

*Archuleta County*  
Winter Storm Emergency

## MITIGATION & RESPONSE PLAN

January 2017



RESOLUTION 2017 - 12

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF ARCHULETA COUNTY, COLORADO AMENDING THE WINTER STORM EMERGENCY MITIGATION AND RESPONSE PLAN**

**WHEREAS**, Resolution 2015-71, the Board of County Commissioners adopted the Archuleta County Winter Storm Emergency Mitigation and Response Plan submitted by the Director of Emergency Operations; and

**WHEREAS**, the Board of County Commissioners of Archuleta County finds that the Winter Storm Emergency Operations Plan is necessary for protecting the public health, safety and welfare of the citizens of Archuleta County; and

**WHEREAS**, the Archuleta County Office of Emergency Management is the County agency responsible for coordinating and/or implementing the All Hazards Emergency Operations Plans, and is created and designed to conduct authorized functions pursuant to the Colorado Disaster Emergency Act of 2014, of Article 24-33.5-704, et. seq., of Title 24 C.R.S.; and

**WHEREAS**, the Office of Emergency Management has amended the Winter Storm Emergency Mitigation and Response Plan and recommends the adoption of the amended Plan; and

**WHEREAS**, all previous Archuleta County Winter Storm Emergency Mitigation and Response Plans are superseded by this amended Plan; and

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of County Commissioners of Archuleta County hereby adopts the amended Archuleta County Winter Storm Emergency Mitigation and Response Plan attached hereto as Exhibit A and incorporated into this Resolution by this reference.

**APPROVED AND ADOPTED** this 21<sup>st</sup> day of March, 2017 in Pagosa Springs,  
Archuleta County, Colorado.

**BOARD OF COUNTY COMMISSIONERS  
ARCHULETA COUNTY, COLORADO**

  
\_\_\_\_\_  
Steve Wadley, Chair

ATTEST

  
\_\_\_\_\_  
Deputy County Clerk



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# EMERGENCY CONTACT

In all county emergencies call 911.  
Emergency Operations Center 970-731-4799

## PURPOSE

This Plan has been prepared to facilitate a coordinated response and assign responsibilities by county entities to reduce potential loss of life and property and to quickly restore essential services following a major winter storm.

### Objectives:

- Safety of the public, public service responders and volunteers.
- Keep the peace.
- Minimize loss of life, injuries, and property damage.
- Facilitate delivery of critical supplies as needed.
- Keep the public informed.

## SITUATION

Winter storm emergencies can range from several inches over several hours to multiday storms leaving several feet of snow on roads and buildings. Lesser storms result primarily in traffic problems and can be handled routinely by DOT and Road & Bridge, along with private snow removal services. More extensive storms can be expected to result in widespread power outages, severe traffic problems, increased calls for welfare checks (both residential and vehicular), and snow loads resulting in structural damage to residential, commercial, and government buildings.

The key to mitigating severe winter storm emergencies is effective use of resources including law enforcement, fire and volunteers; and public information through local and nearby media.

All areas of Colorado are vulnerable to major winter storms. Isolation of rural towns and roadways presents the most significant danger to the largest number of people. Longtime residents of the area are usually well equipped to handle routine and even severe winter

weather, but with the increase in tourists participating in outdoor winter recreation and the influx of new residents, we must plan for many unprepared people.

Large-scale loss of life or property does not normally occur as a result of a winter storm, however, any persons caught out in the storm and stranded motorists are in extreme danger. Isolated homes are also a problem due to power shortages, lack of communications, and failure of heating sources. Loss of utilities in an urban area can create a critical situation in a short period of time for a large number of people. Medical assistance may become critical. The demand for emergency services poses the greatest difficulty, along with locating and rescuing stranded motorists. Emergency feeding of livestock may become necessary.

Secondary effects of a large snowstorm must be planned for, i.e., avalanches, mudslides or flooding, landslides, dam failure, hazardous materials, power failure, subsidence, transportation disruption.

## ASSUMPTIONS

Unless otherwise specified, responses to Emergency Incidents in Archuleta County utilize standardized operational management concepts based on Incident Command System (ICS,) National Incident Management System (NIMS,) and the hierarchy of governmental responsibility and authority

Winter storms will fluctuate in size and intensity and may become severe with little warning.

A winter storm will usually affect the entire county to some degree, but severe impacts may be localized.

Residents will be encouraged to shelter-in-place, and to maintain the ability to survive (heat, water and food) without outside help for at least 72 hours. This includes domestic animals and livestock.

The County PIO function is extremely important to keep residents informed of conditions and available resources. Resources for this include local and regional radio, cable systems, print and internet media, and social Media.

## CONCEPT OF OPERATIONS

Unlike some other types of emergencies or disasters, county resources will be involved in a response to a severe winter storm in their routine business. Local governments may request additional assistance when their capabilities and resources are exceeded. Such assistance, when authorized, will be provided by state or county agencies operating under their own authority, or

as part of an effort coordinated by the Office of Emergency Management operating on behalf of the Archuleta County Government. The Chairman of the County Commission may declare part or the entire county disaster area and request assistance from the state and federal government if the capabilities and resources of both local and county governments are exceeded.

County and local agencies will provide usual services in responding to a winter storm according to their internal policies. Only when a storm is of such magnitude that emergency declarations are necessary, will additional assistance be requested by the Office of Emergency Management.

## DEFINITIONS

Winter storm emergencies comprise a spectrum of rate, temperature and total deposit of snowfall. It is tempting to define different levels of winter storm emergency by these parameters. However, it is probably better to determine levels of response to be called up depending on the judgment of the Incident Commander in consultation with elected officials and other agencies.

### Level V

Level V is the least intrusive winter storm emergency. Snow plows are called up to handle major roads and lesser roads and residential streets. Law enforcement is primarily concerned with traffic problems caused by vehicles off the road or disabled in traffic. Response is pretty much routine.

### Level IV

Level IV is a more severe storm, perhaps lasting 24 hours and depositing up to a foot of snow. Road plowing is stressed and prioritizes on major roads and highways. Vehicles in distress cause additional stress on private towing companies. An Incident Commander and PIO are activated, and local media are engaged to keep the public informed. (See the document "Public Information Plan for Emergency Incidents.") Schools, shelters and other public services are notified to consider initiation of emergency plans.

### Level III

Level III is characterized by extensive problems including the need to evacuate stranded motorists and residents, road closures, power failures, activation of shelter facilities, and the need to activate volunteer organizations including Search, Colorado Rangers, Red Cross and others as needed. Livestock becomes an issue. It may be necessary to provide transportation for emergency workers and county/town officials to keep essential services active. There may



be a need to use county road equipment to provide access for medical, fire and LE services, as well as delivery of life critical supplies such as food, medications and oxygen. An expanded PIO function is activated.

### Level II

Level II is characterized by all the above plus reports of structural failures in government, commercial and/or residential units. Local resources are maxed out, and help must be sought from outside agencies.

### Level I

Level I events involve major storms covering extensive geographical areas and resulting in extreme danger to life and property, extended disruption of critical supplies including food, fuel, and medicines, and maximum stress on all public and private services. If not already done, aid should be requested from Regional, State and Federal Agencies.

Because of the time span of an extended outage, the County should put into effect an extended Public Information Function. Every effort must be made to keep the public informed about the known facts of the situation, and to advise them on availability of critical resources and mitigation strategies.

At the same time, we must recognize the damage that is caused by misinformation. Representatives of the Public, Press and/or News Media will be directed to the Archuleta County Public Information Officer (PIO) or absent a County PIO, the Incident Commander or the Incident assigned PIO. Under no circumstances, unless authorized by the Incident Commander, will any member(s) of the response team, county staff or other persons involved in the Incident, either directly or indirectly, in person, by telephone, or in writing provide any information on the incident or events surrounding the incident to the Press or other Media.

## RESPONSIBILITIES

### County Commissioners Office:

- Determine, directly or via delegation, when a winter storm is of such severity that it would be unsafe to have nonessential county workers respond to their jobs and to make the necessary announcements by radio, phone and other means.
- Declare a State of Disaster Emergency where appropriate.
- Following the state disaster statutes (c.f. CRS 24-32-part 21ff, esp. 2107), request monies available through the state disaster fund or other funds to provide for basic recovery of essential life services.

- Arrange for funding of activities, including overtime, private contractors, etc., and coordinate applications for additional aid.

Sheriff's Office and Office of Emergency Management:

- Monitor weather forecasts and prepare to coordinate county-wide assistance as needed.
- Coordinate county response to requests for assistance from local jurisdictions.
- Activate the County Emergency Operations Plan when appropriate.
- Activate and staff the County Emergency Operations Center, if needed, and coordinate assistance following established EOC guidelines.
- Maintain communications with Commissioners Office, other county and state agencies and local jurisdictions regarding the status of the storm, available resources and recovery efforts.

Sheriff's Office (ACSO), Pagosa Springs Police Department (PSPD):

- Preserve law and order.
- Establish traffic control on streets, roads and highways and in consultation with State, County and City road departments, determine need for road closures.
- Maintain communications and advise dispatch of current conditions in all areas of the county - these reports will be relayed, as needed, to the Office of Emergency Management Duty Officer.
- Assist in evacuation of stranded motorists and others.
- Assist in the delivery of critical supplies such as medications and medical equipment.
- Provide transportation for essential public safety and other essential county employees.
- Activate the EOC phone bank to take some of the load off of dispatch.

Area Fire Departments:

- Respond to alarms.
- Assist in rescue and recovery efforts when called upon.
- Respond to requests to assess structural damage to buildings.
- Assist in the delivery of critical supplies such as medications and medical equipment and supplies.

State DOT, County Road and Bridge, Pagosa Streets and other agencies responsible for maintaining roads:

- Effect snow removal, plowing, barricading, and ice removal and determine need for road closures.
- Maintain communications and advise dispatch of current conditions in all areas of the state - information will be relayed to the Office of Emergency Management, as needed.
- Upon notification of winter storm emergency conditions, 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

- Highways will be plowed and sanded according to a plan of priorities. Additional assistance will be prioritized to provide networks of roadways open to provide a transportation system for emergency vehicles such as fire department, law enforcement, and rescue personnel.
- During severe snow or blowing snow (white outs), or other conditions that could endanger personnel, plowing and sanding can be suspended at the discretion of the R&B Director.

Airport:

- Maintain air operations for emergency aircraft including heliport, runway and fueling capabilities. Provide snow handling equipment as needed

Public Information:

- Because of the time span of an extended outage, the County should put into effect an extended Public Information Function. Every effort must be made to keep the public informed about the known facts of the situation, and to advise them on availability of critical resources and mitigation strategies.
- At the same time, we must recognize the damage that is caused by misinformation. Representatives of the Public, Press and/or News Media will be directed to the Archuleta County Public Information Officer (PIO) or absent a County PIO, the Incident Commander or the Incident assigned PIO. Under no circumstances, unless authorized by the Incident Commander, will any member(s) of the response team, county staff or other persons involved in the Incident, either directly or indirectly, in person, by telephone, or in writing provide any information on the incident or events surrounding the incident to the Press or other Media.
- See also the document "Public Information Plan for Emergency Incidents." (Under development.)

US Department of Agriculture, United States Forest Service (USFS), Natural Resource & Conservation Service (NCRS), Department of Wildlife (DOW):

- Monitor weather conditions within the rural portion of the state.
- Maintain communications with rural agencies to conduct a situational assessment and relay these to the Office of Emergency Operations Duty Officer.

Pagosa Area Water and Sanitation District (PAWSD):

- Maintain area water and sanitary services and infrastructure, including access to pumping stations, water storage facilities, etc.

### Other Agencies in the County:

- Provide support as requested by the Office of Emergency Management.
- Response should occur in several phases. These plans are meant as guidelines only. Operational personnel will make changes as conditions develop.

## DECISIONS

During a major winter storm a number of decisions must be made. It is tempting to define the conditions for each decision but in light of the many-faceted nature of winter storms including rate of snowfall, time of day, season, type of snow and subsidiary events like power failure, it is best to have these decisions made by a competent Incident Commander after consultation with Unified Command, Area Command, elected officials and Section Chiefs. This section enumerates some of the decisions that must be made.

School closure: There are already established procedures for school closures, and this decision is made by the school after consultation with highways and law enforcement personnel. In some cases this decision might include holding the students within the school system, necessitating provisions for food, sleep and entertainment.

Road closure: This decision is typically made by highway and law enforcement personnel. It necessitates signage and traffic barricades and Public Service Announcements (PSAs.)

Business closure: At some point the Incident Commander may wish to make PSAs suggesting business closures. This would lessen the number of people on the streets (some of whom will require extraction) and minimize injury and loss of life in the event of structural collapses.

Emergency services worker support (transportation, food, sleep, shelter): Certain positions within the county are critical to both routine county operations and to emergency services. Initially ACSD and PSPD resources can provide transportation to stranded critical personnel. As the situation escalates, it would be better to use non-LE assets to provide this function, leaving LE officers to handle situations for which their training is more appropriate.

Activation of emergency supplies: This includes disbursement of cached food and water supplies, fuel for both emergency services and hardship cases, assignment of emergency generators, etc.

Activation of various service organizations:

- Upper San Juan Search and Rescue (USJSAR)
- San Juan Mounted Patrol (SJMP)
- American Red Cross
- KE0KZV (Amateur Radio Club)
- Community Center
- Senior citizens groups, and support groups for other persons-at-risk
- Medical equipment and supply businesses (oxygen and other life-support services)
- Builders Association (Snow removal equipment and personnel)
- Chamber of Commerce
- Rotary (Morning & Noon)
- Lions
- Knights of Columbus
- Church groups (shelter, spiritual support)
- Humane Society of Pagosa Springs
- Animal rescue groups

Activation of shelters: Shelter activation includes activation of the Red Cross, Humane Society of Pagosa Springs, selection of a shelter area, provisions for food and water, heat, sanitary, entertainment and other services including medical, counseling and security.

Evacuation of areas or facilities: At some point it may be necessary to evacuate extended care facilities and other buildings or areas, either to established shelters or to regional locations.

Alarms: It may be necessary to reprioritize response to automated alarms, especially intrusion alarms, since many of these would be weather-related and LE assets would be overcommitted. Caution should be exercised with fire alarms, however since extreme cold and the use of alternate heating appliances is likely to cause more fires than normal.

## SPECIAL CONCERNS

Nursing homes: Nursing homes, hospital and extended care facilities need to be checked to determine their ability to maintain heat, water and emergency power; food, oxygen supplies, medications. This includes the Pine Ridge Extended Care Facility at 119 Bastille Drive and the Pagosa Springs Medical Center, Pagosa Springs / Safe Living, Visiting Angels, Archuleta County Housing Authority.

Public housing: Public housing often includes the elderly and disabled and periodic welfare checks should be done at these facilities. Arrangements need to be made to transport needful individuals to designated shelters. (Archuleta County Housing Authority)

Welfare checks: It is expected that as the storm continues, families and friends will request welfare checks on people who may need help or shelter. This is a good use of uniformed volunteer resources. Refer to American Red Cross (ARC) Reunification Program within the ARC Sheltering section.

Persons-at-risk: This includes people who depend on power for some kind of priority health care, or who need help delivery of critical supplies. It includes people on medications, oxygen, dialysis, feeding tubes, infusion machines, etc.

Other groups with special requirements: Blind, deaf, illiterate, seniors, single parents, mentally challenged, non-English speaking, tourists.

## STORM WARNINGS

- Heavy Snow Warning - are issued when a snowfall of four (4) inches or more is expected within a 12-hour period or a fall of six (6) inches or more is expected within a 24-hour period.
- Blizzard Warnings - are issued when winds with speeds of at least 35 mph are accompanied by considerable falling or blowing snow and temperatures of 20 degrees F or lower are expected to prevail for an extended period of time.
- Severe Blizzard Warnings - are issued when blizzards of extreme proportions are expected and indicate wind with speeds of at least 45 mph plus a great density of falling or blowing snow and a temperature of 10 degrees F or lower.
- Cold Wave Warnings - indicate an expected rapid fall in temperature within a 24-hour period, which will require substantially increased protection to agricultural, industrial, commercial and social activities. The temperature falls and minimum temperatures required to justify cold wave warnings vary with the changing of the season and with geographic location. Regardless of the month or the section of the country, a cold wave warning is a red flag alert to the public that during a forthcoming forecast period a change to very cold weather will require greater than normal protective measures.
- Hazardous Driving (Travelers') Warnings - are issued to indicate that falling, blowing or drifting snow, freezing rain or drizzle, sleet or strong winds will make driving difficult.
- <sup>1</sup>A severe weather **Watch** is issued by the National Weather Service when conditions are favorable for severe weather to develop. A watch is usually issued for large areas involving many counties. A severe weather **Warning** is an urgent message to tell you that severe weather is imminent or is occurring.

- Stockmen's Warnings - alert ranchers and farmers that livestock will require protection from a large accumulation of snow or ice, a rapid drop in temperature, or strong winds.
- Ice Storm - Freezing rain or drizzle is called an ice storm. Moisture falls in liquid form, but freezes upon impact.
- Sleet - Sleet is identified as frozen raindrops (ice pellets) that bounce when hitting the ground. Sleet in sufficient depth causes hazardous driving.
- Snow - Snow in a forecast without qualifying words such as occasional or intermittent means that the snowfall is of a steady nature, and will continue for several hours.
- Snow Flurries - Snow falling for short durations of time at intermittent periods. One of the problems with snow flurries is that most frequently visibility is greatly reduced. Accumulations from snow flurries are generally small.
- Snow Squalls - are brief, intense falls of snow and are comparable to summer rain showers. Usually accompanied by gusty surface winds.
- Blowing and Drifting Snow - is used in forecasts where loose snow on the ground or falling snow or both is being blown about to a degree that horizontal visibility is greatly restricted. After a substantial snow has ended and strong winds start blowing and the snow is whipped up from the ground this is referred to as a ground blizzard.
- Blizzards - are the most hazardous and perilous of all winter storms. Characterized by low temperatures and by strong winds bearing large amounts of snow. Most of the snow accompanying a blizzard is in the form of fine, powdery particles of snow that are whipped up in such great quantities that at times visibility is only a few yards.

## CRITICAL SERVICES AND RESOURCES (SEE ALSO RESOURCE BOOK, UNDER CONTINUOUS DEVELOPMENT)

Command, communication and control: Command would be provided through command structures described by the National Incident Management System. This would include an Incident Commander with possibly Unified (Multiagency) and/or Area Command structures. The Archuleta County Sheriff's Department would be the lead agency.

It is essential that emergency workers and county officials know who is in charge. By law, the Sheriff is responsible for emergency operations within the county. The commissioners, mayor and others need to be involved with unified and/or area command structures, but the Sheriff designates the Incident Commander who is in charge.



Tactical communication would be provided by telephone, cellular, VHF and 800MHz radio. Additional communication can be provided by amateur radio services and courier. Public service announcements would be provided by commercial stations in Archuleta, and La Plata counties.

Radio communication would use the standard frequencies for the county, with the possible addition of amateur and commercial frequencies.

Emergency Services: these agencies would be most involved in this response.

- Law Enforcement (ACSO, PSPD, CSP)
- Road and Bridge (road plowing, clearing passage for emergency vehicles, MOT {detour signage})
- Fire (PFPD, and other agencies as needed.)
- Ambulance (EMS and other agencies as needed)
- Pagosa Springs Medical Center (PSMC)
- Transportation (Mountain Express, School Busses)
- Colorado Department of Transportation (CDOT)
- Human Shelter (American Red Cross; public buildings including the public schools; religious organizations and churches.)
- Domestic Animal Shelter (HSPS)
- Fairgrounds and County Extension Building
- Western Heritage Center (Humane Society has an informal agreement regarding use of building.)
- Other Critical Resources
- Heat (LPEA, Black Hills Energy)
- Propane (AAA Propane, Bob's LP Gas, Selph's Propane)
- Power (LPEA, rental generators, stockpiled generators, National Guard)
- Water (PAWSD, bottled water, National Guard)
- Food (Local food stores, convenience stores, stockpiles, etc.)
- Sanitation (city sanitary, port-a-loo suppliers: A1 Septic, Alpine Portable Toilets, G&I, Rocky Mountain Sanitation.)
- Communication (Commercial radio and television, CenturyTel, cellular providers, paging providers, amateur radio)
- Fuel (Local refueling stations, bulk plants, propane suppliers)
- Light (rental work lights, generators, OEM, PFPD, LPEA)
- Resort management companies (Wyndham)
- Churches
- KWUF (106.3 FM & 1400 AM)
- Pagosa Sun
- Pagosa Daily Post
- Social Media



# Action Items for Plan and Document Development

## Check with County Legal Counsel:

- Legal issues with declaring a state of emergency: who & why? (24-32-2107 etc.)
- Use of volunteers for traffic control
- Use of volunteers for welfare checks, alarm checks
- Use of volunteers for delivery of critical supplies
- Use of Archuleta County (AC) Officers for non-AC activities (e.g., welfare checks, deliveries, etc.)

## Questions:

- LPEA: Alternative transmission line; loads and critical sites
- PAWSD: How long can they provide pumping in a blackout?
- Black Hills Energy: Potential issues
- CenturyLink: Capabilities during a blackout.
- PFPD: Need plow escorts?
- EMS: Need plow escorts?
- Fuel: Which stations have generator backup? Priorities. Bulk capacity and backup.
- Law: Need LE Personnel for security: fuel & food especially.
- Food
- How can we better utilize 264-5555 in the interim while developing a county system?
- How much stockpile do we have in the Groceries, Schools, etc?
- How does the school system handle notifications?

## Action Items:

- Assessment: determine the current state of critical resources—Shelter, Generators, Transportation, Special needs persons,
- Produce a document "Public Information Plan for Emergency Incidents."
- Develop a county phone tree, and a mechanism for keeping it up to date.
- Working with Home Care Providers, hospital, etc., work out a HIPPA-compliant system for identifying special needs persons and locations.

## Interviews:

- Ski area. Need frequencies and contacts
- Hospital. What are the needs? i.e. fuel, food and medical supply requirements.
- Grocery stores. Is there backup capability, is there a need for security?
- Radio stations. Is there a backup. Direct link to Sheriff's Office?
- Schools. Backup, fuel, contacts.

- Churches Backup, fuel, contacts.
- Gas stations. Backup, fuel, contacts.
- Bulk plant. Backup, fuel, contacts.
- Community Center. Backup, fuel, contacts.

Produce functional specifications for:

- Delivery of life critical supplies
- Welfare checks
- Alarm Checks
- Response to structural problems
- Emergency fueling procedures
- Public building evacuation
- Residential building evacuation
- Identification of buildings under stress; possible structural failure, mitigation, evacuation.

Review emergency plans:

Review emergency plans from Schools, Hospitals, and Shelters, including Nursing Homes and Animal Shelters and the Detention Center. Provide help to those needing to develop such plans.

STATE AGENCIES	ESF 1 - Transportation	ESF 2 - Communications	ESF 3 - Public Works & Engineering	ESF 4 - Firefighting	ESF 4a - Wildfire Suppression	ESF 5 - Emergency Management	ESF 6 - Mass Care, Housing and Human Services	ESF 7 - Resource Support	ESF 8 - Public Health and Medical Services	ESF 8a - Mental Health & Substance Abuse	ESF 9 - Search and Rescue	ESF 10 - Oil and Hazardous Materials Response	ESF 11 - Agriculture and Natural Resources	ESF 12 - Energy	ESF 13 - Public Safety and Security	ESF 14 - Long Term Community Recovery and Mitigation	ESF 15 - External Affairs
Governor's Office		\$						\$				\$		\$		\$	\$
Div of Emergency Management	\$	\$	\$	\$	\$	L	\$	L	\$	\$	L	\$	\$	\$	\$	L	\$
Agriculture						\$	\$	\$	\$				L			\$	\$
Corrections	\$		\$	\$	\$	\$		\$							\$	\$	\$
Education						\$											
Health Care, Policy & Finance							\$		\$							\$	\$
Higher Education			\$		L	\$	\$	\$	\$	\$		\$	\$			\$	\$
Human Services						\$	L		\$	L			\$			\$	\$
Labor & Employment	\$		\$			\$		\$			\$					\$	\$
Law				\$	\$	\$			\$						\$	\$	\$
Local Affairs								\$					\$	\$	\$	\$	\$
Military & Veteran Affairs	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		\$
Natural Resources			\$		\$	\$		\$	\$		\$	\$	L	\$	\$	\$	\$
Personnel & Administration		L				\$	\$	\$	\$	\$						\$	\$
Public Health & Environment		\$	\$			\$	\$		L			\$	\$		\$	\$	\$
Public Safety	\$	\$		L		\$		\$	\$		\$	L			L	\$	\$
Regulatory Agencies	\$					\$			\$	\$						\$	\$
Revenue	\$					\$										\$	\$
Transportation	L		L	\$	\$	\$	\$	\$	\$		\$	\$		\$		\$	\$
Treasury						\$		\$								\$	\$
Red Cross				\$	\$	\$	\$	\$	\$	\$						\$	\$
Saivation Army				\$	\$	\$	\$	\$	\$	\$						\$	\$
COVOAD		\$		\$		\$	\$	\$	\$	\$						\$	\$
CSRB						\$					\$						\$

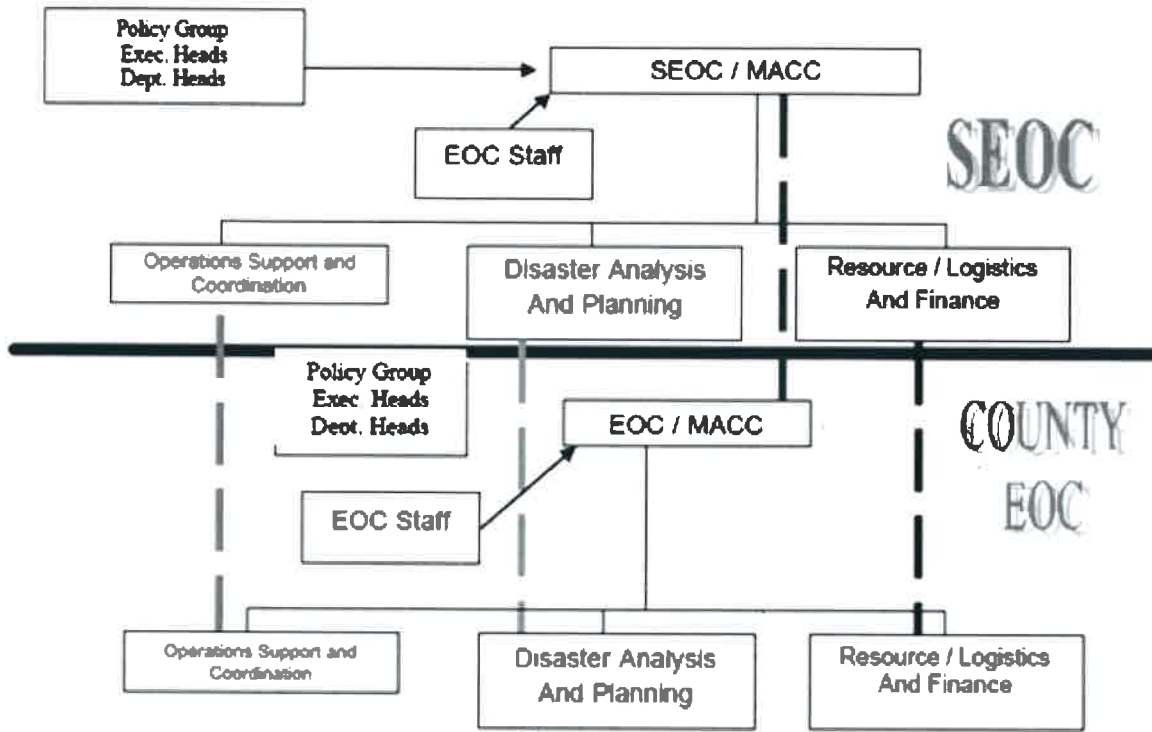


Figure 3