

2024

EMERGENCY OPERATIONS PLAN



Lakewood
Colorado

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Letter of Promulgation

To: Officials and Employees of the City of Lakewood

The preservation of life and property is an inherent responsibility at all levels of government. As disasters may occur at any time, Lakewood must provide safeguards, which will save lives and reduce property damage through planning, preparedness measures and training. Sound emergency plans carried out by knowledgeable and well-trained personnel can and will reduce losses.

The Lakewood Emergency Operations Plan (EOP) establishes an Emergency Management Organization and assigns functions and tasks consistent with the National Incident Management System (NIMS), Colorado State Emergency Operations Plan, and Colorado Disaster Emergency Act. It provides for the integration and coordination of planning efforts for multiple jurisdictions within Jefferson County. This plan supersedes the previously issued Lakewood EOP (dated June 2019) and provides a flexible framework for emergency operations in the City.

This plan was developed for each department within the City, and in concert with Jefferson County, and the local special districts with emergency services responsibilities within the city. It is meant to fulfill the requirements set forth in Lakewood Municipal Code 1.27 for the creation and maintenance of a local emergency plan and management system. Additionally, it draws upon guidance from the Federal Emergency Management Agency (FEMA) Core Capabilities; National Preparedness Framework; National Incident Management System; Comprehensive Preparedness Guide (CPG) 101 and 201; the Colorado Emergency Management Program Guide; and relevant laws and authorities pertinent to emergency management. The intent of the EOP is to provide direction on how to respond to an emergency from the onset, through an extended response and into the recovery process.

Once adopted, the EOP shall be reviewed and tested periodically and revised as necessary to meet changing conditions.

The City of Lakewood gives its full support to this EOP and urges all public employees and individuals to prepare for times of emergency before they occur.

Kathleen E. Hodgson
Kathleen E. Hodgson (Dec 16, 2024 10:22 MST)

Lakewood City Manager

12/16/2024

Date

Record of Changes

Change Number	Date of Change	Name	Summary of Change
2024-01	December 2024	Jesse Miller	New Plan Adoption

Acknowledgement of Responsibilities and Distribution

Department	Name	Date	Signature
City Attorney	Alison McKenney Brown	12/17/2024	
City Clerk	Jay Robb	12/20/2024	
City Manager	Kathleen E. Hodgson	12/16/2024	<u>Kathleen E. Hodgson</u> Kathleen E. Hodgson (Dec 16, 2024 10:22 MST)
Community Resources	Traci Wieland	12/16/2024	<u>Traci Wieland</u> Traci Wieland (Dec 16, 2024 16:14 MST)
Emergency Management	Jesse Miller	12/16/2024	
Facilities & Infrastructure Operations	Brad Bishop	12/16/2024	
Finance	Holly Bjorklund	01/06/2025	
Human Resources	Cory Peterson	12/16/2024	 Cory Peterson (Dec 16, 2024 10:25 MST)
Information Technology	Alina Walters	12/16/2024	
Municipal Court	TAMMY SMITH	12/20/2024	
Police	Phillip Smith	12/16/2024	 Phillip Smith (Dec 16, 2024 10:50 MST)
Public Works	Max E. Kirschbaum	12/16/2024	<u>Max E. Kirschbaum</u> Max E. Kirschbaum (Dec 16, 2024 11:33 MST)
Sustainability and Community Development	Travis Parker	12/16/2024	
West Metro Fire Rescue	Don Lombardi	12/16/2024	
Jefferson County Communications Center Authority (Jeffcom 911)	Jeff Streeter	12/17/2024	<u>Jeff Streeter</u> Jeff Streeter (Dec 17, 2024 07:42 MST)

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Introduction

The City of Lakewood Emergency Operations Plan (EOP) includes the framework for Lakewood's plan to manage all-hazard emergency situations. Emergency situations can occur at any time, whether they are natural or human-caused, and this EOP enhances the City's emergency management system to help prevent, prepare for, respond to, recover from, and mitigate against any and all hazards that threaten the safety and security of the people, resources, equipment, and environment of the City.

The City of Lakewood Emergency Operations Plan has been developed in accordance with the requirements for local emergency planning established under the State of Colorado Disaster Emergency Act of 1992 and is aligned with the National Response Framework (NRF) and National Incident Management System (NIMS). It meets the requirements of other State and Federal guidelines for local emergency management plans and programs. The plan ensures alignment with both the Colorado State Emergency Operations Plan (SEOP) and the Jefferson County Comprehensive Emergency Management Plan (CEMP). This plan reflects participation from City agencies, private sector partners as well as collaborative partnerships with emergency response agencies within the region. The entity with primary responsibility for the development and activation of the Emergency Operations Plan is the City of Lakewood Office of Emergency Management (OEM).

The contents of this EOP will provide a basis for the coordinated planning and management of those emergencies and disaster events most likely to occur within the City of Lakewood. All entities, offices, departments, agencies and other organizations referenced in this EOP are responsible for developing, maintaining, and training as necessary for performing their assigned duties and functions.

Supporting plans to this EOP will be developed as needed and shall be consistent with applicable ordinances, statutes and this EOP. These supporting plans shall provide greater detail on specific hazards or functions related to emergency management and shall be incorporated into this EOP by reference, without the need for amendment of this EOP. This EOP also includes information relating to the City's hazard and risk assessment and capability assessment. Additional plans that collaborate with the EOP include: Continuity of Operations, Public Notification and Warning, Hazard Mitigation, Mass Care and Sheltering, Evacuation, Sheltering, and others.

Any policy change, addition, or deletion in the substantive content of this EOP must be approved by the City Manager. In the event of a conflict between this EOP and applicable law, the applicable law shall govern. The EOP, including all associated annexes and appendices, is considered a living document and shall be continuously updated and revised to reflect lessons learned during incident response and exercise play. Recipients are requested to advise the Office of Emergency Management of any changes that might result in improving the EOP. It will be reviewed annually and updated as

applicable. The Office of Emergency Management has the authority to accept or reject changes to the EOP and may defer this authority to designated individuals.

Purpose and Applicability

The purpose of the Lakewood EOP is to provide general guidelines and principles for planning, managing and coordinating the overall response and recovery activities of the City before, during and after emergencies and disaster events which overwhelm normal operational resources. Disasters can vary in scope from minor events to catastrophic incidents. It is the purpose of this EOP to provide a scalable response that meets the needs of the incident and the community we serve.

The EOP establishes the framework necessary to support a coordinated response to incidents across the City and to collaborate with external stakeholders, including federal, state, local, and private sector organizations that may be called upon to assist and participate in response to incidents that occur throughout the locations that may default to this EOP.

This document delineates operational concepts relating to various emergencies, identifies components of a comprehensive emergency management system and describes the overall responsibilities for protecting life and property, and assuring the overall wellbeing of the population. The plan also identifies sources of outside support, which might be provided (through mutual aid and specific statutory authorities) by other jurisdictions, state and federal agencies, and the private sector.

This EOP identifies the roles, responsibilities and actions required of participating departments, agencies, and enterprises in preparing for and responding to emergencies and disasters. It allows for a coordinated response by city, county, state and federal governments in managing emergencies or disasters, saving lives, preventing injuries, protecting property and the environment.

The EOP is comprised of the following components:

- **Base Plan:** establishes the structure and provides guidance for a timely and coordinated response, internal communications, information gathering, information sharing, decision-making, and roles and responsibilities for coordinating incident operations.
- **Appendices:** including Emergency Support Function, emergency declaration, etc.
- **Supporting annexes:** standalone plans that support the mission of the EOP with more detailed information on the management of hazard or function specific activities.
- **Additional policies and procedures:** further bolster and support the implementation of the base plan through specific guidance on specialized areas of response.

This plan supersedes the previously issued City of Lakewood Emergency Operations Plan dated June, 2019 and is effective as of the date signed in the Promulgation.

Scope

The Lakewood EOP has been developed to account for small scale emergencies up to catastrophic disasters affecting the City, to include all City departments. This base plan is predicated upon the

concept that emergency operations will begin at the local jurisdictional level or the level of government most appropriate to provide effective response.

This EOP provides guidance for community-wide coordination of incident planning and response to incidents and hazards affecting the City of Lakewood and all individuals, resources, and property within it. The scope of the EOP includes all entities within the geographic boundaries of the City. This EOP is scalable and was designed to support the organization, management, and coordination of all types of incidents and/or hazards affecting the jurisdictions. This document considers emergent operations from an all-hazards perspective.

This plan does not specifically address continuity of operations, long-term recovery or mitigation measures as these are covered in separate documents.

Situation Overview

The City of Lakewood is exposed to many hazards that have the potential to disrupt lives and damage property in the community. Natural hazards to which the City may be exposed include floods, wildfires, and winter storms. The threat of a technological or human-caused chemical, biological, radiological, nuclear, or explosive incident is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, major transportation accidents, or acts of terrorism.



Demographics & Geography

The City of Lakewood is a home rule municipality located in eastern Jefferson County and is the most populous city in the County. Lakewood covers 44.21 square miles situated at the base of the eastern slopes of the Rocky Mountains and extends from the high plains on its eastern boundary into the foothills and valleys to the west. The City's landscape is primarily suburban and urban, with several large reservoirs, open spaces and greenbelts. Approximately 26% of the City is considered a park or open space. Moderate temperatures, low levels of humidity and abundant sunshine provide an ideal climate for year-round activities. Temperatures range from average highs of 43 °F in January to 88 °F in July. Average annual precipitation is approximately sixteen inches per year, with around sixty to seventy inches of snowfall.

There are twenty-six designated neighborhoods within Lakewood. Each neighborhood has its own distinct character and set of demographics. Some neighborhoods are primarily residential, while others are mixed-use or commercial properties.

The City population as of July 1, 2022 is estimated to be 156,120. Of this population, approximately 17% is below the age of 18, and 17.5% is over the age of 65. The City of Lakewood is characterized by a mix of low (bottom 20% in the county) to high (top 20% in the county) levels of social vulnerability. The highly socially vulnerable areas are clustered in the eastern part of the City. Approximately half of the housing units are single family homes in Lakewood.

The City of Lakewood owns and maintains 114 parks totaling over 7,400 acres of open space with

approximately 240 miles of multi-use trails. Natural resources of importance in Lakewood include the Main Reservoir, Smith Reservoir, East Reservoir, William F. Hayden Park, Bear Creek Lake Park, , Lakewood Park, , Addenbrooke Park, O’Kane Park, Carmody Park, Belmar Park, , Kendrick Lake Park, and the Bear Creek Greenbelt to name a few.



Hazard Analysis

The City of Lakewood is vulnerable to many natural hazards and technological events that may cause a disaster. Possible natural hazards include wildland fires, floods, severe weather, winter storms, hail, floods, drought, and earthquakes. There is also the threat of terrorism or man-made incidents such as nuclear, biological, or chemical attack or accidents. These hazards and vulnerabilities are described in detail in the Hazard Summary (Table 1).

The results from the hazard analysis have been taken into consideration when planning this EOP by directly contributing to the identified hazards section below, identifying the resources that might be required to respond to certain incidents, and providing evidence to demonstrate the risks and vulnerabilities to City leadership.

The following table provides a summary of the frequency, extent, magnitude and overall significance of the variety of events that Lakewood may experience. Additional information on the specific hazards in the City, with corresponding maps, can be found in the 2021 Hazard Mitigation Plan.

Hazard	Frequency of Occurrence	Geographic Extent	Potential Magnitude	Overall Significance
Cyber Attack	Likely	Limited	Limited	Medium
Dam Failure	Occasional	Significant	Limited	Medium
Drought	Likely	Extensive	Limited	Medium
Earthquake	Occasional	Limited	Limited	Low
Erosion and Deposition	Likely	Limited	Negligible	Low
Expansive Soils	Likely	Significant	Negligible	Low
Extreme Temperatures	Highly Likely	Extensive	Limited	Medium
Flood	Likely	Significant	Limited	Medium
Hailstorm	Likely	Extensive	Limited	Medium
Landslide, Debris flow, Rockfall	Likely	Limited	Negligible	Low
Lightning	Likely	Limited	Negligible	Low
Pandemic	Occasional	Extensive	Critical	High
Severe Winter Storms	Highly Likely	Extensive	Limited	Medium
Subsidence	Likely	Limited	Negligible	Low
Tornado	Occasional	Limited	Limited	Medium
Wildfire	Likely	Limited	Limited	Medium
Windstorm	Highly Likely	Extensive	Negligible	Low

Table 1: Hazard Summary (as shown in the 2021 Hazard Mitigation Plan)

The City of Lakewood is also susceptible to hazards that might occur in and affect neighboring jurisdictions. The City uses an all-hazards approach to emergency management while focusing on community stabilization and resiliency.



Capability Assessment

This EOP will be utilized, exercised, and updated so that the City is adequately prepared. However, if an incident goes beyond the County's capabilities to respond, the City acknowledges that outside assistance may be required.

When the need arises for resources that Lakewood is not able to provide, neighboring cities and Jefferson County will be contacted, and support will be requested through mutual aid requests. Services automatically provided by Jefferson County include the Jefferson County Sheriff's Office Bomb Squad, Jefferson County Coroner's Office, Jefferson County Human Services, Jefferson County Assessor's Office and Jefferson County Department of Public Health.

In the event the resources are not available through local mutual aid, the request for aid will go to the Colorado Division of Homeland Security and Emergency Management (DHSEM).

Capabilities are the programs and policies currently in use to reduce hazard impacts or that could be used to implement hazard mitigation activities. Lakewood's regulatory, administrative, and technical and fiscal mitigation capabilities are summarized in full as part of the 2021 Jefferson County Multi-Hazard Mitigation Plan. Additional details on specific capabilities are discussed in hazard-specific annexes.



Mitigation Overview

The City of Lakewood has adopted the hazard mitigation goals and objectives outlined in the 2021 Jefferson County Hazard Mitigation Plan, and shown below:

- Goal 1: Increase public education and awareness about natural and human-caused hazards and how to mitigate against them.
- Goal 2: Reduce impacts of hazards on life, property, and the environment.
- Goal 3: Strengthen and develop partnerships in regard to mitigating hazard impacts.

In addition to these mitigation goals, the City also has 8 current mitigation action projects that are being explored. They include:

- Expand the existing Flood Hazard Inventory Tool (FHIT) for Lakewood Gulch, Weir Gulch, Sanderson Gulch, Sloan's Lake Basin, Dry Gulch, Bear Creek Tributaries and small portions of drainages south of Bear Creek.
- Continue to Implement Sound Floodplain Management Practices through Participation in the National Flood Insurance Program.
- Flood impact assessment tool and prediction system.
- North Dry Gulch Improvements – Dover Street to Lamar Street.
- Grid Resiliency
- Local Awareness of Climate Change Impacts.
- Identify socially vulnerable communities, and strengthen and expand community social networks to increase hazard awareness, preparedness, foster collaboration, communication and cooperation.
- Cooling and carbon sequestration.

Planning Assumptions

There are several assumptions which can be made with regard to the expectations of emergency response and service delivery for a local emergency or disaster. These assumptions include the following:

- Incidents will typically be managed at the local government level. Outside assistance from the state or federal government will likely not be made available for 1-3 days after the incident.
- When a disaster exceeds the City of Lakewood's resources and response capabilities, the City will request help from Jefferson County, the State of Colorado, or from mutual aid organizations.
- Disaster impacts may extend well beyond the City of Lakewood and therefore place a strain on communications and resources available within and to the City.
- An emergency or disaster can occur at any time and any location. It may create significant degrees of human suffering, property damage and economic hardship to individuals, governments, the environment and the business community.
- All emergency plans developed and used by participating agencies and city departments should be designed to integrate quickly and efficiently with this EOP.
- All emergencies and disasters cause confusion, misinformation and a disruption of routine services. Creating and maintaining situational awareness is a top priority in order for City leadership to make informed decisions.
- In many cases, these incidents will result in injuries and deaths for humans and animals, displace residents and cause a disruption to services. The purpose of the Emergency Operations Center (EOC), with input from City Leadership, will be to prioritize resources and services to alleviate the consequences of the incident as safely and quickly as possible.
- All of Lakewood's residents, businesses and visitors deserve equitable services from the City. The intent of this plan is to provide a framework for an organized response from the City while providing the best services possible during times of disaster. Every reasonable effort will continue to be made to address the potential challenges of coordinating access and functional needs support following an incident.



Concept of Operations

It is the responsibility of the City to reasonably protect life, property and the environment from the effects of emergency or disaster incidents within its jurisdiction. City government has the primary responsibility for emergency management activities that eliminate or reduce hazardous events along with preparing for, response to and recovery from significant emergency and disaster events which can and do occur.

Emergency Management employs a comprehensive approach to all-hazards planning and focuses on a collaborative effort with a wide range of partners. This shared responsibility becomes a collection of disciplines that together seek to build a more prepared and disaster resilient community. To support this, Emergency Management performs a support and coordination role, not a command and control function. Standardized operational management concepts are based in the Incident Command System (ICS) and the hierarchy of governmental responsibility and authority. To maximize the efficiency of the response and recovery, all incidents will be managed in accordance with the National Incident Management System (NIMS) and the use of ICS.



Plan Activation and Emergency Declaration Process

This EOP is in effect for preparedness activities, response and initial relief activities when an emergency or disaster occurs or is imminent. The EOP can be partially or fully implemented, which is consistent with NIMS and ICS principles. This allows maximum flexibility to meet the unique operational requirements of any situation. Implementation is influenced by the timely acquisition and assessment of reliable information gathered from the incident. A multi-jurisdictional approach will be required to manage most major incidents effectively, and a unified command should be utilized when appropriate.

A formal declaration of a disaster by the Mayor or City Manager may be required to activate local policies and procedures and as a precondition of some forms of state assistance or to expedite county and state assistance. The Colorado Division of Homeland Security and Emergency Management (DHSEM) is the State Agency responsible for processing requests for State or Federal disaster assistance. The declaration of a local disaster emergency is covered in more detail in Appendix A.



General Concept

This EOP is the primary and general plan for managing emergencies. It details the coordinating structures and processes used during incidents in the City. Additional plans and procedures provide details on authorities, response protocols and technical guidance for responding to and managing specific situations such as hazardous materials spills, flooding or severe weather. The continuity of the response operations of participating agencies and city departments is

accomplished through standardization. Standardized operational management concepts are based on the Incident Command System (ICS), NIMS and hierarchy of governmental responsibility and authority.

Pre-disaster planning and preparation sets organizations up for success in the aftermath of a disaster. The City of Lakewood pre-disaster operations include routine training and exercises on disaster response, collaborating with local agencies in planning and exercising, and maintaining relationships with all response partners in the area. Accordingly, emergency plans and exercises should incorporate procedures for integration of resources of the City, Jefferson County, surrounding cities, volunteer agencies and the private sector along with the state and federal governments.

The response phase is triggered by a disaster event that affects the City and results in activation of relevant plans and procedures to ensure safety and security in the community. In the initial onset of a disaster, the Office of Emergency Management is responsible for the coordination of information flow between various entities and components that comprise the multi-agency coordination system, including first responders, 911 dispatch, neighboring jurisdictions, joint information centers, and others. This typically takes place in the Emergency Operations Center (EOC).

Short term recovery begins shortly after the incident occurs and will often have overlapping effects on response operations. As the incident transitions to the recovery phase, it is important to shift to a recovery coordination system, and the corresponding recovery support functions. The recovery coordination system components may include expense tracking, damage assessment, debris management, donations & volunteer coordination, and operation of a disaster assistance or recovery center.

Traditional disaster response plans and systems are designed for people who can walk, run, drive, see, read, hear, speak, and quickly respond to alerts and instructions. This can present challenges for people with access and functional needs (AFN). Policies surrounding access and functional needs (AFN) ensure equal and equitable access for all individuals without discrimination. The Americans with Disabilities Act (ADA) defines an individual with a disability as “a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment.” The NRF defines these populations as “populations whose members may have additional needs before, during, and after an incident.” The City of Lakewood incorporates a whole-community approach throughout its planning, response, and recovery efforts and considers individuals with AFN to be included in the whole community. The City incorporates AFN into this EOP by predetermining ESF agencies to support the whole community, including AFN considerations, during all stages of planning and preparedness, and committing additional bandwidth to these communities during and after a disaster.



Mission Areas

FEMA outlines five mission areas as part of the National Preparedness Goal. Below are some of the ways that the City of Lakewood incorporates them into its operations.

Prevention: Prevention includes those capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism through the following:

- Provide public awareness information to inform the general public on how to identify and provide terrorism-related information to the appropriate law enforcement authorities.
- Anticipate and identify emerging and/or imminent threats through the intelligence cycle.
- Collect, analyze and apply intelligence, as well as other information.
- Conduct investigations to determine the full nature and source of a threat; as well as implement countermeasures such as inspections, surveillance, security and infrastructure protection.
- Conduct tactical operations to disrupt illegal activity, and to apprehend and prosecute the perpetrators.
- Conduct public health surveillance, test processes for immunizations, and isolate or quarantine biological and agricultural threats.
- Detect, deter, deny access or entry, defeat and take decisive action to eliminate threats.

Protection: Protection includes the capabilities to safeguard against acts of terrorism and manmade or natural disasters, with a focus on actions to protect the community, vital interests, and our way of life. Actions include:

- Use of effective and accessible warning systems to communicate significant hazards to the community.
- Implement, exercise, and maintain plans to ensure continuity of operations.
- Implement and maintain protocols to verify identity and authorize or deny physical and cyber access to specific locations, information, and networks.
- Share relevant, timely, and actionable information and analysis with relevant response partners.

Mitigation: Mitigation involves actions to eliminate or reduce the loss of life and property damage related to an emergency. Actions include:

- Develop approved hazard mitigation plans that address relevant threats/hazards in accordance with the results of their risk assessment.
- Empower individuals and communities to make informed decisions to facilitate actions necessary to adapt to, withstand, and quickly recover from future incidents.
- Analyze threats created by natural hazards and develop action plans to reduce the threat to citizens and property. (See the Jefferson County 2021 Hazard Mitigation Plan for more information)

Response: Response includes activities to address the immediate and short-term actions to preserve life, property and the environment, along with the social, economic and political structure of the community. Response activities include:

- Search and rescue.
- Emergency shelter, housing, food and water for people, service/companion animals, and agricultural animals.
- Emergency, medical and mortuary services.

- Public health and safety.
- Decontamination following a chemical, biological or radiological incident.
- Removal of threats to the environment.
- Emergency restoration of critical services (e.g., electric, gas, water, sewer, telephone etc.).
- Transportation, logistics and other emergency services.
- Private sector provision of needed goods and services through contracts or donations.
- Crime scene security, investigation and evidence collection.
- Damage assessment (*see the Lakewood Damage Assessment Plan for more information*).

Recovery: Recovery involves the actions and implementation of programs needed to help individuals and communities return to normal. Recovery programs are designed to assist victims and their families, restore institutions to sustain economic growth and confidence, rebuild destroyed property and reconstitute government operations and services. Recovery programs include mitigation components designed to avoid damage from future incidents. Short term recovery begins shortly after the incident occurs and will often have overlapping effects on response operations. Typical recovery actions may include:

- Repair and replacement of damaged public facilities, (e.g.; roads, bridges, municipal buildings, schools, hospitals, qualified non-profits).
- Debris cleanup and removal.
- Temporary housing and other assistance for disaster victims.
- Low-interest loans to help individuals and businesses with long-term rebuilding and mitigation measures.
- Restoration of public services (e.g., electric, gas, water, sewer and telephone services).
- Crisis and behavioral health counseling.
- Disaster unemployment.
- Planning and programs for long-term economic stabilization, community recovery and mitigation.



Emergency Response Priorities

The following operational priorities are listed in order of importance. The operational demand highest on the list shall prevail whenever demands for emergency assistance or requests for resources (personnel or equipment) arise as defined under the planning assumptions set forth in this EOP.

1. Save Lives
 - a. Save human lives.
 - b. Treat the injured.
 - c. Warn the public to avoid further casualties.
 - d. Shelter persons-in-place from the effects of the incident.
 - e. Evacuate people from the effects of the incident.
 - f. Shelter and care for those evacuated.
 - g. Save animals — livestock and domestic pets.

2. Protect Property
 - a. Save property from harm or destruction.
 - b. Act to prevent further harm or loss.
 - c. Provide security for property, especially in evacuated areas.
3. Protect the Environment
 - a. Confine and contain hazardous chemical releases to the smallest possible area.
 - b. Prevent runoff from entering streams, ponds, lakes, rivers or sewers.
4. Stabilize the Economy and Restore the Community
 - a. Ensure access to businesses.
 - b. Restore essential services and utilities.
 - c. Complete damage assessments.
 - d. Develop a recovery plan.
 - e. Develop recovery policy guidance.
 - f. Identify mitigation projects.
 - g. Ensure stable utility and transportation infrastructure.



Community Lifelines

FEMA has developed the Community Lifelines construct to increase effectiveness in disaster operations and better position a jurisdiction to respond to catastrophic incidents.

The Lifelines construct allows emergency management to characterize the incident and identify root causes of priority issue areas and to distinguish the highest priorities and most complex issues from other incident information.

Stabilizing Community Lifelines is the primary effort during response to lessen threats and hazards to public health and safety, the economy, and security. A Community Lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. Figure 1 identifies the seven community lifelines:

- Safety and Security: Law enforcement/security, fire service, search and rescue, government service, community safety.
- Food, Water, Sheltering: Food, water, shelter, agriculture.
- Health and Medical: Medical care, public health, patient movement, medical supply chain, fatality management, and EMS.
- Energy (Power and Fuel): Power grid, fuel, natural gas/propane.
- Communications: Infrastructure, responder communications, alerts, warnings, and messages, finance, 911 and dispatch.
- Transportation: Highway/roadway/motor vehicle, mass transit, railway, aviation, maritime.
- HazMat: Facilities, HazMat, Pollutants, Contaminants.



Each Lifeline is composed of many subcomponents, and often rely on multiple government entities, businesses, and infrastructure sectors to function. Stabilizing Community Lifelines is the primary effort during response to lessen threats and hazards to public health and safety, the economy, and security.



Continuity of Government

Continuity of City Government shall be ensured through the following chain of command in the event of an emergency or disaster impacting the City:

1. City Manager
2. Deputy City Manager
3. Chief of Police
4. Public Works Director

In the event none of these officials is available, the department head with the most seniority with the City shall assume the responsibility for directing emergency operations.

If the disaster or emergency is of such magnitude that it affects the fundamental workings of the City of Lakewood, the City Manager may enact all or portions of the City's Continuity of Operations Plan (COOP). The COOP is a separate document maintained by the Office of Emergency Management.

Organization and Assignment of Responsibilities

The Lakewood Office of Emergency Management (OEM) is located within the Lakewood Police Department and is designated as the coordinating agency for all disaster or extraordinary emergency events, per Lakewood Municipal Code (LMC) 1.27. The OEM is responsible for preparing and keeping current a comprehensive disaster plan delineating measures to be implemented by the City before, during and after a disaster or extraordinary emergency event. The OEM is also tasked with developing and testing an emergency management system, including both incident support and incident management functions, to assure capability of managing natural, technological and manmade disasters and extraordinary emergency events.



Emergency Operations Responsibilities by City Department

Most City departments have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency. Specific responsibilities are outlined below, as well as in support and hazard-specific annexes. This list is

not meant to be an all-inclusive representation of the actions to be taken in response to an emergency.

Responsibilities of All Departments

City of Lakewood employees, both directly and indirectly, play an important role during emergencies and disaster events. Some employees are trained to perform specific roles during disasters, while others must support the ongoing work of the organization so emergency workers are able to fully take on response and recovery responsibilities. All agencies in this Plan, including elected officials & directors, are responsible for the following, in addition to those roles and responsibilities specifically outlined in their agency specific section:

- Understand their department's emergency responsibilities identified in the EOP and the supporting annexes/plans and assigning personnel to perform those functions.
- Develop and maintain internal policies, procedures, agreements and staffing patterns needed to meet their specific roles and responsibilities identified in the EOP and its supporting annexes/plans.
- Develop and implement continuity of operations plans (COOP) to ensure that essential government services are provided to the public.
- Consider access and functional needs (AFN) issues so that emergency response and recovery actions support the needs of people with disabilities, access and functional needs.
- Identify and inventory agency specific resources that are needed to meet their requirements as identified in this plan.
- Report significant events and activities promptly to the Emergency Operations Center to ensure a common operating picture during emergencies.
- Provide a representative to the Emergency Operations Center, when appropriate, to coordinate their emergency response functions. Representatives may be available virtually, by telephone, or in person in the Emergency Operations Center.

City Attorney's Office:

- Prepare recommended ordinances, proclamations and other legal documents for City Council action to implement federal and state directives that provide effective authority in the City of Lakewood for a timely emergency response.
- Function as principal legal advisor to the City Manager, City Council, EOC and department directors.
- Provide interpretation of laws and regulations issued by the federal and state governments.
- Prepare the Declaration of Emergency for the City Manager's signature.
- Provide consultation on Americans with Disabilities Act (ADA) compliance issues.

City Clerk's Office

- Assist City Council and the City Manager in the execution of any executive orders, disaster declaration and disaster related ordinances.
- Control the safety of all vital records to maintain governmental continuity.
- Protect confidential information of records produced by courts and police department.

City Manager's Office

- Those duties and authorities specifically set forth in LMC Chapter 1.27.
- Notification of the emergency to the City Council.
- Administrative messages, such as snow closures, will be generated by the City Manager's Office. Other emergency notifications to City personnel may be generated by Police Department supervisors or by the Emergency Manager.
- Coordinate efforts among the City Manager, City Council and other officials and keeping them informed during the emergency.
- Authorize the expenditures of disaster-related funds.
- Approve requests for entry into mutual aid agreements.
- Initiate formal requests for state and federal financial relief assistance programs.
- Coordination of Public Information Officers (PIOs) and media relations.
- Coordinate press releases and press conferences.
- Assure accuracy of information distributed to the public before, during and after an emergency.
- Coordinate issuance of precautionary health warnings with City and county agencies, (e.g., communicable disease advisories).
- Provide general direction and control of all City of Lakewood agencies and departments involved in recovery operations.
- Approve priorities concerning re-occupation, debris removal and recovery efforts.

Community Resources Department

- Serve as the lead agency for ESF 1- Transportation.
- Provide for the safety of all people (residents, visitors, volunteers and staff) who may be in the facilities managed by the Community Resource Department at the time of an emergency or disaster with assistance from the Lakewood Police Department, American Red Cross, and other supporting agencies.
- Prepare staffing and facilities for evacuation centers and secure as needed.
- Assist with damage assessments for City park land.

- Provide additional staffing support to other departments to assist in emergency response, evacuation or recovery efforts (pending staff availability and ability to perform other department functions).
- Assist with wildland firefighting efforts on City open space land.
- Protect historic archives, collections and other historic assets.
- Assist with damage assessment of City collection.

Operational Services

Facilities & Infrastructure Operations

- Shut down utilities to City facilities to prevent damage and monitoring repair and restoration of electrical, gas, and water distribution including systems to provide emergency sources of electricity, gas, sewer service and potable water for essential City activities when needed.
- Assist in facilities protection and emergency repairs to City of Lakewood public buildings.
- Provide temporary toilets (to include handicap accessible toilets).
- Provide support to shelter facilities (if City facilities are used).
- Provide meeting places and conference facilities, as needed, to support disaster operations and recovery efforts.
- Advise the EOC staff regarding the establishment of priorities for decontamination, rehabilitation and restoration of those public buildings necessary to the operation of the City government, and contributing to the emergency welfare of the population.

Human Resources

- Advising the City Manager on all situations involving staffing levels.
- Developing forms, if necessary, for the purposes of streamlining the hiring processes.
- Providing credentials to all volunteers and conduct interviews to place volunteers based on skill levels, as needed.
- Facilitating medical care and compensation for injured City of Lakewood employees through Worker's Compensation plans.
- Expediting hiring activities to augment City employees (as needed).
- Coordinating recovery activities with City insurance coverage providers.
- Assisting with coordinating time tracking and personnel during incident scheduling.
- Assisting with after-incident documentation requirements as requested.

Information Technology

- Ensure the protection of information and communication capabilities against cyber terrorism.
- Ensure telephone, radio and data capabilities are available in the EOC.
- Providing Geographic Information System (GIS) mapping for the emergency in the EOC.
- Ensuring network and information capabilities are available during an emergency event.
- Assuring that City information technology systems are available during an emergency or disaster and restoring service if needed.
- Provide and identify the need for additional cellular service.
- Providing necessary support to facilities to assist in the management of the event.
- Provide technical support/resources/technology equipment for communications during response and disaster recovery efforts.

Finance Department

- Provide, on a regular basis, a master contractors' list to the OEM. The list will be maintained at the City's EOC.
- Train staff on the proper documentation needed by the State of Colorado or FEMA to secure disaster relief funds.
- Provide emergency procedures for the acquisition of services, supplies and equipment necessary to support the disaster response efforts and for recovery operations to restore services to the public.
- Maintain detailed financial records of all costs accrued during an emergency or disaster operation and preparing reports of the City of Lakewood's financial position.
- Review the compilation and presentation of requests for disaster relief assistance, when required.
- Coordinate detailed financial records of all incident costs and expenditures accrued during an emergency or disaster.
- In conjunction with other City Departments, assist with the management of state and federal disaster assistance programs.

City Council

- Perform its legislative powers as the situation demands based on reports from the City Manager or his or her designee.

- Enact policy and other incident support as required and extending the declaration of disaster emergency beyond the initial seven-day period, if necessary.

Police Department

- Activate the EOC as necessary.
- Establish and maintain law and order throughout the City.
- Conduct all regularly assigned functions relating to law enforcement within the City.
- Make the decision for activating the EOC Policy Group and determining which components will be required for staffing.
- Notify City officials regarding the nature of the emergency or disaster and provide updates to the City Manager and emergency operations staff.
- Receive and relay to proper authorities all alerts and warnings concerning the emergency or potential for an emergency in conjunction with City Public Information Officers.
- Establish and maintain coordinated radio, digital and wire communications with other public emergency organizations and agencies.
- Assist with resident notification releases.
- Manage public information needs for police activity.
- Establish a field command post and assume control of on-site disaster scene operations when appropriate and unifying command as appropriate.
- Provide communications between the disaster scene, the IC and the EOC.
- Control traffic and access to the scene of an emergency or disaster.
- Evacuate persons who are or may be threatened by an emergency or disaster.
- Establish mutual aid agreements.
- Gather intelligence.
- Provide law enforcement assistance to shelters as needed.
- Establish procedures to secure buildings and areas affected by a disaster.
- Establish procedures for the handling of animals affected by a disaster, including:
 - Procedures for proper handling of live and dead animals.
 - Procedures for coordinating with area animal control agencies and the implementation of such coordination
 - Procedures for companion animal management at shelter sites.
- Provide preliminary damage assessments to the Emergency Operations Center, as requested.
- Coordinate with public health officials and fire departments for appropriate storage and disposition of human remains.

- Coordinate with Jefferson County Coroner for death investigation and removal of human remains.
- Utilize Lakewood Victim Advocate services in conjunction with the Jefferson and Gilpin Counties Crisis Response Team to establish evacuation points and shelters.

Emergency Manager (Police):

- Serve as the lead agency for the development and implementation of the EOP and all City of Lakewood emergency plans.
- Ensure periodic review of the City of Lakewood's EOP.
- Develop and ensure currency of City of Lakewood's Continuity of Operations Plan (COOP).
- Ensure appropriate response agencies and department heads are aware of the assigned responsibilities.
- Maintain the EOC.
- Coordinate disaster planning efforts with area industries, public utilities, social service agencies and emergency management directors of adjacent political subdivisions and the state to ensure compatible integrated emergency plans.
- Apprise the City Manager and City Council of overall preparedness of the City of Lakewood agencies' plans to respond to all types of emergencies and disasters.
- Conduct or coordinate studies and surveys of private and local governmental resources, industries and facilities to determine their level of disaster preparedness and negotiating written agreements for their effective use during major emergencies and disasters.
- Conduct and coordinate training programs and exercises to maintain and improve the general emergency and disaster preparedness levels of all elements of the City of Lakewood's disaster response organization.
- Represent the City when communicating with other city, county, state or national organizations concerned with emergency management.
- Provide situational awareness information to Lakewood officials, neighboring jurisdictions, the State of Colorado Division of Homeland Security and Emergency Management, and key partners.
- Support incident command's decisions regarding population evacuations, as requested.
- Monitor the implementation of this EOP.
- Coordinate the emergency response operations of all governmental and support agencies before, during and after an emergency or disaster.
- Inform all appropriate response entities that all applicable components of the NIMS, to include the Incident Command System, should be followed during large-scale emergencies.
- Inform other jurisdictions about emergency and disaster situations.

- Ensure appropriate resident notification via one or more of the City's warning systems (See the Lakewood Unified Public Notification Plan for more information).
- Assist the City Manager and City Council in seeking support from county, state and federal emergency resources, when required to supplement City efforts.
- Obtain assistance of Radio Amateur Civil Emergency Services (RACES) personnel in establishing a logistics and resources communications net.
- Provide consultation and direction regarding the disposal of hazardous materials.
- Coordinate with Red Cross to designate and operate information centers with facilities for the registration of disaster victims, location of missing persons and reunification of families.
- Coordinate with the coroner and hospitals on statistics of injuries and fatalities for publication.

Public Works Department

- Develop plans, policies and procedures for the repair of all city-owned transportation assets, for emergency use of City of Lakewood vehicles, facilities, heavy equipment, fuels and supplies. Privately owned resources and facilities will be included as authorized by the City Manager in accordance with the scope of the emergency or disaster.
- Coordinate with the Colorado Department of Transportation (CDOT) for repair of state-owned highways and transportation assets.
- When available, provide heavy equipment for disaster response and recovery operations, or procure such equipment from private or other sources.
- Advise the EOC Staff regarding the establishment of priorities for rehabilitation and restoration of roads, utilities and other essential facilities necessary to the operation of the City government.
- Initiate actions for refuse disposal to eliminate any unsanitary conditions determined by the Jefferson County Health Department.
- Develop agreements and procedures for working with utility companies that provide services to City of Lakewood residents and businesses.
- Provide personnel for structure and facility inspections to determine safety of individual structures (businesses, residences, and public buildings), including during rescue operations and to identify needed repairs (or to implement condemnation procedures when necessary).
- Provide immediate clearance of major thoroughfares and removal of debris to permit emergency rescue operations and movement of emergency vehicles and supplies.
- Assist in facilities protection and emergency repairs to City of Lakewood roads, utilities and other essential facilities.
- Lead debris management operations following a disaster.
- Provide available resources as requested by the Incident Commander.

- Provide emergency traffic control devices such as barricades, flares and temporary signs.
- Inspection and posting of damaged properties.
- Provide traffic engineering support, including the establishment of emergency traffic routes.
- Maintain or repair City facilities damaged as a result of the emergency to ensure the continued function of City operations.
- Coordinate activities for demolishing unsafe structures and monitoring rebuilding during the recovery phase.

Municipal Courts

- Provide representation as part of the Leadership Group, as appropriate.
- Work with law enforcement and the fire service to assist in an advisory role for investigations when requested.
- Work with law enforcement to determine whether criminal conduct occurred in a specific disaster or emergency.
- Coordinate with local emergency responders to assist with investigations.
- Coordinate with other state and federal officials on investigations and potential filing of criminal charges.
- Coordinate the communication and logistics of modifying Municipal Court operations, when needed.

Sustainability and Community Development

- Lead mass care & sheltering efforts for disaster response and recovery.
- Provide policy guidance and direction regarding disaster and post -disaster temporary land use issues, including land use codes, building permitting, temporary housing, and long range planning.
- When available, coordinate funding and response to support housing and homelessness needs issues.



Supporting and Assisting Agencies

The following agencies provide direct assistance and support to Lakewood emergency response efforts and while not directly controlled nor subordinate to the City, the expectation is the following tasks will be performed as requested and necessary. These tasks include, but are not limited to:

Jefferson County Communications Center Authority

The Jefferson County Communications Center Authority (Jeffcom 911) serves as the City's primary safety answering point (PSAP) that receives all 911 calls from residents of the community and dispatches police, fire, and emergency medical services personnel as needed. During an emergency, Jeffcom 911 is expected to provide the following services:

- Receive and manage incoming 911 calls for service.
- Dispatch appropriate resources for emergency response.
- Provide situational awareness to the Lakewood EOC as requested.
- Initiate activation of public warning systems such as LookoutAlert, outdoor warning sirens, and the Integrated Public Alert and Warning System (IPAWS).
- Ensure compliance with all local, state, and federal communications requirements.
- Coordination of communications and provision of communications staff support for field command post(s).

Mile High Flood District

- Coordinate with the EOC and Public Works to provide real-time flood forecasting and notification services; and data related to weather conditions, precipitation, and storm water runoff and flooding.
- Assist Public Works with debris removal from streams, drainage ways, and floodplains.
- Assist Public Works with emergency repairs to stream channels and other drainage infrastructure after a flood, e.g. bank stabilization, erosion control, etc.

Jefferson County Public Schools

- Coordinate response and recovery activities with the EOC.
- Provide for the safety and protection of students, school personnel, and visitors.
- Coordinate with the City and American Red Cross for feeding, sheltering, and transporting persons displaced by disasters.
- When available, provide public transportation assistance for evacuation and relocation efforts through its bus fleet.

Fire Districts & Emergency Medical Services (EMS)

The City of Lakewood is served by three separate and distinct fire agencies: West Metro Fire Rescue, Pleasant View Fire Department and South Metro Fire Rescue. Depending on the location and scale of the incident, the impacted fire district will provide the following activities:

- Assist in the development of EOC protocols, response plans and other appropriate guidance.
- Identify fire and medical response resources available in the area and developing mutual aid agreements for their deployment.
- Activate the EOC as necessary.
- Direct and conduct all types of fire-related responses, EMS response and hazardous materials response.
- Provide all regularly assigned functions relating to fire prevention and response to minimize loss of life and property due to fire.
- Establish a command post and unifying command as appropriate.
- Provide representatives to the EOC.
- Direct and conduct decontamination efforts and providing equipment and staff for this purpose.
- Provide initial communications between the EOC and the affected area when needed and provide the initial damage report to the EOC.
- Provide and coordinate emergency medical transportation to hospitals or other designated emergency medical treatment facilities.
- Provide emergency medical assistance to emergency shelters as available and upon request.
- Provide emergency medical care triage sites.
- Provide concurrent search and rescue operations.
- Assume responsibility and response authority for structural and wildland fires in their respective jurisdictions.

Jefferson County Public Health

- Serve as the lead agency in the development and implementation of Emergency Support Function 8 – Public Health.
- Coordinate all county public health services and operations in incident planning, preparedness, response and recovery.
- Provide necessary support for response to bioterrorist incidents and Medical Countermeasure Management.
- Advise the Lakewood EOC and Policy Group, as appropriate, on matters relating to public health emergency response.
- Provide guidance for the inspection of water supplies, wastewater systems and regulated facilities.
- Provide guidance for methods of disposal of contaminated foods and common household waste.

- Provide public health recommendations as appropriate to the affected community once residents can return to their homes.
- Coordinate public health information and risk communication with other City and County agencies.
- Provide public and environmental health guidance to assist with the proper management and disposal of hazardous and radiological materials in addition to solid waste.
- Conduct epidemiological surveillance and outbreak investigations.
- Coordinate with Colorado Department of Public Health and Environment (CDPHE) for public health emergency response initiatives and guidance.
- Provide guidance to conduct damage assessments for private septic systems.
- Provide public and environmental health guidance for public health safety issues relating to the handling and disposal of debris generated by fires, floods, tornadoes and other debris-generating emergencies.
- Serve as a resource for residents requiring access and functional needs or evacuation assistance.
- Provide public health assessments as directed in designated shelters and coordinate delivery of relevant services.
- Act as Incident Commander for Public Health led incidents.
- Serve as coordination point between county, OEM and Hospitals and community medical facilities.

Jefferson County Human Services

- Maintain a directory of community resources throughout the county.
- When possible, provide a Human Services Emergency Management Liaison to the EOC during disaster response and short-term recovery.
- Ensure children in out of home care and adults under guardianship are accounted for after a disaster and relocating children in out of home care and adults under guardianship as necessary to address safety risks.
- Help to identify any trends related to unmet needs in the community and assist customers to connect with community partners to meet needs that governmental programs are not addressing.
- When possible, provide staff to Disaster Assistance Centers/ Disaster Recovery Centers (DACs/DRCs) to assist customers in enrollment in disaster-related and traditional public assistance programs.

American Red Cross

- Assist with family reunification and disaster welfare inquiries.
- Provide supplies and assistance to fire districts.
- Provide mass care support for victims and families.
- Assist in the provision of crisis counseling.
- In conjunction with Salvation Army, provide mass feeding for victims and emergency workers.

Jefferson County Coroner

- Forensically identify the deceased, determine the cause and manner of death, notify next of kin, and collect and store property that may be found on/or around the body/bodies.
- Conduct a death investigation.
- Care for and remove the deceased.
- Establish a temporary morgue, if needed.
- Provide public information concerning the deceased.
- Coordinate the recovery of remains during and following an incident.
- Implement mass fatalities procedures as needed in the event of an emergency or disaster.

Note: The Coroner's Office has defined a mass casualty incident as a single event that is responsible for the death of more than four (4) people.

Jefferson County Assessor's Office

- Provide valuation data for homes, businesses, and agricultural areas throughout Jefferson County.
- Provide technical expertise.
- Organize and manage data collection and reporting needed to provide total estimated dollar loss.
- Compile cost evaluation reports requested by policy group.
- Coordinate with GIS for data analysis and mapping needs.
- Provide information, as requested, to the City leadership related to projected economic and tax base impacts.
- Provide staff to conduct field damage assessments, when appropriate.

Amateur Radio Emergency Services (ARES)

- Operate the HAM radio network for emergency services in coordination with the Emergency Operations Center.

Salvation Army

- Assist with spontaneous and offered food/beverage donations related to meal service or mass care operations.
- Assist with counseling services in conjunction with Police Victim Advocates.
- Provide other housing and shelter assistance in conjunction with the Red Cross.
- In conjunction with the Red Cross, provide mass feeding for victims and emergency workers.

National Weather Service

- Provide warning and support services for severe weather events, including severe thunderstorm, tornado, high wind, hail, flash flooding, winter storms, dense fog, fire, and planned event support or emergency response.
- Issue weather situation reports before and during a weather and non-weather emergency or disaster.

Direction, Control and Coordination

The City of Lakewood shall exercise control of a large-scale emergency or disaster by using the Incident Command System (ICS). During incidents requiring a multi-jurisdictional response, a unified command system shall be used.

The City Manager shall exercise general direction and control of all City of Lakewood agencies and departments involved in emergency or disaster operations and shall be responsible to the City Council for the coordination of all activities of the City in the execution of this plan.

Each Lakewood agency and department head involved in the execution of this EOP shall be responsible for the emergency operations of his or her department subject to direction of the City Manager and have in place Continuity of Operations Plans to account for unexpected interruptions to business and activities.

If the effects of a disaster require the City of Lakewood to seek outside assistance, the assistance provided shall supplement, not replace, the operations of the City of Lakewood agencies involved. Acquisition of additional resources and all other consequence management activities and multi-agency coordination are conducted by the EOC, when activated. Consequence management includes the actions and support outside the emergency's footprint or scope but affecting members of the

community. This may include public information management, mass sheltering and feeding operations, public health support, and city-wide situational awareness.

Emergency response agencies in the City of Lakewood may request resources through mutual aid arrangements, usually discipline-specific, such as fire, emergency medical services, law enforcement or public works. Each department is required to obtain and maintain needed agreements to fulfill their specific task responsibilities as set forth in the EOP. The Emergency Manager should be made aware of these agreements.

Based on the assessment of emergency conditions by the designated IC, members of the City Leadership Team or their designees may be notified and advised of the situation and the need to report to the EOC or to participate in the Emergency Policy Group.

The Emergency Operations Plans of agencies, businesses, volunteer groups, or any other organization that may have a role in emergency response within the City of Lakewood will be integrated through planning, training, and exercises prior to an emergency. It is recommended that any outside entity with the expectation of responding within the City of Lakewood contact the Lakewood OEM.



National Incident Management System (NIMS)

Homeland Security Presidential Directive 5 (HSPD-5), established in 2003, resulted in the creation of the National Incident Management System. The NIMS provides a standardized approach to the management of large-scale emergencies for both the public and private sectors. A major component of the NIMS is the Incident Command System (ICS) which is a tool used to manage minor to complex incidents. On July 11, 2005, Lakewood City Council adopted NIMS in Resolution 2005-42 as the standard for incident management in the City of Lakewood.

The ICS is designed to begin from the time an incident begins to the time management of on-scene operations is no longer needed. The Incident Commander (IC) is a title that can be assigned to personnel from either the City's Police Department or to any one of the fire protection districts that provide fire suppression services to the City. The structure of the ICS can be expanded or contracted depending on the changing needs of the incident.

The individual designated as the IC has responsibility for all functions. That person may elect to perform all functions or delegate authority for those functions as needed. The IC has overall responsibility for accomplishment of the incident objectives. Tactical and operational control responsibilities remain the role of the agency having jurisdiction and their established Incident Command System. Once personnel assets are on-scene or have arrived at their assigned site, the Incident Commander, or other site lead, will assume responsibility for those personnel assets. Figure 1, below, provides the basic organization present in the field using the Incident Command System.

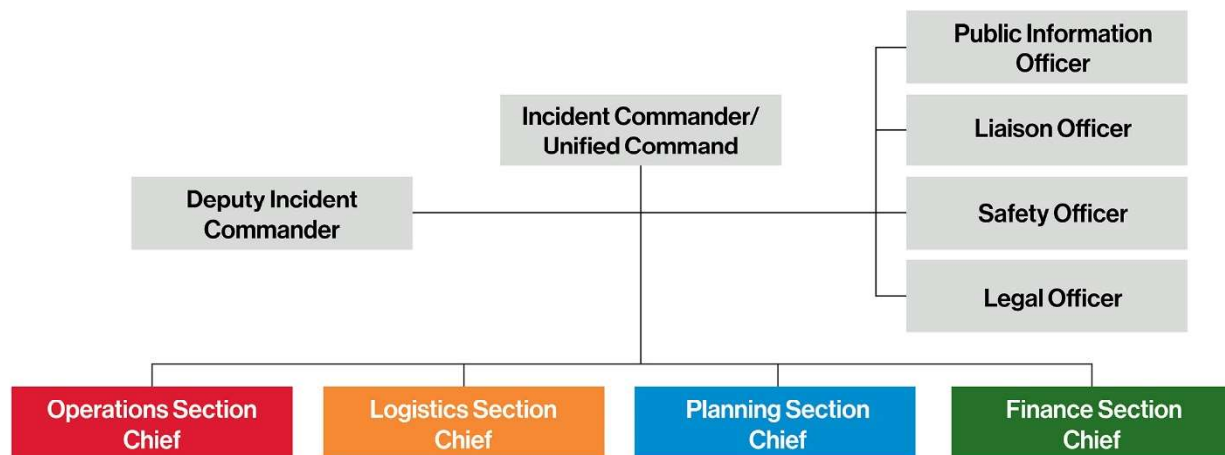


Figure 1 – Incident Command System (ICS) Organizational Structure

General responsibilities for each position above include:

- **Incident Command:** Establish the ICS organization needed to handle the event.
- **Public Information Officer:** Manage all public safety information requirements at the scene and establish a media information center or zones, if necessary.
- **Liaison Officer:** Serve as the point of contact for representatives from assisting and cooperating agencies.
- **Safety Officer:** Evaluate the hazard environment for safety of personnel.
- **Operations Chief:** Manage all tactical operations at the incident.
- **Planning Chief:** Collect situation and resources status information, evaluate, and process the information for use in developing incident action plans.
- **Logistics Chief:** Provide or arrange for all incident support needs such as facilities, transportation, supplies, and personnel.
- **Finance/Administration Chief:** Manage all financial aspects of an incident including time tracking, procurement, and cost.

The functional size and number of positions within the ICS can expand or contract to address the evolving needs as an incident progresses. ICS components during an activation may be adjusted to meet the unique operational needs of each incident. Field-level responders coordinate with the EOC for requesting, acquiring, and allocating resources and information. Appropriate documentation is completed for all tactical assets to ensure the appropriate use and return of assets once an incident has concluded.

Unified Command

Unified Command is an Incident Command System Management process that allows a multi-agency response to a large incident. Unified Command allows agencies who have jurisdictional or functional responsibility for an incident to share command. This is accomplished without losing or giving up agency authority or responsibility. To increase efficiency and foster coordination, a Unified Command should be applied to incidents involving multiple jurisdictions or agencies. A Unified Command is an authority structure in which the role of incident commander is shared by two or more individuals, each already having authority from a different agency and/or discipline. The individuals within Unified Command make joint decisions and speak as one voice.

Information Collection, Analysis and Dissemination



Emergency Operations Center

The City of Lakewood maintains an Emergency Operations Center (EOC) that can be activated when the emergency is of such magnitude that it requires the coordination of the City or inter-jurisdictional resources beyond the capabilities of a single incident command post in the field. The ability to activate the EOC may be made at the request of:

- City Manager, or designee
- Chief of Police, or designee
- Incident Commander of the emergency
- Fire Department Chief, or designee
- Emergency Manager

The multi-agency coordination group working within the EOC provides support as needed to the IC(s) and field operations and is staffed by a team of personnel representing Lakewood Police, Public Works, Community Resources, Information Technology, and Human Resources, as well as other departments or organizations involved in the emergency response. The EOC will be staffed to serve as the coordination point for supplemental resources and intergovernmental assistance.

Specific functions of the EOC include:

- Conducting situation assessments.
- Acquiring and allocating critical resources to incidents.
- Conducting multi-agency coordination.
- Providing summary information by function.
- Coordinating, supporting and assisting with policy level decisions.
- Coordinating with elected and appointed officials (and the Policy Group).

- Coordinating with other EOCs or Multi-Agency Coordination Centers (MACCs) such as neighboring jurisdictions and the state.

These tasks are performed by Emergency Support Functions (ESFs) that provide a common framework for all-hazards response and recovery. The fifteen (15) ESF positions closely correlate with those in the National Response Framework. To better suit the needs of the City, the ESF structure and definitions have been tailored to the support functions needed within the EOC. Each ESF Annex contains a general description of the function, the major response and recovery responsibilities of the function, and identifies primary and support agencies. The ESF structure and matrix is intended to provide an overview of responsibilities for agencies and entities requested for support. Although several of the ESFs are primarily focused on response, other ESFs provide a range of support functions during both the response and recovery phases.

There is an interrelationship between Emergency Support Functions (ESFs) and the concepts of Community Lifelines. While lifelines describe the critical services within a community that must be stabilized or re-established to alleviate threats to life and property, ESFs within the EOC are a method of organizing across departments and agencies, community organizations and industries to enhance coordination and integration for stabilization/re-establishment of lifelines. Therefore, any given ESF may apply to one or more lifeline constructs. The following table delineates the relationship between Community Lifelines and the ESF positions.

Community Lifeline	Contributing ESF(s)
Safety & Security	4, 9, and 13 (Firefighting, Search and Rescue, and Law Enforcement)
Food, Water, Shelter	6, 7, 8, and 11 (Mass Care, Logistics, Public Health, and Animal Care)
Health and Medical	6 and 8 (Mass Care and Public Health)
Energy (Power & Fuel)	1, 3, and 12 (Transportation, Public Works, and Utilities)
Communications	2, 15 (Communications, Public Information)
Transportation	1, 3 (Transportation, Public Works)
Hazardous Materials	10 (Hazardous Materials)

The EOC serves as the primary collection point for information collection and dissemination of critical incident information. During an emergency a wide variety of information elements are needed to drive critical decision making. Information to be collected includes, but is not limited to:

- Status of transportation routes and assets.
- Status of critical assets and infrastructure.
- Availability of responders and support staff.
- Immediate health and safety concerns for the whole community.
- Number of injured and deceased victims.

- Current resource availability and anticipated shortfalls.
- Status of local and regional utilities.

The Planning Section within the EOC maintains responsibility for the collection, analysis, filtering and reporting of incident information. Information collection is performed through a variety of trusted sources, including reports from Jeffcom 911, news reports, radio traffic, report outs from members of the multi-agency coordination group and others. The Situational Awareness Unit within the Planning Section will work to analyze, verify, and filter critical incident information to the rest of the EOC through situation reports and briefings. The EOC Manager will ensure the delivery of this information to the Policy Group. Dissemination of incident information to the public is managed through the Public Information Officer (PIO) and Emergency Support Function 15. Specific information on the methods and processes used for information sharing can be found in Appendix C.

Emergencies will be managed in the field under the plan assignments as set forth herein. The EOC may be activated to help support the assigned agencies and to carry out the additional functions that are needed (e.g. damage assessment, coordination of logistical support, agencies and volunteers, intergovernmental relations, public information support, etc.). The decision to deactivate the EOC will be made jointly by the Emergency Manager, or designee, in consultation with applicable responding agencies based on the needs of the community. Personnel may be deactivated in phases as the needs of the incident will dictate. Figure 2, below, depicts the general organization of the EOC and Policy Group in support of field operations. The structure of the EOC utilizes ICS concepts and best practices.

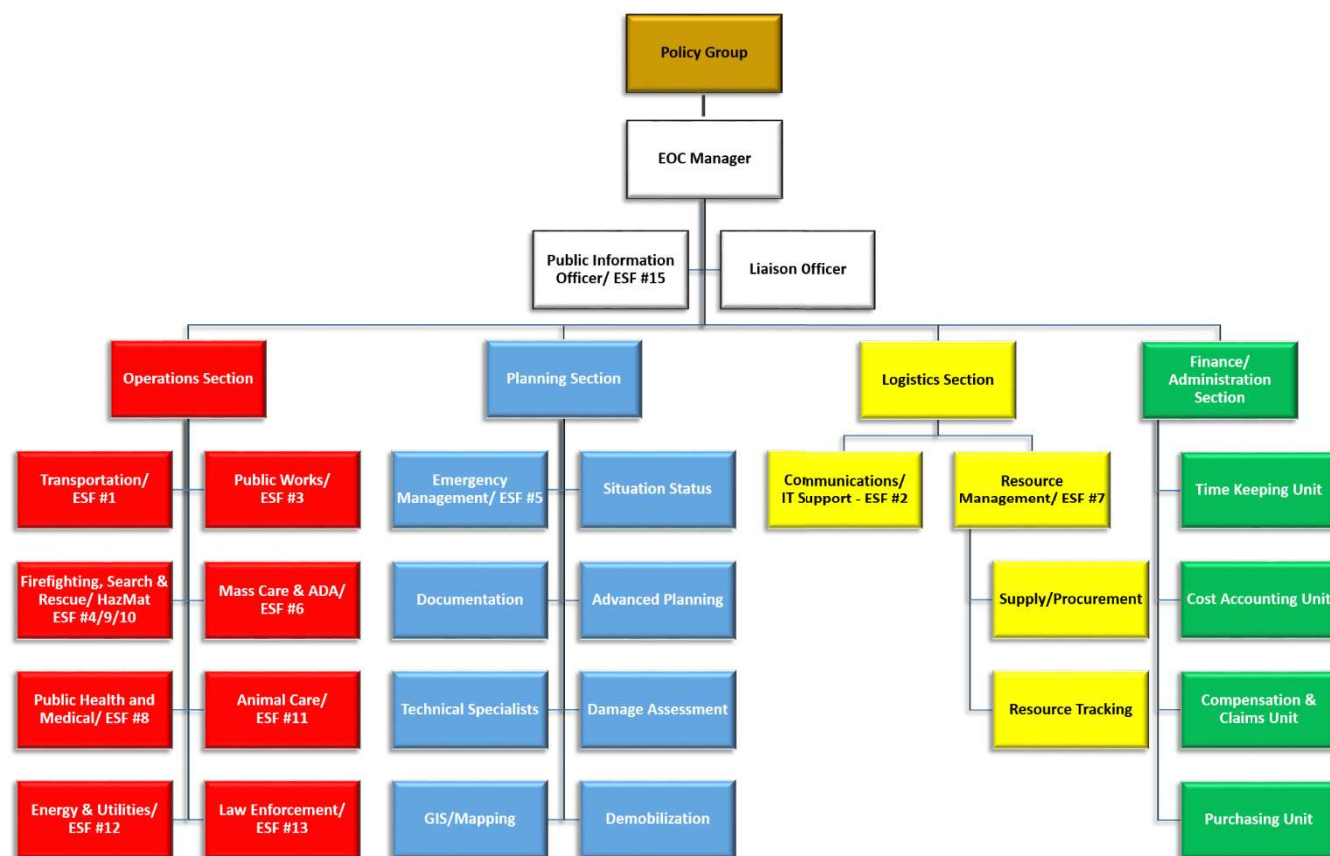


Figure 2, EOC organizational structure



Policy Group

In a disaster or major emergency incident, executive management for the City of Lakewood will convene as necessary to monitor and support the EOC and the IC. Membership of the Policy group includes the City Manager and department heads or designees from all City departments. West Metro Fire Protection District's Fire Chief or their designee is also included in the Policy Group. The decision to activate the Policy Group lies with the Chief of Police or his designee.

Whereas the IC oversees all on-scene tactical operations, the Policy Group should be available to make strategic decisions when the emergency or disaster begins to stress the emergency response system and the community.

The Policy Group will make executive policy decisions, issue or apply for disaster declarations, disseminate damage assessment information, and maintain communication with other city, state or federal representatives.

At the strategic level, the Policy Group must understand and focus on the effects of the incident on the community, including:

- How is the community responding to the incident?
- What are the community priorities?

- What can you do as an official to keep the public calm and informed while also allowing first responders and support staff to operate efficiently?

When making decisions for the community, the Policy Group should start with a few basic questions:

- What do you already know?
- What do you need to know?
- Who has the answers you need?
- What key tasks need to be accomplished?
- What are your priorities?
- Are these priorities known by and in concert with the IC?

By answering these questions, the Policy Group will be better prepared to ensure the safety of the residents, coordinate and cooperate with supporting agencies and stakeholders and obtain situational awareness to solve future problems. The EOC Manager, in conjunction with the Planning Section within the EOC and Chief of Police, will ensure the Policy Group receives the information needed to aid in timely, educated decision-making during the emergency. The Policy Group may have to make unpopular decisions for the greater good of the community. By knowing which questions to ask, the Policy Group can better inform and educate the public about why decisions were made and what residents can do to assist in mitigating the event. The Policy Group will meet in the Police Chief's Conference Room, 445 South Allison Parkway.

Communications



Disaster Response Communications

Communications among response agencies as well as external stakeholders are done in a variety of ways depending on incident requirements. Reliable communication between partners is essential to the success of all components of the EOP. The City of Lakewood, Jefferson County, and surrounding agencies utilize an 800 MHz trunked radio system for primary radio communication which will serve as the main mode of communication between responding agencies during a disaster. Other agency radio communications may occur on different frequency bands or radio operating modes. Additional communication resources available for use include, but are not limited to:

- Cellular phones
- Jefferson County Amateur Radio Emergency Service (ARES)
- Local basic telephone systems
- Email
- Video Teleconferencing
- Satellite phones
- WebEOC
- Microsoft Teams
- Lakewood Intranet (InsideLakewood)

- In-person meetings

Within the EOC, the ESF #2 position coordinates the internal and external systems, processes and protocol needed to communicate during and after an emergency or disaster.

See the North Central Region Tactical Interoperable Communication Plan for more information.



Public Warning

The City of Lakewood utilizes multiple mediums to communicate emergency situations to members of the public. These include but are not limited to:

- Radio (via the Emergency Alert System)
- Television (via the Emergency Alert System)
- LookoutAlert – email, phone, TDD, TTY, and text notifications
- NOAA Weather Radio
- Outdoor Warning Sirens
- Public address systems
- Local news outlets
- Social Media
- Written Media/Press Releases
- City website
- Digital Signage
- Sign Language Interpretation

For more specific information regarding public alert notifications, see the Lakewood Unified Public Notification Plan.

Administration, Finance, and Logistics



Administration

During an emergency or disaster, the City shall determine, if necessary, what normal administrative procedures shall be suspended, relaxed or made optional in order to prevent unnecessary impediments of emergency operations and recovery activities. Such action should be carefully considered, and the consequences should be projected realistically.

This EOP assigns lead and support agencies for all positions outlined within the City's emergency organizational structure. All lead and support agencies are expected to develop and maintain policies and procedures in support of their roles and responsibilities, to include the reassignment of Lakewood employees from their normal job role to emergency duties. It will be the responsibility of the Logistics Section in the EOC to work closely with the Finance and Administration Section to

track costs, including time keeping, during the incident. Tracking employee time spent on emergency operations can be an important aspect of determining disaster costs and opportunities for reimbursement. The City maintains the same timekeeping policies during regular operations and during emergency operations through Workday.

The Lakewood Human Resources Department is responsible for the coordination of worker's compensation and insurance claims that may be a result of an emergency.

Recordkeeping is necessary to facilitate closeouts and to support post recovery audits. At a minimum all records management and retention will follow City of Lakewood administrative regulations.

The City of Lakewood has established policies and procedures for documenting response and recovery operations including cost recovery information, requests for aid, budget control, legal protections, operational efficiency, and other areas. The City's documenting procedures follow and are in accordance with the State of Colorado and FEMA guidelines. More detailed information regarding the documentation of response and recovery operations can be found in Title 3 of the Lakewood Municipal Code.

Both training exercises and real-world activations/use of the EOP should be followed by a written After Action Report (AAR). AARs should, at a minimum, document:

- The activities that took place;
- Any issues;
- Any areas for improvement;
- Successes; and
- An improvement plan with individual/office/agency assignments.

AARs should be reviewed prior to any exercise to ensure that any previous issues are recognized and corrected as successfully as possible.

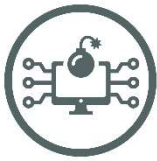


Finance

Disasters can be very costly. In certain cases, emergency funding or reimbursement may come from the state and/or FEMA. In all cases, it is important to accurately track the resources, equipment, personnel and supplies used during the incident. All expenditure and procurement transactions must follow FEMA guidelines. Every department or responding organization must exercise proper oversight throughout the course of the incident to maintain logs, records, receipts, invoices, purchase orders, rental agreements and all other applicable documentation. Proper documentation is necessary to support claims, purchases, reimbursements and disbursements. The Finance and Administration section within the EOC is tasked with ensuring emergency procurement, contracting, and cost tracking is taking place in accordance with relevant policies.

Financial operations may be carried out under compressed schedules and intense political pressures, which will require expeditious actions, which still meet sound financial management and

accountability requirements. At the conclusion of the incident, a comprehensive financial report will be submitted to the City Manager and Emergency Manager.



Logistics

Resources to support the local response to an emergency will include the use of city-owned assets, donated goods, mutual aid, renting and contracting of services. Specialized or hard-to-find resources will be coordinated through the appropriate Emergency Support Function (ESF) or subject matter expert within the EOC. Tactical control of all response assets will lie with the IC in the field while operational control will remain with the home agency. The use of volunteers will be managed within the EOC with support from Lakewood Human Resources, the American Red Cross and Colorado DHSEM. See the Lakewood Volunteer and Donations Management Plan for more information.

The City of Lakewood will require additional personnel, equipment and materials in the event of a large-scale emergency or disaster. This resource gap could include additional fire and law enforcement personnel and equipment, EOC staff, public works crews and equipment to assist in debris clearing and flood response, and staff to assist in large-scale damage assessments, among others. Filling the resource shortage that will inevitably occur will require a coordinated effort amongst neighboring jurisdictions, the private sector, citizens, as well as the state and federal government. The Logistics Section/ ESF #7 in the Lakewood EOC will facilitate the procurement, tracking and demobilization of resources required for emergency response. Identification and procurement of specialized resources will be coordinated with the most relevant ESF position within the EOC. This process includes utilizing resource ordering through the Jefferson County EOC who may then elect to request assistance to the State of Colorado.

Mutual aid agreements assist in obtaining additional resources from government and community agencies and other community organizations. Mutual aid agreements are an essential component of emergency management planning, response and recovery activities and can significantly increase the availability of critical resources and improve response and recovery efforts. During a state of disaster, the City Manager may, on behalf of the City, enter into reciprocal aid, mutual aid, joint powers agreements, intergovernmental assistance agreements or other compacts or plans with other entities as appropriate for the protection of life and property. Such agreements may include the furnishing or exchange of supplies, equipment, facilities, personnel or services and any other topics relevant to planning and response to a disaster.

See the City of Lakewood Resource Management & Mobilization Plan and LMC 1.27 for additional information on procurement and resource ordering procedures.

Plan Development and Maintenance

The Lakewood Office of Emergency has coordinated with relevant City departments; Jefferson County government, and private sector and community organizations in the development of the EOP. The City is committed to developing plans that serve the whole community and their continuous involvement in updates and additions to this and other emergency plans.



Plan Maintenance and Review

The Lakewood Emergency Manager in the Office of Emergency Management has the primary responsibility for ensuring necessary changes and revisions to this plan are prepared, coordinated, published and distributed. This EOP and its supporting documents will be reviewed annually, with a full document update conducted, minimally, every five (5) years. Changes to the plan not requiring formal adoption will be published and distributed to all involved agencies and organizations. Recommended changes will be received by the Emergency Manager and reviewed and distributed for comment on a regular basis. Non-adoption elements of this plan may also be modified by the OEM any time state or federal mandates, operational requirements or legal statutes so require. Once distributed, new editions shall supplant older versions and render them inoperable.

This EOP is continuously monitored and evaluated for its effectiveness, and will be updated after the following:

- When lessons learned from real-world incidents are reviewed;
- When hazard risks or risk areas change;
- When alert and warning or communications systems change; and
- When governmental planning standards for the document in question are changed.

This EOP will be promulgated by the Lakewood City Manager with support from all department directors, West Metro Fire Rescue, and Jeffcom 911.



Training and Exercise

Regular training on the EOP is essential to a successful response to a large-scale incident in the City of Lakewood. Therefore, this EOP will be exercised annually. The scale and scope of the exercise will be determined by the Emergency Manager. An After-Action Review (AAR) will be performed after each exercise or actual event in which the EOP is activated, and will identify strengths, weaknesses, and corrective actions that may need to be made.

Laws, Authorities and References

Federal, state and local statutory authorities and policies provide the basis for local actions in the context of emergency incident management. This plan establishes the coordinating structures, processes and protocols required to integrate the specific statutory and policy authorities of various departments and agencies in a collective framework for action. Acts, statutes, resolutions and other documents that guide EOP development and implementation include:

Federal

- Comprehensive Preparedness Guide 101 version 3
- Emergency Planning and Community Right-to-Know Act of 1986 (Superfund Amendments and Reauthorization Act (SARA) Title III).

- Americans with Disabilities Act of 1990
- Americans with Disabilities Act Best Practices Tool Kit for State and Local Governments
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, and Related Authorities
- Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA)
- The National Planning Framework
- Homeland Security Presidential Directive 5, Management of Domestic Incidents
- Presidential Policy Directive 8: National Preparedness
- Homeland Security Act of 2002
- The Pets Evacuation and Transportation Standards (PETS) Act of 2006
- U.S. Census Bureau – 2010 Census
- Federal ‘Plain Language’ Guidance
- FEMA’s - A Whole Community Approach to Emergency Management Principles, Themes, and a Pathway for Action

State

- Colorado Disaster Emergency Act (CRS 24-33.5-700 Series).
- Colorado State Emergency Operations Plan – 2023

Local

- Jefferson County Hazard Mitigation Plan 2021
- LMC, Title 1, Chapters 25 and 27

Appendix A: Declaring a Disaster



“Disaster” means the occurrence or imminent threat of widespread or severe damage, injury, or loss of life or property resulting from any natural cause or cause of human origin, including but not limited to fire, flood, earthquake, wind, storm, wave action, hazardous substance incident, oil spill or other water contamination requiring emergency action to avert danger or damage, volcanic activity, epidemic, air pollution, blight, drought, infestation, explosion, civil disturbance, or hostile military or paramilitary action.

The Colorado DHSEM is available to provide advice and technical assistance to the City, and to provide state resources or coordinate other supplemental assistance in support of local emergency management actions. A formal declaration of a disaster by the City Manager pursuant to LMC 1.25.040 and 1.27.060 may be required to receive or expedite state assistance. Although not required, it is strongly recommended that a formal disaster declaration be forwarded to the DHSEM and Jefferson County’s Commissioners. DHSEM is also the state agency responsible for processing requests for state and federal disaster assistance.

Pursuant to the authority granted in LMC 1.27.060, only the City Manager, or his or her designee, shall have the power to declare a state of disaster. A disaster emergency shall be declared by executive order or proclamation of the City Manager if the City Manager finds a disaster has occurred or that such occurrence or the threat thereof is imminent. The declaration of disaster shall be in writing and shall describe the nature of the disaster, the area threatened, the conditions that have brought it about and the conditions that would remedy it. The Emergency Manager, in consultation with the City Manager, Chief of Police, and City Attorney, will author the declaration to include the nature of the disaster and the known and anticipated impacts. The City Manager’s Office shall be responsible for the prompt publication and dissemination of information to the public and shall file the declaration with the City Clerk and forward a copy to the Colorado DHSEM.

Pursuant to the authority granted in LMC 1.27.070, the issuance of a declaration of a state of disaster or emergency shall automatically empower the City Manager to exercise any and all of the disaster and emergency powers permitted by state and local law and shall activate all relevant portions of the EOP. The City Council shall convene to perform its legislative powers as the situation demands and shall receive reports from the City Manager or his or her designee. The City Council may enact policy and other incident support as required. Nothing in LMC 1.25 or 1.27 shall abridge or curtail the powers of the City Council.

A state of disaster shall generally remain in effect until the City Manager declares that the threat of danger has passed or that the disaster or emergency condition no longer exists. However, a state of disaster shall not be continued or renewed for a period in excess of seven (7) days unless a majority of the City Council members present, at a duly posted meeting, approves a longer duration. The City

Council may, by motion, terminate a state of disaster or emergency at any time, and the City Manager's Office shall immediately issue a notice to this effect.

Any declaration continuing or terminating a state of disaster or emergency shall be filed with the City Clerk, and a copy shall be forwarded to the Colorado DHSEM.

Reasons to Declare a Disaster

- To gain access to TABOR and other emergency reserve funds.
- To qualify for certain types of federal and state disaster assistance.
- To activate local and inter-jurisdictional emergency plans and mutual aid agreements.
- To support the enactment of temporary emergency restrictions or controls (e.g., curfews, price controls).
- To streamline City purchasing rules in support of disaster response and recovery.

Documentation of Costs

Careful documentation of all disaster-related costs and expenditures shall begin at the onset of any emergency to establish eligibility for possible reimbursement under state and federal assistance programs. Records of both contract and Lakewood staff personnel costs shall be maintained, including site photographs, labor records, supply and material receipts, purchase orders and contracts.

Upon initial notice by the City of a declaration of a disaster emergency, the Colorado DHSEM will determine if the local commitment is substantial by examining:

- Use of contingency funds.
- Use of unrestricted fund reserves.
- Delay or postponement of ongoing projects to divert resources, including financial resources, to address disaster emergency impacts.

State and Federal Assistance That May Be Available

Potential assistance available to individuals:

- Temporary housing
- Repairs to owner-occupied residences
- Financial assistance with mortgage payments
- Disaster unemployment assistance
- Disaster loans
- Agriculture assistance
- Distribution of food coupons
- Individual and family grants
- Legal services
- Consumer counseling
- Social security assistance
- Veterans assistance

Assistance Available to State and Local Governments

- Snow removal
- Debris removal
- Emergency protective measures for the preservation of life and property
- Repair or replacement of roads, streets, bridges
- Repair or replacement of water facilities
- Repair or replacement of public buildings
- Repair or replacement of public utilities
- Repair or restoration of arts, parks, museum and recreational facilities
- Repair or replacement of private nonprofit educational, utility, emergency, medical, and custodial care facilities
- Disaster loans
- Activation of special teams for hazmat incidents, decontamination assistance and medical triage.

20_____

Declaration of Disaster Emergency

WHEREAS, the City of Lakewood, Colorado, has suffered a disaster caused by (floods, snow, etc.) which occurred on_____; and,

OR

WHEREAS, the City of Lakewood, Colorado, is faced with the threat of *imminent* disaster caused by (floods, snow, etc.); and,

WHEREAS, the City's home rule authority and C.R.S. 24-32-2101, *et. seq.*, provide for a method of declaring a disaster emergency; and,

WHEREAS, it is necessary to activate the response and recovery aspects of any applicable Lakewood and inter-jurisdictional disaster emergency plans and authorize the furnishing of aid and assistance under such plans: and,

IT IS THEREFORE DECLARED that a local disaster exists for a period of seven (7) days from the date of this declaration pursuant to section 1.25.040 of the Lakewood Municipal Code, unless renewed or extended by the Lakewood City Council.

DATED THIS _____DAY OF _____ 20__

CITY MANAGER

20____.

A RESOLUTION
RENEWING AND EXTENDING THE DECLARATION OF DISASTER
EMERGENCY DATED _____, 20____

WHEREAS, the City of Lakewood, Colorado, has suffered a disaster caused by (floods, snow, etc.) which occurred on _____; and,

WHEREAS, the City's home rule authority and C.R.S. 24-32-2101, *et. seq.*, provide for a method of declaring a disaster emergency; and,

WHEREAS, it is necessary to activate the response and recovery aspects of any applicable Lakewood and inter-jurisdictional disaster emergency plans and authorize the furnishing of aid and assistance under such plans; and,

WHEREAS, a Declaration of Disaster Emergency was declared on _____, 20____ and it is necessary for said Declaration to be renewed and extended.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Lakewood, Colorado, that:

SECTION 1. The Declaration of Disaster Emergency declared on _____, 20____, is hereby renewed and extended until such time as City Council declares that the state of emergency has passed.

SECTION 2. This Resolution shall be in full force and effect upon its passage and approval.

INTRODUCED, READ AND ADOPTED by a vote of ____ for and ____ against at a meeting of the City Council on _____, at Lakewood City Hall, Civic Center South, 480 South Allison Parkway, Lakewood, Colorado.

Appendix B: Lead and Support Agencies



The lead and supporting agency descriptions are listed below to identify which City departments and other agencies are responsible for the primary direction and control of the incident or function. While numerous agencies may respond and assist for any emergency, the following Lead Agencies are responsible for the overall coordination of the City's activities as they relate to the emergency or function listed:

Incident / Event / Action	Lead Agency	Supporting Agencies
Acts of Terrorism	Lakewood Police Department	Fire District Emergency Manager
Airplane Crash	Fire District	Lakewood Police Department Jefferson County Coroner
Casualty identification, burial, appropriate storage and disposition of bodies	Jefferson County Coroner	Lakewood Police Department Jeffco Health
Civil Disturbance	Lakewood Police Department	Fire District
Communications	Lakewood Police Department	Fire District Information Technology Department
Cyber Incident	Information Technology	Lakewood Police Department
Dam Failure	Lakewood Police Department	Fire District Public Works Emergency Manager
Damage Assessment	Public Works	Finance Department Community Resources Emergency Manager
Debris Removal	Public Works	Community Resources
Decontamination	Fire District	Lakewood Police Department Emergency Manager
Earthquake/Landslide	Lakewood Police Department Fire District Public Works	Emergency Manager
Emergency Operations Center	Emergency Management	Police/Fire/Public Works Personnel
Emergency Operations Center – Policy Group	All Department Directors	Emergency Manager

Incident / Event / Action	Lead Agency	Supporting Agencies
Epidemic Control/Biohazard	Jefferson County Public Health	Jefferson County Emergency Management
Explosion	Fire Districts	Lakewood Police Department Lakewood Emergency Management Lakewood Public Works Dept. Jefferson County Bomb Squad
Facilities Protection	Lakewood Police Department	Lakewood Public Works Dept.
Financial Records	Lakewood Finance Department	Lakewood Information Technology Department Lakewood City Clerk's Office
Fire (Structure & Wildland)	Fire Districts	Lakewood Police Department Community Resources Department
Flood	Lakewood Police Department	Lakewood Public Works Dept. West Metro Fire
Hazardous Materials	Fire Districts (Control & Containment) Lakewood Emergency Management (recovery & disposal)	Lakewood Police Department Lakewood Public Works Dept.
Lightning	Fire Districts	Lakewood Police Department
Medical	Fire Districts	Lakewood Police Department
Power Failure	Lakewood Police Department	Lakewood Public Works Dept. Xcel Energy
Public Information	Lakewood City Manager's Office	Lakewood Police Department Community Resources Department
Recovery Coordination	Lakewood Emergency Management	Lakewood Public Works Dept.
Resources and Needed Equipment Attainment	Lakewood Finance Department	Lakewood Emergency Management
School-Related Incident	Jefferson County Schools	Lakewood Police Department
Transportation/Street Maintenance	Lakewood Community Resources RTD Lakewood Public Works Dept.	Jefferson County Schools Lakewood Police Department Lakewood Emergency Management
Tornado	Lakewood Police Department Fire Districts Lakewood Public Works Dept.	Lakewood Emergency Management
Vital Records	Lakewood City Clerk's Office	All Department Heads
Warning and Notification	Lakewood Police Department	Fire Districts Lakewood City Manager's Office Jeffcom 911
Winter Storm	Lakewood Police Department	Lakewood Public Works Dept. Lakewood Emergency Management Community Resources Department



Appendix C: Emergency Support Functions

The National Response Framework provides for guiding principles that enable federal, state and local agencies the ability to prepare and provide a unified response to disasters and emergencies. As part of the National Response Framework, Emergency Support Functions (ESFs) are the primary mechanism to help responders organize those activities/tasks typically required at a large-scale emergency. The following ESF's (ESF 1 thorough 15) are provided as an organizational and informational decision aid.

- ESF-1 Transportation
- ESF-2 Technology & Communications
- ESF-3 Public Works
- ESF-4 Fire
- ESF-5 Emergency Management
- ESF-6 Mass Care, Housing and Feeding
- ESF-7 Resources and Logistics
- ESF-8 Public Health & Medical Service
- ESF-9 Search & Rescue
- ESF-10 Hazardous Material Response
- ESF-11 Animal Care & Natural Resource Issues
- ESF-12 Public Services & Infrastructure Restoration
- ESF-13 Law Enforcement
- ESF-14 Recovery & Mitigation
- ESF-15 Public Information

Lead and Support Agency Designations

	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
	Transportation	Technology/Comms	Public Works	Firefighting	Emergency Management	Mass Care, Housing & Human Services	Resource & Logistics	Public Health, Medical & Mental Health Services	Search & Rescue	Hazardous Materials	Animal Issues/Natural Resources	Energy & Utilities	Law Enforcement	Recovery & Mitigation	Public Information
L = Lead Agency S = Support Agency															
City Manager's Office														L	L
City Attorney's Office														S	
Community Resources	L		S	S		S	S		S		S			S	S
Facilities & Infrastructure						S	S								
Information Technology		L												S	
Police Department	S	S		S	L		S	S	S	S	L	S	L	S	S
Public Works	L		L				S					L		S	
Finance Department							L							S	
Sustainability & Community Dev.						L									
Non-City Agencies															
West Metro Fire (or primary fire district)		S		L	S		S	S	L	L		S			S
Amateur Radio Emergency Services		S													
American Red Cross						S	S								
Jeffco Animal Response Team											S				
Jefferson County R-1 Schools	S					S	S								
RTD	S														
Salvation Army						S	S								
Jeffcom 911		L													
Jefferson County Public Health								L							

ESF 1 - Transportation

Purpose: Provide for the coordination, control and allocation of transportation assets in support of the movement of emergency resources, including the evacuation of residents and the distribution of food and other supplies.

Lead Agency: Lakewood Community Resources Department, Lakewood Public Works Department

Support Agencies: Lakewood Police Department, Jefferson County School District, R-1 Security, Regional Transportation District (RTD)

Roles and Responsibilities

1. The Incident Commander, operating through the Incident Command System will determine the need and priority for transportation resources.
2. When requested by the Incident Commander, the EOC can be activated to support transportation activities.
3. Once activated, the ESF #1 position will:
 - a. Assess and report the availability of transportation resources
 - b. Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
 - c. Develop a transportation plan to support EOC and Incident Comm and Operations which identifies routes of ingress and egress; thus facilitating the movement of response personnel, the affected population, and shipment of resources and material.
 - d. Arrange for the acquisition or use of required transportation resources
 - e. Coordinate with the Planning Section to determine the status of transportation routes in and around the affected area
 - f. Coordinate the delivery of transportation resources with the IC staff

ESF 2 -Technology & Communication

Purpose: Provide radio, telephone, geographic information systems (GIS), GPS, computer support and cybersecurity response and recovery support.

Lead Agency: Lakewood Information Technology, Jeffcom 911

Support Agencies: Lakewood Police Department, West Metro Fire Rescue, Amateur Radio Emergency Services

Roles and Responsibilities

The EOC Manager will request Lakewood Information Technology to activate this ESF, as needed, to meet established or anticipated needs for communication, information technology, geographic information systems, and computer support needs during disaster response and recovery operations. Once activated the ESF #2 position will:

- Install, activate, and maintain telephone, radio and GIS systems for the EOC
- Establish contact/coordination with the EOC staff, Incident Command (IC) staff(s) as appropriate
- Determine current and anticipated telecommunications and IT needs based on information provided by the IC and EOC staff
- Contact supporting agencies to determine the availability of telecommunication and IT resources to meet current and anticipated needs
- Keep EOC staff informed of system failures and restoration activities
- Assess and report the availability of resources
- Ensure coordinated production of technical data (collection, analysis, storage, and dissemination)

ESF 3 -Public Works

Purpose: Maintain and restore public roads, bridges, public transportation systems and drainage facilities. Support the protection, emergency repair and restoration of infrastructure (i.e. electrical, gas, communications, water and wastewater systems). Provide for engineering and traffic support for incident operations. Act as the lead department in debris removal and damage assessment operations.

Lead Agency: Lakewood Public Works Department

Support Agencies: Lakewood Community Resources Department, Urban Drainage and Flood Control District, Jefferson County Public Health

Roles and Responsibilities

The EOC Manager will request Public Works to activate this ESF as needed to meet established or anticipated needs for support during disaster response and recovery operations. Once activated, ESF #3 will:

- Establish contact/coordination with the EOC staff, Incident Command staff(s) as appropriate
- Determine current and anticipated Public Works needs based on information provided by the IC staff
- Contact supporting agencies to determine the availability of resources to meet current and anticipated needs
- Maintain current status on all construction/engineering activities being conducted
- Provide updates for Situation Reports and Briefings
- Coordinate the delivery of public works and engineering support with the IC staff, EOC staff, or appropriate agency.
- Identify un-met needs to ESF #5-Emergency Management who will coordinate and request County, State and Federal assistance through the Jefferson County EOC.

Debris Removal

The Public Works Department is responsible for the debris removal functions and will work in conjunction with support agencies, trash removal companies, waste management firms, and trucking companies, to facilitate the debris clearance. Initially, debris will be placed in temporary holding areas until such time as a detailed plan of debris collection and disposal is prepared. Debris collection sites will be located on public property when feasible to mitigate any potential liability exposures. The sites will be under the control of the Director of Public Works. Site selection criteria will be developed based on such factors as ownership, ease of access, size of parcel, surrounding land uses, and environmental conditions. Public Works will be responsible for removing debris in the public right-of-way. Only when it is deemed in the public interest will debris be removed from private property.

The debris removal process must be initiated promptly and conducted in an orderly manner in order to protect public health and safety following a catastrophic event. The first priority will be the clear debris from key roads in order to provide access for emergency vehicles and related resources into the impacted area.

The second priority will be the elimination of debris related to public health and safety concerns. This will include such concerns as the repair, demolition, or barricading of damaged and structurally unstable buildings, systems, or facilities that pose a danger to public safety.

Because of the limited quantity of resources and service commitments following the disaster, the City of Lakewood will rely heavily on private contractors to remove, collect, and manage debris.

The Public Works Department will also develop and maintain a list of approved contractors who have the capability to provide debris removal, collection, and disposal in an expeditious and environmentally sound manner following a disaster.

The following is a list of possible temporary holding sites:

- 7th and Depew
- Bear Creek Greenbelt east of greenhouse

ESF 4 -Firefighting

Purpose: Provide for the mobilization, deployment and coordination of fire district resources to combat urban and wildland fires.

Lead Agency(s): West Metro Fire Rescue, South Metro Fire Rescue, Pleasant View Fire Department.

Support Agencies: Lakewood Police Department, Lakewood Community Resources

Roles and Responsibilities

The EOC Manager will request the activation of this ESF, as needed, to meet established or anticipated needs for firefighting support during disaster response and recovery operations. Once activated, this ESF will:

- Determine current and firefighting needs based on information provided by the IC staff
- Establish contact and coordination with on-scene command as appropriate.
- Assess and report the availability of resources and report to EOC staff.
- Coordinate the delivery of resources.
- Identify any current needs and report to EOC staff.
- Request mutual aid support including state and federal assistance through Colorado Division of Homeland Security and Emergency Management.
- Coordinate the delivery of firefighting support with the IC or EOC staff

ESF 5 -Emergency Management

Purpose: Responsible for supporting the overall activities of the City of Lakewood as they relate to emergencies and disasters. Provides the management function to support the City of Lakewood's Emergency Operations Center and acts as a liaison with state and local agencies. This includes the collection, analysis and disseminating of critical information on emergency operations for decision making purposes.

Lead Agency: Police Department – Office of Emergency Management

Support Agencies: West Metro Fire Rescue

Roles and Responsibilities

The EOC Manager will activate this ESF, as required, to meet current and anticipated special event, response and recovery operations. Once activated, this ESF will:

- Assist with initial notification of an incident, including activation of City Warning Systems.
- Assess the situation to determine the level of EOC involvement, priorities and immediate action requirements.
- Notify Jeffcom 911 and Jefferson County Emergency Management of EOC activation.
- Establish direct communications with incident commander(s) and affected jurisdiction(s).
- Compile information and display reports as appropriate in the EOC.
- Notify State Office of Emergency Management/ Watch Center of situation at (800) 509-2422.
- Conduct EOC briefings as appropriate.
- Collect, evaluate, and disseminate emergency information.
- Support essential City actions to warn, evacuate, and initiate EOC operations.
- Coordinate requests for support from external agencies.
- Request status reports as appropriate from affected agencies and communities.
- Manage and coordinate resources, facilities, personnel, equipment as required in the EOC.
- Establish 24 hour EOC staffing requirements.
- Implement financial tracking systems in the EOC.
- Assess and document damages and report to City staff and to county and State.
- (See Rapid Needs Assessment Plan for more information)
- Determine need to declare a local disaster.

ESF 6 -Mass Care, Housing and Feeding

Purpose: Manage and coordinate emergency temporary sheltering and feeding of disaster victims. Provide temporary housing, food and clothing, in support of the City of Lakewood's emergency and disaster relief efforts.

Lead Agency: Lakewood Sustainability and Community Development

Support Agencies: Lakewood Community Resources; Facilities & Infrastructure Operations; Police Department – Office of Emergency Management, Animal Control, and Victim Advocates; American Red Cross, Salvation Army, Jefferson County R-1 Schools, Jefferson County Human Services

Roles and Responsibilities

Activated by the EOC Manager in the event that residents of the City of Lakewood are displaced from their homes by floods, wildfires or other natural disasters, or are forced to leave their homes due to a power failure or accident involving hazardous materials. Once activated, this ESF will:

- Assess the situation to determine the need for mass care, sheltering and human services
- Coordinate shelter locations and anticipated opening times
- Identify logistical needs to ESF #7
- Coordinate potable water, food, restroom facilities & solid waste disposal needs
- Request status reports as appropriate from shelter coordinators
- Coordinate volunteer support to sheltering needs
- Ensure the availability of sheltering for individuals with animals.
 - The preferred method to shelter individuals with animals will be to co-locate them in the primary emergency shelter, in accordance with American Red Cross Policy.
 - If co-location of animals at the primary shelter is not feasible, a secondary shelter specific to sheltering individuals with animals may be considered.
 - Lakewood Animal Control will coordinate the support required to evacuate, shelter, and transport individuals with animals through the support of staff, volunteers, non-governmental organizations, or private contracts.

Shelter Selection:

- On-scene command personnel with the police or fire departments shall determine as early in the incident as possible, of the need to evacuate citizens.
- Shelter location(s) shall be determined based on the nature of the event, wind direction, ease of access, number of citizens that will be housed and fed at the facility and ability to light and heat the shelter area. Generally, high schools offer the best accommodations as a public shelter.
- See the Lakewood Shelter Plan for additional information.

ESF 7 -Resources and Logistics

Purpose: Secure resources through mutual aid agreements, volunteer organizations, and procurement procedures for all ESFs, as needed. Coordinate and document all resources needed during the initial response and recovery operations, to include personnel, equipment, supplies, facilities, and services.

Lead Agency: Lakewood Finance Department

Support Agencies: West Metro Fire Rescue, Facilities & Infrastructure Operations, Lakewood Public Works Department, Lakewood Community Resources Department, American Red Cross, Police Department – Emergency Management.

Roles and Responsibilities

The EOC Manager will activate this ESF, as required, to meet current and anticipated special event, response and recovery operational needs. The coordination of resources and logistical support to response and recovery operations is a core function of the Emergency Operations Center. Once activated, this ESF will:

- Develop and maintain an up-to-date directory of key contacts for goods, supplies, facilities and services.
- Pre-arrange for contracts for equipment, supplies and services during disaster
- Establish emergency purchase authorization procedures and identify authorized vendors
- Develop and maintain detailed logs of resource requests and disbursements and records of expenditures.
- Work with other appropriate ESFs to determine potential donation needs.
- Establish donations guidelines for the public.
- Establish liaison with on-scene command posts/incident commander(s).
- Order personnel, equipment and supplies to support EOC operations.
- Store and distribute supplies and services as needed.
- Set-up and distribute supplies and services as needed to support the incident.
- Secure mutual aid agreements with other agencies and jurisdictions
- Authorize the acquisition, distribution, use and maintenance of essential emergency resources and personnel.
- Acquire needed food and support supplies for the incident.
- Ensure all personnel time on the event is recorded.
- Collect all cost information and provides cost estimates to support EOC staff members.
- Provide administrative paperwork associated with contract services.

ESF 8 -Public Health, Medical, & Mental Health Services

Purpose: Coordinate public and environmental health guidance during epidemics, disease/virus outbreaks and other health emergencies up to and including crisis counseling and behavioral health services. The Jefferson County Coroner's Office will be requested for death investigation, removal, forensic identification, and documentation of human remains.

Lead Agency: Jefferson County Public Health, Jefferson County Coroner's Office

Support Agencies: West Metro Fire Rescue, Jefferson County Office of Emergency Management

Roles and Responsibilities

The EOC Manager may activate this ESF as needed to support a wide range of coordinated/directed activities to support public safety, public health and human services. When a mass casualty or complex event occurs in Lakewood, multiple disciplines may be called into action to provide this support and resources.

- Coordinate all public health requests.
- Collaborate to determine overall situation assessment of public health, and environment needs within Jefferson County.
- Coordinate with regional, state and federal agencies to determine mutual aid/assistance needs.
- Support and coordinate the public health and environment activities with the incident command staff(s).
- Issue quarantine and isolation orders
- Collaborate to determine and identify public health hazards and potential hazards created by a disaster (e.g. asbestos in building debris, contaminated water, sewer system problems, etc.).
- Collaborate to determine and identify public health needs in affected areas and develop response strategies.
- Provide disease control, surveillance and investigation.
- Collaborate to determine and coordinate health, environmental and medical related public information with the designated Public Information Office(s) in the field or at the County EOC.
- Identify un-met needs to the EOC staff.
- Track and document public health and environment related activities, costs, and support until no longer needed for field operations.
- Ensuring that individuals with access and functional needs (AFN) are considered, providing accessible medical countermeasure sites, and coordinated support during public health emergencies.

* Depending on the size and scope of the incident, Public Health, Coroner's Office, or Hospital representatives may be located at the Jefferson County EOC rather than the Lakewood EOC.

ESF 9 -Search and Rescue

Purpose: Locate, identify and rescue persons lost or trapped in buildings or other structures. Provide for specialized emergencies and rescue operations. Provide search and rescue (SAR) assistance as needed.

Lead Agency: West Metro Fire Rescue, South Metro Fire Rescue, Pleasant View Fire Department.

Support Agencies: Lakewood Police Department., Lakewood Community Resources Department

Roles and Responsibilities

The EOC Manager may activate this ESF as needed to support a wide range of coordinated/directed activities to support public safety, public health and human services. When a mass casualty or complex event occurs in Lakewood, multiple disciplines may be called into action to provide this support and resources.

- Establish contact with Incident Commander(s) to determine specific Search and Rescue (SAR) and Urban Search and Rescue (USAR) needs.
- Identify SAR resource needs and shortfalls.
- Identify and contact mutual aid and regional resources in support of current and anticipated needs.
- Coordinate reception of state and federal SAR resources.
- Track and document all SAR activities and support.
- Update SAR status during periodic EOC briefings.

ESF 10 -Hazardous Materials

Purpose: Provide initial response, control and clean-up actions as they relate to an uncontrolled biological or related release in the community.

Lead Agency: West Metro Fire Rescue, South Metro Fire Rescue, Pleasant View Fire Department

Support Agencies: Lakewood Police Department, Adams/Jefferson County Hazardous Materials Response Authority.

Roles and Responsibilities

West Metro Fire Rescue, serving as the Designated Emergency Response Authority (DERA), is responsible for the response to hazardous materials incidents within the City of Lakewood. The EOC Manager may activate this ESF as needed to provide response to potential or actual hazardous materials incidents. It will provide for inspection, containment and oversight of cleanup of hazardous materials accidents or releases.

- Establish initial command. Participate and support unified command as appropriate.
- Assist with the notification of response and support agencies.
- Provide initial incident assessment by determining the type of hazardous material and its effects by utilizing available resources.
- Provide for safety of responders and citizens to the best of their ability.
- Contain and control the hazardous material and secure the area.
- Provide medical services, including the establishment of a triage area, on-duty treatment, and transport to coordinate receiving facilities.
- Conduct search and rescue operations.
- Establish a decontamination area.

ESF 11 -Animal Care and Natural Resources

Purpose: Provide for the evacuation, transportation, decontamination, care, shelter, treatment and disposal of companion animals, livestock and wildlife impacted by a large-scale emergency including the protection of natural and cultural resources.

Lead Agency: Lakewood Police Department – Animal Control Unit

Support Agencies: Jefferson County Animal Response Team (J-CART), Lakewood Community Resources Department.

Roles and Responsibilities

This ESF will be activated by the EOC Manager in response to current or anticipated impacts to cultural, environmental, agricultural or natural resources. The ESF #11 component of a response may be multi-faceted depending on impacts specific to the environment, agriculture, or natural resources.

- Establish liaison with incident commander(s), to determine specific animal control issues.
- Identify the needs and means of animal evacuation, sheltering, care, collection and disposal.
- Activate the J-CART team.
- Support and coordinate animal-related activities with EOC staff.
- Coordinate mutual aid support as needed.
- Identify animal related response and recovery shortfalls with EOC staff.
- Coordinate reception of state and federal animal response and recovery mutual aid resources/state animal response team – SART, and veterinary medical assistance team-VMAT.
- Identify the needs and means of animal evacuation, sheltering, care, collection care, euthanasia by a veterinarian when necessary and disposal as needed.
- Work with stakeholders and subject matter experts to determine needs and priorities for security and access to natural, environmental, cultural, and historic resources.
- Provide documentation of all activities.
- Track and document animal response and recovery activities until no longer needed.
- Provide updates to EOC staff.
- See the Lakewood Animal Management Plan for further information.

ESF 12 - Utilities

Purpose: Provide for the rapid restoration of emergency government services, roads, bridges and publicly held critical infrastructure and facilities. Coordinate the rationing and distribution of emergency power and fuel. Support the restoration of private sector critical infrastructure.

Lead Agency: Lakewood Public Works Department.

Support Agencies: Xcel Energy, CenturyLink, private sector utilities, water and sanitation districts.

Roles and Responsibilities

This ESF will be activated by the EOC Manager in response to current or anticipated disruptions of public services. Disasters often damage critical infrastructures, such as power and communications lines. Restoration of these assets is critical to community response and recovery efforts.

- Develop an overall situation assessment of the status of critical public services. Gather status information from Local providers of critical public services (power, communications, medical services, fuel, food and water).
- Gather information for the expedient restoration of critical services/power communications, medical, fuel, food, or water.
- Work with public service providers to determine needs and priorities.
- Support and coordinate public service restoration activities with incident commander(s) and EOC staff.
- Identify public service restoration needs and shortfalls and report to EOC staff.
- Request state and federal assistance through EOC and Jefferson County Office of Emergency Management.
- Track and document restoration progress and associated costs.
- Provide updates to EOC staff.

ESF 13 – Law Enforcement

Purpose: Provide for the protection of life and property by enforcing laws, orders and regulations; also includes the orderly movement of residents, evacuations and traffic control activities. Provides force and critical infrastructure protection, security planning and general law enforcement assistance, security, traffic and access control, in both pre-incident and post-incident situations

Lead Agency: Lakewood Police Department.

Support Agencies: Colorado State Patrol, Jefferson County Sherriff's Office, Neighboring law enforcement agencies.

Roles and Responsibilities

This ESF will be activated by the EOC Manager in response to current and anticipated threats to public safety, order and the security of lives and property.

- Establish liaison with Incident Commander(s) to determine need and support requirements.
- Develop an overall situation assessment of law enforcement needs.
- Contact neighboring jurisdictions for possible mutual aid support.
- Identify law enforcement resource short-falls.
- Coordinate the staffing in support of EOC, dispatch and field operations.
- Issue evacuation or shelter-in-place orders when necessary.
- Coordinate public alert and warning messages.
- Coordinate an evacuation point and sheltering with ESF 6-Mass Care and Sheltering.
- Track and document law enforcement related activities and related costs.
- Provide situation updates to EOC staff.

ESF 14 – Recovery

Purpose: The policies and concepts in this annex apply to all appropriate departments and external agencies following a disaster that affects the long-term recovery of Lakewood. Based on an assessment of incident impacts, support may vary depending on the magnitude and type of incident and the potential for long-term and severe consequences. This emergency support function will most likely be activated for large-scale or catastrophic incidents that require state or federal assistance to address significant long-term impacts in the affected area (e.g. impacts on housing, business and employment, community infrastructure and social services).

Lead Agency: City Manager’s Office, EOC Policy Group.

Support Agencies: All City Departments, Jefferson County Assessor’s Office, Colorado DHSEM, Jefferson County Human Services Department, American Red Cross, Mile High Flood District, Private Property Owners, Insurance Companies.

Roles and Responsibilities

This ESF will be activated by the EOC Manager when the situation assessment indicates significant potential damage has occurred in Lakewood.

- Coordinating and conducting initial damage assessment efforts to help guide local decision-making and priority-setting and to determine the need for supplemental Federal assistance.
- Coordinating the restoration of essential public services and facilities (e.g., removal of debris from emergency routes, emergency repairs to hospitals and public safety facilities).
- Completing steps for formally requesting Federal disaster assistance when damage assessment results indicate that impacts exceed the resources capacities of State and local governments.
- Coordinating relief resources available from State agencies, other Federal programs and voluntary organizations.
- Coordinating temporary housing for victims of a disaster event.
- Managing unsolicited, undesignated donations of goods and services.
- Coordinating spontaneous, unaffiliated volunteers that emerge in the aftermath of a disaster event.

ESF 15 – Public Information

Purpose: Provide for effective collection, control and dissemination of public information to inform the general public adequately of emergency conditions and available assistance. Coordinate efforts to minimize misinformation during an emergency.

Lead Agency: City Manager's Office.

Support Agencies: Lakewood Police Department, West Metro Fire Rescue, Lakewood Community Resources Department.

Roles and Responsibilities

This ESF will be activated by the EOC Manager in response to current or anticipated public information needs. Activation of this ESF should be considered whenever the EOC is activated. Disaster and preparedness public information is an ongoing responsibility prior to, during and after a disaster occurs.

- Maintain a list of print and broadcast media contacts for public information uses at the EOC.
- Ensure information releases are consistent, accurate and timely and approved by the Incident Commanders.
- In conjunction with Incident Commander(s), establish an on-site Press Area.
- Arrange on-site interviews for news media with appropriate officials and at locations in the field for opportunities to videotape damages or activities at the disaster scene.
- Update websites with current information about the disaster. Include information about evacuated areas, shelter sites and what the current situation is.
- Establish a Joint Information Center (JIC) to coordinate information releases from multiple agencies and jurisdictions when needed.
- Notify news media and conduct scheduled media briefings (a media center or some other location for media briefings can be designated at a site outside of the EOC facility).
- Evaluate need to activate a telephone bank to handle citizen inquiries and to provide/verify information and control rumors if needed.
- Maintain file copies of all public information releases, news releases and citizen inquiries.
- Monitor media broadcasts to ensure accuracy of reports and establish methods for correcting erroneous information and controlling the spread of rumors.
- Provide update on public information activities during the periodic EOC situation briefings and for Situation Reports.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up information about the incident.