



Continuity of Operations Plan

Garfield County, Colorado



December 2017

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Overview

Garfield County is responsible to provide programs and services in support of the well being of County residents and the stability of the local economy. To ensure that the essential needs and safety of the public are continually met, Garfield County must be operationally prepared to continue providing the core of these services during any type of threat or emergency, and be able to effectively resume essential operations if they are interrupted.

This Continuity of Operations Plan (COOP) is promulgated under the authority of the Garfield County Manager. It provides information for the continuity of functions for the following departments: Airport, Building and Planning, Engineering, Finance, Human Resources, Human Services, Information Technology, Oil and Gas, Public Health, and Roads and Bridges.

The Garfield County COOP was developed using the Department of Homeland Security (DHS) Headquarters Continuity of Operations Guidance Document template dated April 2004. Based on that framework, Garfield County tailored this Plan to meet its own needs and requirements.

The guidance included in this plan meets all requirements of Federal Preparedness Circular (FPC) 65, Federal Executive Branch Continuity of Operations, Executive Order Number 12656.

Purpose

This COOP provides the strategic guidance, objectives, performance measures, and resource requirements for implementation of the County's Continuity of Operations Program. It is part of a suite of plans and documents that together form a framework for risk reduction and resilience in the County, and define the actions that the County will take to reduce its risk, respond to disasters when they occur, and recover after the incident. This COOP document plays a critical role in that suite of plans. Its goal is to define the tasks, activities, and programs that the County must continue to provide to and for the public even in a disaster situation, and to outline the specific steps that the County will take to maintain these functions.

Hierarchy of response activities:

- 1) Life safety**
- 2) Event containment**
- 3) Protection of assets**

The Garfield County COOP is designed to be both flexible and scalable. Should County resources become limited or interrupted, the COOP can be activated for all departments or for only a small number of work groups as deemed appropriate by county leadership to address the resource shortfall. The County Manager and department directors have the authority to activate the COOP in the face of a crisis and in doing so, reassign available resources along the lines of the prioritized functions.

The COOP is intended to be updated on a regular schedule, so that in a disaster event it can be activated to assure the continued delivery of critical and essential functions. Using the guidance provided in this COOP, elements of the Garfield County government have developed, and can continue to develop, department-specific COOP plans and programs that provide for the continuity of essential functions. Department level plans supplement the broad analysis and inventory of this COOP and further enable Garfield County to provide vital services in the event of an emergency. Additionally, while this COOP encompasses only the departments under the

jurisdiction of the County Manager, all departments will need to understand the implications of COOP activation as it may impact intra-departmental relationships.

Situation

Garfield County is located in west central Colorado and is the largest county in the State of Colorado. Garfield County has an estimated population of 57,076 (estimated 2014), and is composed of six incorporated communities: Carbondale, Glenwood Springs, New Castle, Parachute, Rifle, and Silt, while many smaller unincorporated communities are spread out around the county. With about two-thirds of the land in the county under federal ownership, the main industries are government, energy development (oil and gas), tourism, ranching, and farming.

Like any public agency, Garfield County may experience an emergency situation that significantly impacts its ability to perform typical daily functions. The nature of the emergency could vary greatly, including but not limited to natural hazards (e.g., fires), human-caused events (e.g., acts of terrorism), and widespread illness (e.g., pandemic flu). Additionally, the duration of the emergency may vary, perhaps ranging from a few hours to days, or even longer.

This leads us to the purpose of COOP planning. We can plan and prepare for emergencies, but we cannot always prevent them. COOP planning improves the ability of departments, units and the County as a whole to continue or quickly resume critical functions when faced with limited resources during and after an emergency.

Assumptions

What all emergencies have in common is an unexpected loss or limitation of critical resources—work space, supplies, equipment, technology, people—that support the work of the department or unit. For the purpose of COOP planning, the following general assumptions were made:

- In an emergency, all or part of county administrative offices, records, and equipment may be inaccessible.
- Data networks, communications, and utility services may be disrupted to county facilities or throughout the county.
- Critical hardcopy and digital records may be damaged or destroyed.
- An emergency event may directly impact county staff members, limiting their ability to participate in response and recovery activities.
- A percentage of county personnel may be unavailable to report to work.
- Priority functions must continue, even at a lower level of service.

Background

COOP and Comprehensive Emergency Management

In 2009 Garfield County began the development of a comprehensive Emergency Management program. This COOP is one of several plans and other efforts that have the goal of increasing the capacity of the county to be resilient to disruptions from natural, technological, or human induced disasters. In addition to this COOP, components of Garfield County's Comprehensive Emergency Management program includes:

- A county-wide Hazard identification and Risk Assessment that serves as a baseline of information for the Emergency Management Program
- A Multi - Hazard Mitigation Plan (HMP). The HMP meets the requirements set forth in the Disaster Mitigation act of 2000 (DMA 2000) and 44 Code of Federal Regulations (CFR) Part 201. The HMP examines a range of natural and manmade hazards and how these phenomena might negatively impact the built environment, citizens, and critical systems. The HMP then identifies alternatives that can be employed to reduce local and regional vulnerabilities. The HMP was originally developed in 2012 and updated in 2017. The DMA 2000 requires that HMPs be updated and approved by the state and FEMA Region VIII on a five-year cycle.
- A Long-Term Recovery Plan (in development) following guidance provided by the National Response Plan.

Departmental Planning Mechanism

Planning for business interruptions is the responsibility of every department in county government. If each department is prepared for potential interruptions it increases the potential to reduce functional downtime following event. The following table outlines plans that have been developed at the department level. These plans provide guide as to how individual departments will respond should a hazard event occur.

Plan Name	Plan Summary	Last Updated
IT Dept. Disaster Recovery Plan (DRP)	The DRP outlines procedures for continuing IT operations in the event of service outages in either of the county's two data centers. Data centers are located in Rifle and Glenwood Springs. Data is replicated between the two sites.	2016
Finance Emergency Ops	If our primary work location is un-operable due to an unplanned emergency, we have the ability to work from the County's Rifle Annex. Currently, we have the ability to print checks and process payroll from our secondary location. This includes a remote work station with internet access; network access; check printer (with check stock); phone; computer; monitors; and scanner. In light of the GAB project we have re-located staff to the Rifle Admin building to work remotely for 6 months. This successful transition has tested our ability to process payroll, print checks and conduct business without as usual without interruption during an emergency.	2017

Plan Development and Maintenance

This COOP contains a department level assessment of the functions that make up the administrative and programmatic aspects of the departments under the jurisdiction of the County Manager including: Garfield County Airport, Building and Planning, Engineering, Finance, Human Resources, Human Services, Information Technology, Oil and Gas, Public Health, and Roads and Bridges. This section describes the process used to develop the COOP and how Garfield County intends to maintain and update the plan.

Identifying Functions

The COOP development process began with interviews of the department directors. These individuals described the administrative and programmatic tasks, called functions in the COOP, that are accomplished by staff on a daily or cyclic basis under normal conditions. The directors then divided the functions into three categories: Critical, Essential, and Recover as Needed.

Critical functions are functions that, even in the immediate response to an emergency, cannot be set aside. A function

The 4 COOP Questions

- 1:** Describe the function (What do you do? Where and when does it get done? How critical is it? What resources do you need to do that task?
- 2:** What would you do if you didn't have the staff?
- 3:** What would you do if you didn't your building or space?
- 4:** What would you do if you didn't have your resources?

can be critical for several reasons. It may directly or indirectly support the life and safety of citizens, or it may be that failing to accomplish the function will exacerbate security issues, incur penalties or fines due to regulatory requirements, or because the continuation of that service is a cornerstone of other, related functions.

Essential functions can be delayed or continue with reduced service for several days after a large-scale incident. Additionally, some functions may have a different level of criticality depending on when in the business calendar an interruption occurs.

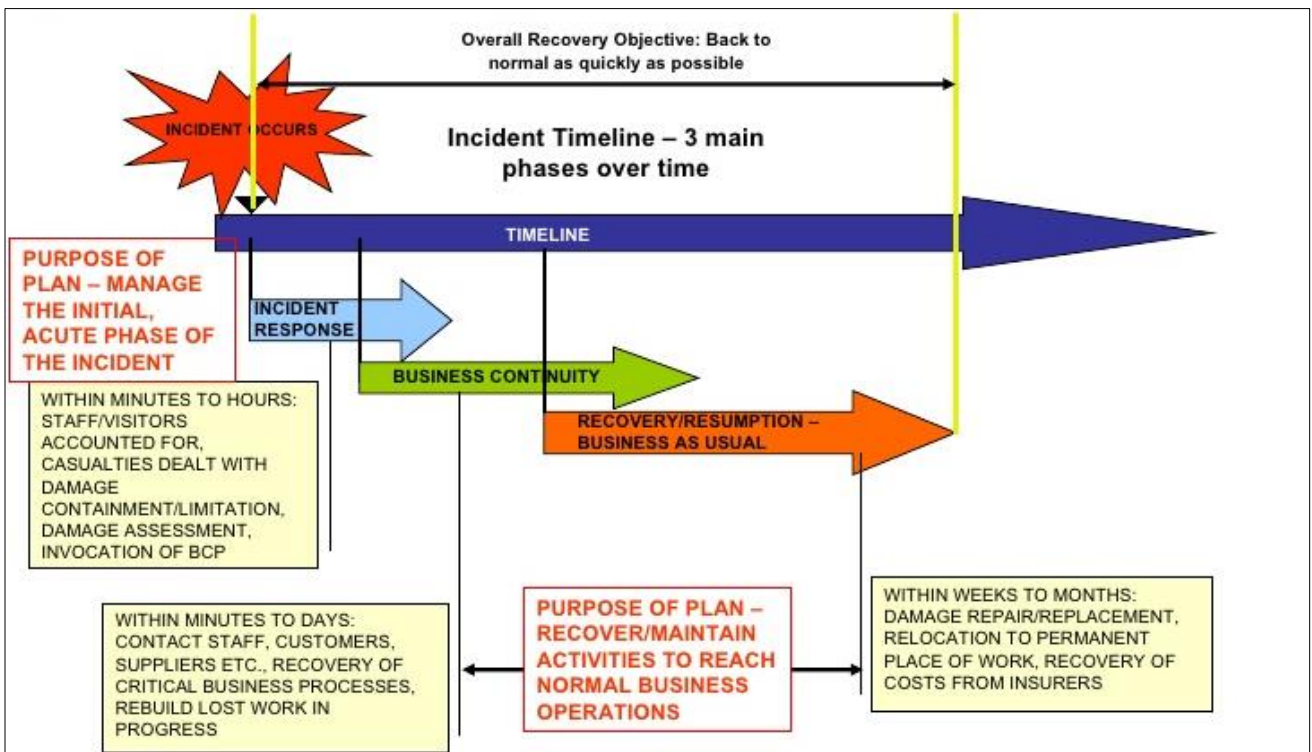
- **Critical Functions** cannot be down under any circumstances or must be operational within 12 hours
- **Essential Functions** are not needed in the first 12 hours but do need to be operational and sustainable at some level within 30 days
- **Recover as Needed Functions** can relocate and resume business as resources permit

Grouping the functions in this way provides an important base of information to direct the prioritization and allocation of County resources during the critical hours and days following a hazard incident.

The category of the function (Critical, Essential, or Recover as Needed) implies a specific time frame for which the function can be suspended, or the Maximum Allowable Downtime (MAD).

While all of the functions fit into one of the three categories, each function can have a unique MAD as determined by the department director and applicable staff. Unlike a situation wherein regulations or requirements cause a function to be deemed critical, functions (such as reporting) may be somewhat flexible in the wake of a disaster but still have a time beyond which they cannot go unattended. Detailed descriptions of each function, including the Maximum Allowable Downtime, is included in the body of this COOP.

Exhibit 1: Continuity of Operations Timeline.



Required resources and key dependencies

The next step to develop the COOP was to catalogue the resources required by each function at full operating capacity. This included answering the questions of primary and secondary locations; lead and support staff; key dependencies (e.g., minimum staffing requirements, technological needs, equipment, databases, etc.), and coping strategies.

Coping strategies are actions that staff can take that ensure that the function continues. A simple coping strategy is overtime, or training multiple people to perform the task. More complicated strategies include modifying the task or relocating it. To identify the coping strategies, department directors and staff were asked three hypothetical questions:

- What if the building or space normally used was unavailable?
- What if the technology (internal networks or program, internet) normally used was unavailable?
- What if the people who normally do the task are unavailable?

County-wide analysis

The information about each function was compiled into a database that provides an easy and fast way to cross-reference functions across various departments. The functions can be grouped by criticality or by required resources. In this way, county leadership can see, at a glance, what resources must be restored in the wake of a disaster if the County is to continue to provide the services expected by County residents. The full Garfield County Function Matrix is included as an appendix to this COOP and is included, in part, throughout the COOP.

Maintenance

The County Manager will have overall responsibility for updating and managing this plan or delegating the responsibility to the County Steering Committee. The goal is to keep the COOP as up to date as possible to reflect the daily functions, staffing and protocols of the county departments. As inputs to the COOP are updated, such as a reorganization of a department, modified function due to changes in staffing or mission, or physical relocation of the function, that information should be documented and incorporated into the appropriate section of the COOP.

To ensure that the information in the COOP remains current, the following maintenance process and update schedule has been approved:

- County Steering Committee will conduct a review of the COOP front material, introductory, and summary material every five years. This review will be guided by the following questions: 1) has anything changed that needs to be captured in the COOP?; and 2) What additional information or data is available now that needs to be incorporated into the COOP (e.g., lessons learned from exercises or real incidents, deeper understanding of dependencies due to system analysis, etc.)?
- Additionally, each year the review process will include a review and update of one portion of the COOP (e.g., a department's set of functions, "Vital records, files, and databases", etc.). Depending on the changes, the sections can either be updated or rewritten to enhance the functionality of the COOP.
- Contact Information and Succession Hierarchy (Appendix A) will be updated annually.

Additionally, the COOP is intended to be a living document and can be expanded upon. The process used to develop the COOP is outlined above and can easily be applied to additional county departments thereby enhancing the resilience of the county.

Continuity Plan

The County Manager is the designated individual with the authority to make emergency response decisions affecting all departments.

Leadership and Activation

Orders of Succession and Delegation of Authority

The following succession of authority applies if the County Manager is unavailable:

1. County Manager
2. Deputy County Manager
3. County Attorney
4. Director of Community Development

When an incident occurs, the County Manager and department directors will take the lead in activating the COOP and coordinate with the County Sheriff and County Emergency Manager who will lead response.

Reconstitution

After a hazard incident that is extensive enough to require the activation of the COOP, the distinction between continuity activities and recovery activities may not always be clear. An incident could be on such a scale that it alters what the County Administration and Citizens consider a critical or essential function. Therefore, this COOP identifies only characteristics of reconstitution while the County Recovery Plan will identify more concrete steps involved in the reconstitution of normal operations and recovery from a disaster.

Signs of the deactivation of the COOP may include:

- Communication to staff that threat of an emergency no longer exists
- Return to primary location, established functions in a long-term location
- Returned to fully operational level of all functions or assessment of pre-incident functions with determination of their continued relevance / need to be replaced by new functions
- The impact to records and databases has been assessed
- The impact to staffing has been assessed
- The impact to county residents has been assessed
- The impact to county facilities has been assessed

- After action review of the effectiveness of the continuity plans and procedure is underway
- Recovery plan is activated

The County Manager or an individual with the delegated authority will coordinate with the department lead to identify how the COOP will be deactivated for each component of the County Administration and communicate that with the appropriate staff.

Communication

This section includes methods or opportunities to discuss business continuity issues.

- Green Acres, Monthly: periodic newsletter from the County Manager to Garfield County Staff.
- County-wide email listserve: allows County administration to communicate via email to all county staff.
- Departmental listserves: managed within each department to disseminate pertinent information among staff.
- Phone Tree: collected within a department if warranted by the manager or director.
- County Website: an information source for County staff and residents.
- Emergency communications methods and protocols are included in the Emergency Operations Plan.

Public Information / outreach (external communications)

- Existing communication channels should be used during an incident. This may include (but is not limited to): press briefings, press releases, social media (Facebook, Twitter, other), text notification, and other sources as available;
- Incident status updates regarding continuity should be shared widely, but measures should be taken to ensure consistency and accuracy (“One Voice”) in the message being distributed;
- Gathering data from the community about their needs related to continuity will inform response protocols
- Key offices include PIO office, Volunteer Coordination (Public Health), Communications (Public Health)

Relocation

A catastrophic event could render any, or all, of the Garfield County facilities unusable. This section of the COOP includes information that addresses the personnel and planning considerations needed to transfer functions away from the primary facilities.

The rural nature of much of the county, and the dispersed population centers, are challenges when it comes to offering and delivering county services. Winter weather and fire incidents have, in the past, cut off access to some sections of the county. To overcome the potential impacts of those hazards, as well as to better serve the county population under normal conditions, Garfield County administration already operates from several locations throughout the county. These strategic locations, as well as the experience the staff and administration have in dealing with hazards that may cut off access between the communities, means that Garfield County has the capability and capacity to relocate critical and essential functions from a compromised location to an alternate facility.

Through the development of coping strategies, the following relocation plan was identified:

- The County Administration building in Glenwood Springs and the County Airport in Rifle are currently interoperable both in terms of staffing and data infrastructure. Many functions that are based in the County Administration building have staff at the Airport as well or there are reserved workstations at the Airport. This provides built in redundancy and would allow for swift resumption of the function at the other location. Information Services maintains a robust hardware, software, and data connection between the two facilities. While the unique airport functions cannot be relocated due to specific facility requirements (e.g., runway), airport staff could be relocated to the County Administration building if the Airport facility was not usable.
- Under normal operations, the Garfield County Roads and Bridges Department maintains two primary facilities. They serve 3 districts, including District 1 (East of Canyon Creek), District 2 (West of Canyon Creek and North of the Colorado River), and District 3 (West of Canyon Creek and South of the Colorado River). The Primary administration offices are at the Hunter Mesa Facility near the County Airport. The location of resource and staff across the County provides redundancy and allows for swift resumption of these functions.

The following information outlines relocation sites for some critical functions within the County.

Department	Primary Site Name/Address	Relocation Site Name/Address	Potential Barriers for Relocation	Number of Staff	Required resources
Information Services	GWS Garfield Count Administration Building 108 8 th St, GWS, CO 81601	Garfield County Annex 810 Pitkin, GWS, CO 81601	None Identified	7	Commputers; Connectivity
	Rifle Garfield County Administration Building 195 West 14 th St, Rifle	Garfield County Airport 0375 County Road 352, BLDG 2060 Rifle, CO 81650		2	
Finance	GWS Annex 108 8 th St, GWS, CO 81601	Rifle Annex 195 West 14 th St, Riffle	Badge Access Required	7	Check printer, Computer, Scanner, Printer, Monitoy, Connectivity (internet/network access, phones)
	Riffle Annex 195 West 14 th St, Rifle	Not Identified		2	
Roads & Bridgees	Hunter Mesa 0298 Cr. 333a Rifle, CO 81650	Cattle Creek 7300 HWY 82 GWS, CO 81601	Locked fence	47	Computers, printer, Equipment, Connectivity, Mechanics Tools
	Cattle Creek 7300 HWY 82 GWS, CO 81601	Not Identified	Locked fence	9	
	Battlement Mesa 1775 Battlement Parkway Parachute, CO 81635	Not Identified	None Identified	0	

Department	Primary Site Name/Address	Relocation Site Name/Address	Potential Barriers for Relocation	Number of Staff	Required resources
Communications	810 Pitkin Avenue Glenwood Springs, CO 81601	Any County Building, Staff Homes	None Identified	3-4	Computers, Connectivity
	195 West 14 th Street, Bldg D Rifle, CO 81650	Any County Building, Staff Homes	None Identified	1	

Shared findings:

- Multiple entities have identified the municipal facilities and/or the airport as the back-up facility;
- Some staff would be able to work from home as long as connectivity and remote access is available;
- Connectivity is a barrier to relocation, this Information Services (technology and communications) will be critical in establishing secondary locations. Additionally, some departments will require access to state/federal/other data to fulfill function which is also dependent upon connectivity;
- Some departments will be dependent upon state/federal/other external data which will require;
- The development and maintenance of departmental connectivity continuity plans will reduce dependency on IS and accelerate the resumption of business functions.

Damage and facility assessment

- Following a physical event there may be a need to assess structural integrity of critical facilities prior to allowing staff in to these structures. The need will very depending on the scale and location of the event;
- Compliance with codes and regulations must be maintained through an incident; documentation required to support this
- Resources include: Building and Planning (Building Evaluation); Engineering (Rapid Assessment); Public Health (Air Pollution)

Critical Functions

The following list of functions have been deemed “critical” by Garfield County executive staff. This designation implies that maintaining these functions, even in the face of an incident or emergency, is central to protect life and property and ensure the continuity of governance. Some of the functions are not always critical but could become critical based on the nature of the incident. Additionally, the “critical” designation may reflect the centrality of that function according to guiding rules and regulations and /or for the overall economic or social wellbeing of the County.

Maximum Allowable Down Time	Critical Functions	Lead Department
(72 hours)	Rifle Airport Facility	Airport
(3 hours)	Rifle Airport Runway	Airport
(0 hours)	Rifle Airport Security	Airport
(3 hours)	Rifle Airport Helicopter Base	Airport
(6 hours)	Building Evaluation	Building & Planning
(0 hours)	PIO Communications	Communications
(0 hours)	Internet Access	Communications
(0 hours)	Website/Social Media Operations	Communications
(3 hours)	Equipment Functions	Communications
(3 hours)	JIC/JIS for PIOs Communitywide	Communications
(3 hours)	A/V System for BOCC Meetings	Communications
(4 hours)	Rapid Assessment	Engineering
(3 hours)	Visa Limits	Finance
(24 hours)	Payroll	Finance
(24 hours)	Accounts Payable	Finance
(0 hours)	Child / Adult Protection Services	Human Services
(0 hours)	Food Assistance / TANF	Human Services
(24 hours)	Unified Communications	IT
(24 hours)	Computing Hardware Support	IT
(24 hours)	Support Finance Data	IT
(0 hours)	HIPPA Compliance	Public Health
(0 hours)	Epidemiology*	Public Health
(0 hours)	TB Control Program*	Public Health
(0 hours)	Communications	Public Health
(0 hours)	ESF 8: Public Health and Medical Services	Public Health
(6 hours)	Volunteer Coordination	Public Health
(2 hours)	Emergency Medical Supplies Cache*	Public Health
(14 days)	Air Pollution*	Public Health
(3 hours)	Radio Communications (is this just for airport or county wide?)	Public Works
(6 hours)	Equipment Repair / Mechanical Support	Roads & Bridges
(6 hours)	Infrastructure Inspection	Roads & Bridges

* Criticality determined by the type of hazard event

Succession Planning

Succession planning is the strategy outlining how responsibility will be transferred to an appropriate individual should the incumbent leader no longer be available. A goal of succession planning is to ensure business functions continue to operate smoothly when leaders are not available for any reason. *Appendix A* includes tables for departments outlining how authority would be delegated for departments within County government. The following list outlines some basic tenets that could be employed at all levels of government.

- Staff expertise and training is required for many positions across government, therefore cross-training is beneficial in ensuring continuity following incidents;
- It is beneficial to develop task list and procedural manuals for critical functions, this is particularly important for functions with few human resource redundancies;
- Efforts to educate staff people about personal and family preparedness will be helpful in reducing absenteeism during hazard events.

Vital Files, Records, and Databases

County functions require the ability to interact with many different files, records and databases. Some of these are County owned or hosted, while some are under the jurisdiction of other groups such as state or federal agencies. To ensure that Garfield County critical functions can operate normally, connection to this information must be maintained or restored quickly following any interruption.

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)
State Building Regulations	
County Building Permits	Electronic, County hosted
County records of building “as-built” specifications	
State Trails database	Web Access
Colorado Benefit Management Systems (CBMS)	Web Access
Inventory of IT hardware and software	
Inventory of County communications hardware	
New World System & DB Server	Web Access
Public Health security monitoring	
Colorado Electronic Disease Reporting System (CEDRS)	Web Access
Air quality database	
Colorado Volunteer Management System	Web Access
Payroll System	Web Access
Purchase Order Database & Accounting program	Web Access
Personnel Files	Hard Copy
EBT	Web Access
ACSES	Web Access
CFMS	Web Access
Colorado WIC Database	Web Access
State Public Health Databases	Web Access

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)
Colorado Medicaid	Web Access
Motor Pool register	Electronic, County
Airport Primary Governing Documents	Hard Copy

Recommendations

Actions	Justification	Implementation	Timeline
Develop a list of alternate locations and requirements for relocation of each department	A closer look at the space and technical requirements of the critical functions will assist the County to provide services in the event of disruption	<ul style="list-style-type: none"> Conduct needs assessments with each department manager to expand on the COOP data regarding relocation requirements Utilize GIS to map County offices in various locations to identify the characteristics of that space. Cross-reference the technical needs and space characteristics data 	1-2 years
Develop an Information technology continuity and recovery plan	Data and connectivity are central to many of the County's functions. Restoring this critical input will facilitate a quick recovery.	<ul style="list-style-type: none"> Catalogue current back up procedures 	1 year
		<ul style="list-style-type: none"> Establish 3rd party and/or off-site data back up locations 	1-2 years
Conduct tests or an exercise of the IT back up and recovery protocol	Many of the County's functions rely on data and specific networking. Testing the data recovery protocols will ensure that in the event of a disruption that it can be restored as quickly as possible.	<ul style="list-style-type: none"> Work with each department to scope and schedule a test of data recovery 	1-2 years
Conduct a test of the Garfield County continuity and recovery protocols.	Testing the continuity and protocols will ensure that in the event of a disruption, operations can be restored as quickly as possible.	<ul style="list-style-type: none"> Develop department specific schedules for a test 	2-3 years
		<ul style="list-style-type: none"> Request volunteer departments or individuals to practice relocation of critical functions 	1-2 years

Appendices

Appendix A: Contact Information and Succession Hierarchy

This information is available from the Garfield County BOCC administration, 970-945-5004.

Appendix A: Contact Information and Succession Hierarchy

The information included in this section includes succession hierarchy / delegation of authority for County departments.

Table 1: County Management Succession Plan

Position	Name	Phone / Extention	Mobile Number	Email
County Manager	Kevin Batchelder	970-945-5004 / 3501	970-456-2868	kbatchelder@garfield-county.com
Deputy County Manager	Fred Jarman	970-945-5004 / 1540	970-987-1811	fredjarman@garfield-county.com
County Attorney	Tari Williams	970-945-9150 / 1710	970-987-2192	twilliams@garfield-county.com
Community Development Director	Sheryl Bower	970-945-8212 / 1605	970-761-5421	sbower@garfield-county.com
Road & Bridge Director	Wyatt Keesbery	970-625-8601 / 4304	970-309-6073	wkeesbery@garfield-county.com

Table 2: Finance Department Succession Plan

Position	Name	Phone / Extention	Mobile Number	Email
Finance Director	Theresa Wagenman	970-945-7284 / 1285	970-279-4927	twagenman@garfield-county.com
Assistant Finance Director	Cathleen Van Roekel	970-945-7284 / 1290	-	cvanroekel@garfield-county.com
Finance Administrator	Bob Pendergast	970-945-7284 / 4138	970-309-1757	bprendergast@garfield-county.com

Table 3: Information Technology Department Succession Plan

Position	Name	Phone / Extention	Mobile Number	Email
Chief Information Officer	Gary Noffsinger	970-945-1377 / 1452	970-987-3328	gnoffsinger@garfield-county.com
Service Desk Supervisor	Leah Whitney	970-945-1377 / 1467	-	lwhitney@garfield-county.com
Network Administrator	Chris Dodd	970-945-1377 / 1459	-	cdodd@garfield-county.com
GIS Analyst Lead	Rob Hykys	970-945-1377 / 1590	-	rhykys@garfield-county.com

Table 4: Airport Succession Plan

Position	Name	Phone / Extention	Mobile Number	Email
Airport Director	Brian Condie	970-625-5907 / 4118	970-379-5156	bcondie@garfield-county.com

Position	Name	Phone / Extention	Mobile Number	Email
Airport Operations Lead Specialist	Mike Ballard	970-625-5907 / 4119	970-309-5475	mballard@garfield-county.com
Airport Operations Lead Specialist	Stewart LaRocque	970-625-5907 / 1251	970-618-0658	slarocque@garfield-county.com
Airport Operations Specialist	Marshall Harmon	970-625-5907 / 4116	970-404-5846	mharmon@garfield-county.com

Table 5: Communications Succession Plan 1

Position	Name	Phone / Extention	Mobile Number	Email
Chief Communications Officer	Renelle Lott	970-945-1377 / 1453	970-366-2275	rlott@garfield-county.com
Public Health Specialist	Carrie Godes	970-945-6614 / 8122	-	cgodes@garfield-county.com
Chief Communications Officer (Sheriff's Office)	Walt Stowe	970-665-0207	-	wstowe@garcosheriff.com
Communications Coordinator	Collin Szewczyk	970-945-1377 / 1466	-	cszewczyk@garfield-county.com

Table 6: Communications Succession Plan 2

Position	Name	Phone / Extention	Mobile Number	Email
Communications Coordinator	Collin Szewczyk	970-945-1377 / 1466	-	cszewczyk@garfield-county.com
Chief Communications Officer	Renelle Lott	970-945-1377 / 1453	970-366-2275	rlott@garfield-county.com
Website Specialist	David Suminski	970-945-1377 / 1460	-	dsuminski@garfield-county.com
Website Specialist	Kevin White	970-945-1377 / 1466	-	kwhite@garfield-county.com

Table 7: Communications Succession Plan 3

Position	Name	Phone / Extention	Mobile Number	Email
Website Specialist	David Suminski	970-945-1377 / 1460	-	dsuminski@garfield-county.com
Website Specialist	Kevin White	970-945-1377 / 1466	-	kwhite@garfield-county.com
Chief Communications Officer	Renelle Lott	970-945-1377 / 1453	970-366-2275	rlott@garfield-county.com
Communications Coordinator	Collin Szewczyk	970-945-1377 / 1466	-	cszewczyk@garfield-county.com

Table 8: Road & Bridge Succession Plan 1

Position	Name	Phone / Extention	Mobile Number	Email
Director	Wyatt Keesbery	970-625-8601 / 4304	970-309-6073	wkeesbery@garfield-county.com
Assistant Director	Dale Stephens	970-625-8601	-	dstephens@garfield-county.com
Administrative Foreman	Christi Bullock	970-625-8601 / 4325	-	cbullock@garfield-county.com

Table 9: Road & Bridge Succession Plan 2

Position	Name	Phone / Extention	Mobile Number	Email
Director	Wyatt Keesbery	970-625-8601 / 4304	970-309-6073	wkeesbery@garfield-county.com
Motor Pool Manager	Matt Hutchison	970-625-8601 / 4307	970-618-2349	mhutchison@garfield-county.com
Administrative Assistant	Jayne Conrad	970-625-8601 / 4314	-	jconrad@garfield-county.com

