

Appendix H - Listing of Other Security-Related Programs and Efforts

Urban Areas Security Initiative (UASI)

This Non-Profit Security Grant Program (NSGP) through the Department of Homeland Security's (DHS) Urban Areas Security Initiative (UASI) is an important component of the administration's larger, coordinated effort to strengthen the Nation's overall level of preparedness. NSGP provides funding to strengthen the security of nonprofit organizations that are deemed at high risk of a potential international terrorist attack and are located within one of the specific UASI-eligible urban areas. The FY2007 NSGP provides funding support for target hardening activities to nonprofit organizations that are deemed at high risk of a potential terrorist attack. While this funding is provided specifically to high-risk nonprofit organizations, the program seeks to integrate nonprofit preparedness activities with broader state and local preparedness efforts. It is also designed to promote coordination and collaboration in emergency preparedness activities among public and private community. http://www.ojp.usdoj.gov/odp/docs/FY07_UASI_factsheet.pdf

Colorado Highway Watch – administered by the American Trucking Association, this program is fueled by grants from the U.s. Department of Homeland Security, this program does nto create additional law enforcement; rather it attempts to create a nationwide watch network. Covering millions of miles of roads and highways, truck drivers have an awareness coveted by law enforcement. This program teaches drivers to use that awaremess by sharpening their skills of observation and detection of suspicious activities and road hazards. Drivers are not trained to confront someone doing something suspicious; rather, they are encouraged to report any suspicious activity immediately, so authorities can assess the situation. For example, seeing suspicious vehicles or trailers, which actually could be converted into a weapon much like that used in the terrorist attack in Oklahoma City in April 1995, drivers could radio a warning to law enforcement. Also, drivers are taught to avoid having their own trucks become a target for terrorists, who might use large vehicles or hazardous cargo as a weapon Other signals are "things that just don't look right," he said. Such oddities include someone parking a car on the side of the road and looking at an industrial site through binoculars or someone videotaping or walking around the perimeter of a chemical factory or a driver who desires to transport solely hazardous materials.

The American Trucking Associations initiated the Highway Watch program in 1998, but its purpose at the time was to inform law enforcement of problems such as wrecks or serious weather conditions, said former program director John Willard of the ATA. "After 9/11, we at the ATA, pretty much just like every other industry, took a look at security and new ways to keep the industry safe from potential terrorist attacks," he said. "Highway Watch seemed like a logical vehicle to drive that anti-terrorism effort."

Association of Contingency Planners (ACP) is a non-profit trade association dedicated to the advancement of business continuity professionals. ACP provides a powerful peer-to-peer networking and learning environment for its members through chapters across the country.

Business continuity planning integrates knowledge from related disciplines such as information technology, emergency response, and crisis communications to create a strategy that ensures a business will remain resilient in the face of adversity. http://www.acp-international.com/

Community Emergency Response Team (CERT) Program educates people about disaster preparedness and trains them in basic disaster response skills, such as fire safety, light search and rescue, and disaster medical operations. Using their training, CERT members can assist others in their neighborhood or workplace following an event and can take a more active role in preparing their community. The program is administered by DHS.

The Fire Corps promotes the use of citizen advocates to enhance the capacity of resource-constrained fire and rescue departments at all levels: volunteer, combination, and career. Citizen advocates can assist local fire departments in a range of activities including fire safety outreach, youth programs, and administrative support. Fire Corps provides resources to assist fire and rescue departments in creating opportunities for citizen advocates and promotes citizen participation. Fire Corps is funded through DHS and is managed and implemented through a partnership between the National Volunteer Fire Council, the International Association of Fire Fighters, and the International Association of Fire Chiefs

USAonWatch (UOW)-Neighborhood Watch works to provide information, training and resources to citizens and law enforcement agencies throughout the country. In the aftermath of September 11, 2001, Neighborhood Watch programs have expanded beyond their traditional crime prevention role to help neighborhoods focus on disaster preparedness, emergency response and terrorism awareness. USAonWatch-Neighborhood Watch is administered by the National Sheriffs' Association in partnership with the Bureau of Justice Assistance, U.S. Department of Justice.

Volunteers in Police Service (VIPS) works to enhance the capacity of state and local law enforcement to utilize volunteers. VIPS serves as a gateway to resources and information for and about law enforcement volunteer programs. Funded by DOJ, VIPS is managed and implemented by the International Association of Chiefs of Police.

The Citizen Corps Affiliate Program expands the resources and materials available to states and local communities by partnering with Programs and Organizations that offer resources for public education, outreach, and training; represent volunteers interested in helping to make their community safer; or offer volunteer service opportunities to support first responders, disaster relief activities, and community safety efforts. http://www.citizencorps.gov/programs/

Corporation for National and Community Service (CNCS) promotes volunteer service activities that support homeland security and community safety. CNCS is a federal agency that operates nationwide service programs such as AmeriCorps, Senior Corps, and Learn and Serve America. Participants in these programs may support Citizen Corps Council activities by helping to establish training and information delivery systems for neighborhoods, schools, and businesses, and by helping with family preparedness and crime prevention initiatives in a community or across a region. Citizen Corps is coordinated nationally by the Department of Homeland Security.

Appendix H - Illustration of Other Security-Related Programs and Efforts