



CITY OF LAKEWOOD

**EMERGENCY
OPERATIONS
PLAN**

June 2019

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 Hazard and Incident Response and Recovery Plan, and Colorado Disaster Emergency Act. It provides for the integration and coordination of planning efforts for multiple jurisdictions within Jefferson County.

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. The content is based upon guidance approved and provided by the Federal Emergency Management Agency (FEMA). 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 following the emergency.

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.

A handwritten signature in blue ink that reads "Kathy Hodopon".

Lakewood City Manager

A handwritten date in blue ink that reads "9/5/19".

Date

Record of Changes

Change Number	Date of Change	Name	Summary of Change
2019-01	June 24, 2019	Jesse Miller	Rewrite and restructure of Emergency Operations Base Plan.

Acknowledgement of Responsibilities and Distribution



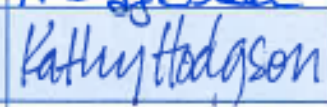

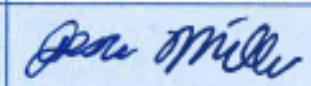

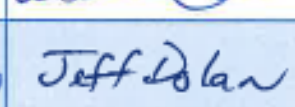


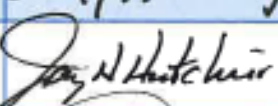


Department	Name	Date	Signature
City Attorney	THOMAS P. LUX	7/19/19	
City Clerk	Margy Greer	7/22/19	
City Manager	Kathryn Hodgson	9/6/19	
Community Resources	Kit Newland	7/23/19	
Emergency Management	Jesse Miller	8/14/19	
Finance	Larry Dorr	8/2/2019	
Human Resources	John	8/12/2019	
Information Technology	MARK FRAY	7/29/19	
Police	DANIEL MCCASKY	09-06-19	
Public Works	JAY HUTCHISON	August 1, 2019	
West Metro Fire Rescue	DON LOMBARDI FIRE CHIEF	7/1/19	
Jefferson County Communications Center Authority (Jeffcom 911)	Jeff Streeter Executive Director	06-26-2019	

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Introduction

The Lakewood Emergency Operations Plan (EOP) has been developed in accordance with the State of Colorado Disaster Emergency Act of 1992, the Federal Emergency Management Agency's Comprehensive Preparedness Guide 101, and the Americans with Disabilities Act, among others. Members of the community, including persons with disabilities, religious groups and representatives of private industry provided input into the writing of this plan. The goal is to provide equitable service to all of our residents, including the aged, children, minorities, and non-English speaking persons, and those with functional or access needs.

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.

Attachments to this EOP will be developed as needed and shall be consistent with applicable ordinances, statutes and this EOP. These attachments shall be called Specific Plans and shall be incorporated into this EOP by reference, without the need for amendment of this EOP. Specific Plans will further outline the various response and recovery activities outlined in this EOP in greater detail. 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 the Specific Plans and this EOP, this EOP shall govern. In the event of a conflict between this EOP and applicable law, the applicable law shall govern. The EOP shall be revised and updated as needed.

Purpose

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. 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.

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 protecting the environment.

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. It also includes other affected response agencies located within the City such as West Metro Fire Rescue, Pleasant View Fire Department and South Metro Fire Rescue, Jefferson County Public Schools, the American Red Cross, and many others. The plan was developed in coordination with support entities such as the American Red Cross, Salvation Army, Colorado Voluntary Organizations Active in Disaster (COVOAD), Radio Amateur Civil Emergency Services (RACES) and other non-governmental organizations.

Situation Overview

This EOP utilizes an all-hazards approach that addresses a full spectrum of complex and constantly changing requirements in anticipation of or, in response to, natural, technological and man-made disasters. The framework and procedures outlined in this plan allow for the coordinated and expeditious response to the threats and hazards faced by the City of Lakewood and the provision of resources and support during and after a disaster. The Lakewood EOP details the specific incident management roles and responsibilities of participating agencies, City departments and enterprises involved in emergency management.

Demographics

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 25% 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, 2016 is estimated to be 155,070. The number of Lakewood residents over the age of sixty-five has increased significantly since 1970, reflecting the national trend and the potential need for services and housing types catering to this group. In 2010 15%

of the City's population was within this demographic. Children under the age of five make up 6% of the City's population.

Hazard Analysis

According to the 2016 Multi-Hazard Mitigation Plan as well as local knowledge and past events, Lakewood is most vulnerable to the following threats:

Natural Disaster:

- Flood
- Hailstorm
- Lightning
- Public Health Emergency (Pandemic)
- Severe Winter Storm
- Tornado
- Windstorm

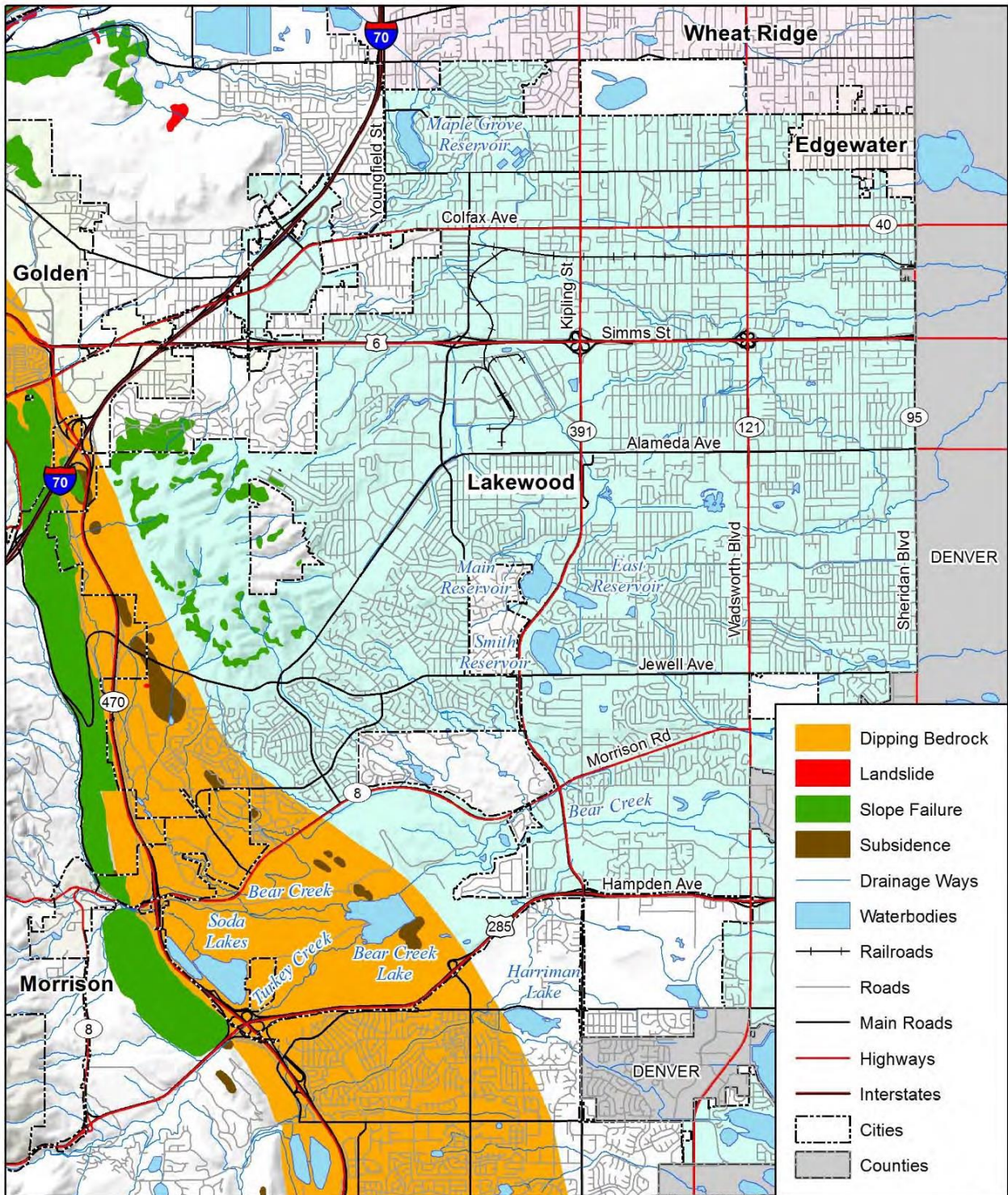
Technological Disaster:

- Dam Failure
- Hazardous Materials Release
- Power Failure
- Transportation Accident

Human-Caused Emergency:

- Civil Disturbance (e.g. riots)
- Cyber Incidents
- Sabotage
- School Violence
- Terrorist Acts

City of Lakewood Geologic Hazards Map (As shown in the 2016 Multi-Hazard Mitigation Plan)



Map compiled 10/2015;
intended for planning purposes only.
Data Source: Jefferson County, CDOT,
NHD

0 1 2 Miles



Capability Assessment

The City of Lakewood has a variety of resources at its disposal during a disaster; these include, but are not limited to: uniformed police and other sworn personnel, public works and community resources. A list of department resources will be located in the Emergency Operations Center (EOC) and maintained by each Emergency Support Function (ESF).

When the need arises for resources 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).

Mitigation Overview

Flooding is Lakewood's most likely potential natural threat. For this reason, the City participates in the National Flood Insurance Program (NFIP), as well as in the Community Rating System (CRS). NFIP and CRS are voluntary incentive programs that recognize and encourage community floodplain management activities that exceed the minimum NFIP requirements.

Lakewood's rating is CRS Class 6, meaning that residents within the City's floodplain are eligible for a 20% discount on flood insurance due to flood risk reduction and flood mitigation measures undertaken by the City and the Urban Drainage and Flood Control District. The City is committed to implementing sound floodplain management practices, as stated in the flood damage prevention ordinance. Ongoing activities include enforcing local floodplain development regulations, which involves issuing permits for appropriate development in Special Flood Hazard Areas and ensuring development is elevated to or above the base flood elevation. Periodic reviews of the floodplain ordinance will ensure the City floodplain management is unambiguous and up-to-date with current law.

Several flood mitigation projects have taken place over the years. These projects, which include floodplain regulations and storm water management such as Lena Gulch and others, have been performed in partnership with Urban Drainage and Flood Control District (UDFCD).

(See the Lakewood Annex (D) of the Jefferson County Multi-Hazard Mitigation Plan for more detailed information on mitigation projects performed by the City of Lakewood.)

Planning Assumptions

The premise of FEMA's National Response Framework and this EOP is that all levels of government share the responsibility for working together in preventing, preparing for, responding to and recovering from the effects of an emergency or disaster event. 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.
- 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 the 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 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.

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.

GENERAL

This EOP coordinates the Citywide, multi-agency response when capabilities and resources of the initial responding agency or the City may be exceeded. Mutual Aid assistance can be requested from the State of Colorado, when authorized, and will be provided as part of an effort coordinated by the Colorado DHSEM operating on behalf of the Governor. The Governor may request assistance from the federal government if the capabilities and resources of both local and the state governments are exceeded.

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.

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. A multi-jurisdictional approach will be required to manage most major incidents effectively, and a unified command should be utilized when appropriate. 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.

Plan implementation, and the subsequent supporting actions taken by the City, are specific to the emergency or disaster situation. Implementation is influenced by the timely acquisition and assessment of reliable information gathered from the incident. This EOP is in effect for preparedness activities, response and initial relief activities when an emergency or disaster occurs or is imminent.

Phases of Emergency Management

Mitigation: Mitigation involves actions to eliminate or reduce the loss of life and property damage related to an emergency. This includes prevention activities that disrupt, preempt or avert a potential incident. Mitigation includes actions to:

- Collect, analyze and apply intelligence, as well as other information.
- Conduct investigations to determine the full nature and source of the 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.

- Analyze threats created by natural hazards and develop action plans to reduce the threat to citizens and property. (See the Jefferson County Multi-Hazard Mitigation Plan – Comprehensive Update April 2016 for more information)

Preparedness: NIMS identifies preparedness actions as:

- Development of plans, procedures, trainings and exercises.
- Pre-deployment of response resources.
- Pre-establishment of Incident Command Posts (ICPs), mobilization centers, staging areas and other facilities.
- Evacuation and protective sheltering.
- Implementation of structural and non-structural mitigation measures.
- Use of remote-sensing technology and risk assessment, predictive and plume modeling tools.
- Private sector implementation of business continuity plans.
- Implementation of mitigation activities.

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. 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.

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

The following responsibilities serve as a basis for actions to be taken by each department and supporting agency in response to an emergency impacting the City. This list is not meant to be an all-inclusive representation of the actions to be taken in response to an emergency.

City Attorney is responsible for:

Pre-Incident

- Preparing 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.

During the Incident

- Functioning as principal legal advisor to the City Manager, City Council, EOC and department heads.
- Providing interpretation of laws and regulations issued by the federal and state governments.
- Preparing the Declaration of Emergency for the City Manager's signature.
- Providing consultation on Americans with Disabilities Act (ADA) compliance issues.

Post Incident and Recovery

- Functioning as principal legal advisor to the City Manager, City Council, Emergency Operations Center and department heads in matters of re-occupation and reconciliation of property ownership and control.

City Clerk is responsible for:

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

City Manager's Office is responsible for:

During the Incident

- 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.
- Coordinating 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 in to mutual aid agreements.

- Initiating formal requests for state and federal financial relief assistance programs.
- Coordination of Public Information Officers (PIOs).
- Coordination of Media Relations.
- Coordination of press releases and press conferences.
- Assuring accuracy of information distributed to the public before, during and after an emergency.
- Coordinating issuance of precautionary health warnings with City and county agencies, (e.g., communicable disease advisories).

Post Incident / Recovery

- Providing 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 is responsible for:

Pre-Incident

- Developing a shelter plan using public and privately-operated schools as well as recreation facilities. Such plans will ensure ADA compliance and address how and where to shelter the immediate families of City employees working the incident. (See City of Lakewood Emergency Shelter Plan)

During the Incident

- Shutting 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.
- Assisting in facilities protection and emergency repairs to City of Lakewood public buildings.
- Providing temporary toilets (to include handicap accessible toilets).
- Designating one staff person per facility to provide support to the shelter facility (if a City facility is used).

- Providing for the safety of any residents 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.
- Providing additional manpower to other departments to assist in emergency response, evacuation or recovery efforts (pending staff availability and ability to perform other department functions).

Post Incident / Recovery

- Advising 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 Department is responsible for:

- 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 to designate skill levels.
- Conducting interviews and placing volunteers based on skill levels, as needed.
- Facilitating medical care and compensation for injured City of Lakewood employees through Worker's Compensation plans.
- Expedited hiring activities to augment City employees (as needed).
- Coordinating recovery activities with City insurance coverage providers.

Finance Department is responsible for:

Pre-incident

- Providing, on an annual basis, a master contractors' list to the OEM. The list will be maintained at the City's EOC.
- Training staff on the proper documentation needed by the State of Colorado or FEMA to secure disaster relief funds.
- Providing 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. These include procedures to record, inventory and distribute equipment and supplies donated by residents.

During the Incident

- Maintaining detailed financial records of all costs accrued during an emergency or disaster operation and preparing reports of the City of Lakewood's financial position.
- Providing overall coordination in the compilation and presentation of requests for disaster relief assistance, when required.
- Assisting in developing and coordinating a damage assessment system that meets state and federal guidelines.

Post Incident / Recovery

- In conjunction with other City Departments, responding to issues such as recovery of monies from insurance providers, state and federal disaster assistance programs, or combination of funding sources.

Information Technology Department is responsible for:

Pre-Incident

- Ensuring the protection of information and communication capabilities against cyber terrorism.

During the Incident

- Ensuring 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 maintained during an emergency event.

City Council is responsible for:

- Performing its legislative powers as the situation demands based on reports from the City Manager or his or her designee.
- Enacting policy and other incident support as required and extending the declaration of disaster emergency beyond the initial seven-day period, if necessary.

Police Department is responsible for:

- Activating the EOC as necessary.

- Establishing and maintaining law and order throughout the City.
- Making the decision for activating the EOC Policy Group and determining which components will be required for staffing.
- Notifying City officials regarding the nature of the emergency or disaster and providing updates to the City Manager and emergency operations staff.
- Receiving and relaying to proper authorities all alerts and warnings concerning the emergency or potential for an emergency in conjunction with City Public Information Officers.
- Establishing and maintaining coordinated radio, digital and wire communications with other public emergency organizations and agencies.
- Assisting with resident notification releases.
- Establishing a field command post and assuming control of on-site disaster scene operations when appropriate and unifying command as appropriate.
- Providing communications between the disaster scene, the IC and the EOC.
- Controlling traffic and access to the scene of an emergency or disaster.
- Evacuating persons who are or may be threatened by an emergency or disaster.
- Establishing mutual aid agreements.
- Gathering intelligence.
- Providing law enforcement assistance to shelters as needed.
- Establishing procedures to secure buildings and areas affected by a disaster.
- Establishing 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.
- Collaborating with the Red Cross to ensure the availability of mental health crisis services.
- Coordination with public health officials, coroner and fire departments for appropriate storage and disposition 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):

Pre-Incident

- Coordination of all City of Lakewood emergency plans.
- Ensuring periodic review of the City of Lakewood's EOP.
- Developing and ensuring currency of City of Lakewood's Continuity of Operations Plan (COOP)
- Ensuring appropriate response agencies and department heads are aware of the assigned responsibilities.
- Coordinating 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.
- Apprising 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.
- Conducting or coordinating 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.
- Conducting and coordinating 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.
- Representing the City when communicating with other city, county, state or national organizations concerned with emergency management.
- Developing and updating resource lists as needed.

During the Incident

- Monitoring the implementation of this EOP.
- Coordinating the emergency response operations of all governmental and support agencies before, during and after an emergency or disaster.

- Informing all appropriate response entities that all applicable components of the NIMS, to include the Incident Command System, should be followed during large-scale emergencies.
- Informing other jurisdictions about emergency and disaster situations.
- Assuring appropriate resident notification via one or more of the City's warning systems (CodeRed, Emergency Alert System (EAS), Outdoor Siren System and others). (See the Lakewood Unified Public Notification Plan for more information).
- Keeping the Colorado DHSEM informed of the emergency or disaster situation.
- Assisting the City Manager and City Council in seeking support from county, state and federal emergency resources, when required to supplement City efforts.
- Obtaining assistance of Radio Amateur Civil Emergency Services (RACES) personnel in establishing a logistics and resources communications net.
- Providing consultation and direction regarding the disposal of hazardous materials.
- Coordinating 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.
- Coordinating with the coroner and hospitals on statistics of injuries and fatalities for publication.

Public Works Department is responsible for:

- Developing plans, policies and procedures for the repair of all city-owned transportation assets, for emergency use of all 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.
- Coordinating with the Colorado Department of Transportation (CDOT) for repair of state-owned highways and transportation assets.
- Advising the EOC Staff regarding the establishment of priorities for decontamination, rehabilitation and restoration of roads, utilities and other essential facilities necessary to the operation of the City government and contributing to the emergency welfare of the population.

- Initiating actions for refuse disposal to eliminate any unsanitary conditions determined by the Jefferson County Health Department.
- Developing agreements and procedures for working with utility companies that provide services to City of Lakewood residents and businesses.
- Providing immediate clearance of major thoroughfares and removal of debris to permit emergency rescue operations and movement of emergency vehicles and supplies.
- Assisting in facilities protection and emergency repairs to City of Lakewood roads, utilities and other essential facilities.
- Providing available resources as requested by the Incident Commander.
- Providing emergency traffic control devices such as barricades, flares and temporary signs.
- Assisting the emergency response authority in containing hazardous substances.
- Inspecting and posting of damaged properties.
- Providing traffic engineering support, including the establishment of emergency traffic routes.
- Determining habitability of structures and whether services can be restored.
- Maintaining or repairing City facilities damaged as a result of the emergency to ensure the continued function of City operations.
- Coordinating activities for demolishing unsafe structures and monitoring rebuilding during the recovery phase.

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 CodeRed, outdoor warning sirens, and the Integrated Public Alert and Warning System (IPAWS).

Fire District(s)

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. It is expected that all three Districts will provide pre-incident assistance.

Depending on the location and scale of the incident, the impacted fire district will provide the following activities:

Pre-Incident

- Assisting in the development of EOC protocols, response plans and other appropriate guidance.
- Identifying fire and medical response resources available in the area and developing mutual aid agreements for their deployment.

During the Incident

- Activating the EOC as necessary.
- Directing and conducting all types of fire-related responses, EMS response and initial hazmat response in conjunction with the City's Designated Emergency Response Authority (DERA).
- Providing all regularly assigned functions relating to fire prevention and response to minimize loss of life and property due to fire.
- Establishing a command post and unifying command as appropriate.
- Providing representatives to the EOC.
- Directing and conducting decontamination efforts and providing equipment and staff for this purpose.
- Conducting response and containment operations in a hazardous material incident.

- Providing initial communications between the EOC and the affected area when needed and providing 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 upon request.
- Providing emergency medical care triage sites.
- Search and rescue operations.

Jefferson County Public Health will be responsible for:

- Serving as the lead agency in the development and implementation of Emergency Support Function 8 – Public Health.
- Coordinating all county public health services and operations in incident planning, preparedness, response and recovery.
- Advising the Lakewood EOC and Policy Group, as appropriate, on matters relating to public health emergency response.
- Coordinating the inspection of water supplies, waste water systems and regulated facilities.
- Evaluating and recommending methods of disposal of contaminated foods and common household waste.
- Providing public health recommendations as appropriate to the affected community once residents can return to their homes.
- Coordinating public health information and risk communication with other City and County agencies.
- Providing public and environmental health coordination and guidance to assist with the proper management and disposal of hazardous and radiological materials in addition to solid waste.
- Conducting epidemiological surveillance and outbreak investigations.
- Coordinating with Colorado Department of Public Health and Environment (CDPHE) for public health emergency response initiatives and guidance.

- Coordinating damage assessments for private septic systems.
- Providing public and environmental health coordination and guidance for public health safety issues relating to the handling and disposal of debris generated by fires, floods, tornadoes and other debris-generating emergencies.

Jefferson County Human Services will be responsible for:

- Maintaining 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.
- Ensuring 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.
- Assisting individuals and households affected by the disaster with enrollment in any recovery-related or traditional public assistance programs for which they may be eligible.
- Helping 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, providing staff to Disaster Assistance Centers/ Disaster Recovery Centers (DACs/DRCs) to assist customers in enrollment in disaster-related and traditional public assistance programs.
- Providing resources through the Jefferson County Workforce Center, Colorado Works, and Temporary Assistance for Needy Families (TANF) programs to community members who lost their jobs due to a disaster.
- After a federally declared disaster, in coordination with the state, administering the Disaster Unemployment Assistance Program (DUA).

American Red Cross will be responsible for:

- Assisting with disaster welfare inquiries.
- Providing supplies and assistance to fire districts.
- Providing shelter for victims and families.

- Assisting in the provision of crisis counseling.
- In conjunction with Salvation Army, providing mass feeding for victims and emergency workers.

Jefferson County Coroner will work with the Incident Commander to:

- Scientifically identify the deceased, identify cause of death, notify the next of kin, and care for property that may be found on/or around the body/bodies.
- Care for and remove the deceased.
- Establish a temporary morgue.
- Provide public information concerning the deceased.

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 will be responsible for:

- Providing staff to train and serve in the ESF 14 position in the EOC.
- Providing valuation data for homes, businesses, and agricultural areas throughout Jefferson County.
- Providing technical expertise.
- Organizing and managing data collection and reporting needed to provide total estimated dollar loss.
- Compiling cost evaluation reports requested by policy group.
- Coordinating with GIS for data analysis and mapping needs.
- Providing information, as requested, to the County Manager and/or Board of County Commissioners related to projected economic and tax base impacts.
- Providing staff to conduct field damage assessments, when appropriate.

Communication providers (Verizon, AT&T, CenturyLink) will be responsible for:

- Assuring all emergency response agencies have a copy of their most current emergency contact procedures and phone numbers.
- Assisting with the development of preplan emergency communication plans.

Radio Amateur Civil Emergency Services (RACES) will be responsible for:

- Operating the RACES network for emergency services in coordination with the Emergency Operations Center.

Salvation Army will be responsible for:

- Assisting with disaster welfare inquiries.
- Assisting counseling services in conjunction with Police Victim Advocates.
- Providing canteen trucks for emergency workers and displaced residents.
- Providing other housing and shelter assistance in conjunction with the Red Cross.
- In conjunction with the Red Cross, providing mass feeding for victims and emergency workers.

St. Anthony Hospital will be responsible for:

- Establishing Hospital Incident Command if affected.
- Maintaining communications with external agencies through EMResource and Local or County Emergency Managers.
- Updating bed availability using EMResource when queried and keep divert status current.
- Providing treatment of all patients once they arrive at the hospital.
- Providing decontamination for patients as necessary.
- Providing hospital representative to the EOC if requested.
- Following emergency declaration procedures as outlined by State and Federal guidelines.

Xcel Energy will be responsible for:

- Assuring the City of Lakewood has a copy of Xcel's most current emergency contact procedures and phone numbers.
- Assisting with the development of emergency electrical and gas outage plans.
- Assuring appropriate emergency response to energy outages.

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 agencies, departments and organizations 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)

On February 28, 2003, the Homeland Security Presidential Directive – 5 (HSPD-5) directed the Secretary of Homeland Security to develop and administer a 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 component of the NIMS is the 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 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. Figure 1, below, provides the basic organization present in the field using the Incident Command System.

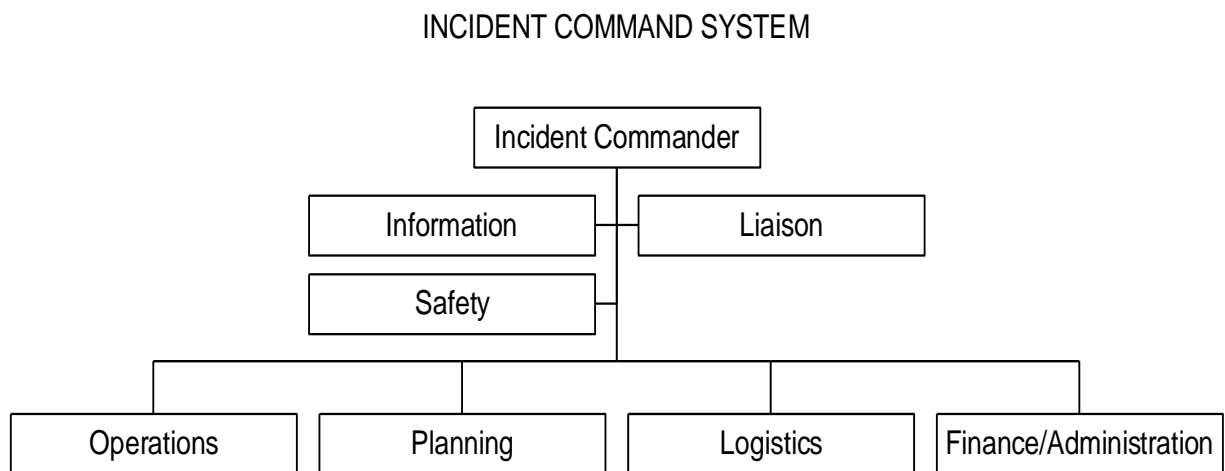


Figure 1 – Incident Command System (ICS) Organizational Structure

General responsibilities for each position above include:

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

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.

Information Collection, Analysis and Dissemination

EMERGENCY OPERATIONS CENTER

The City of Lakewood maintains an 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.

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 sources, including reports from Jeffcom 911, news reports, radio traffic, report outs from members of the multi-agency coordination group and others. Dissemination of incident information 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.

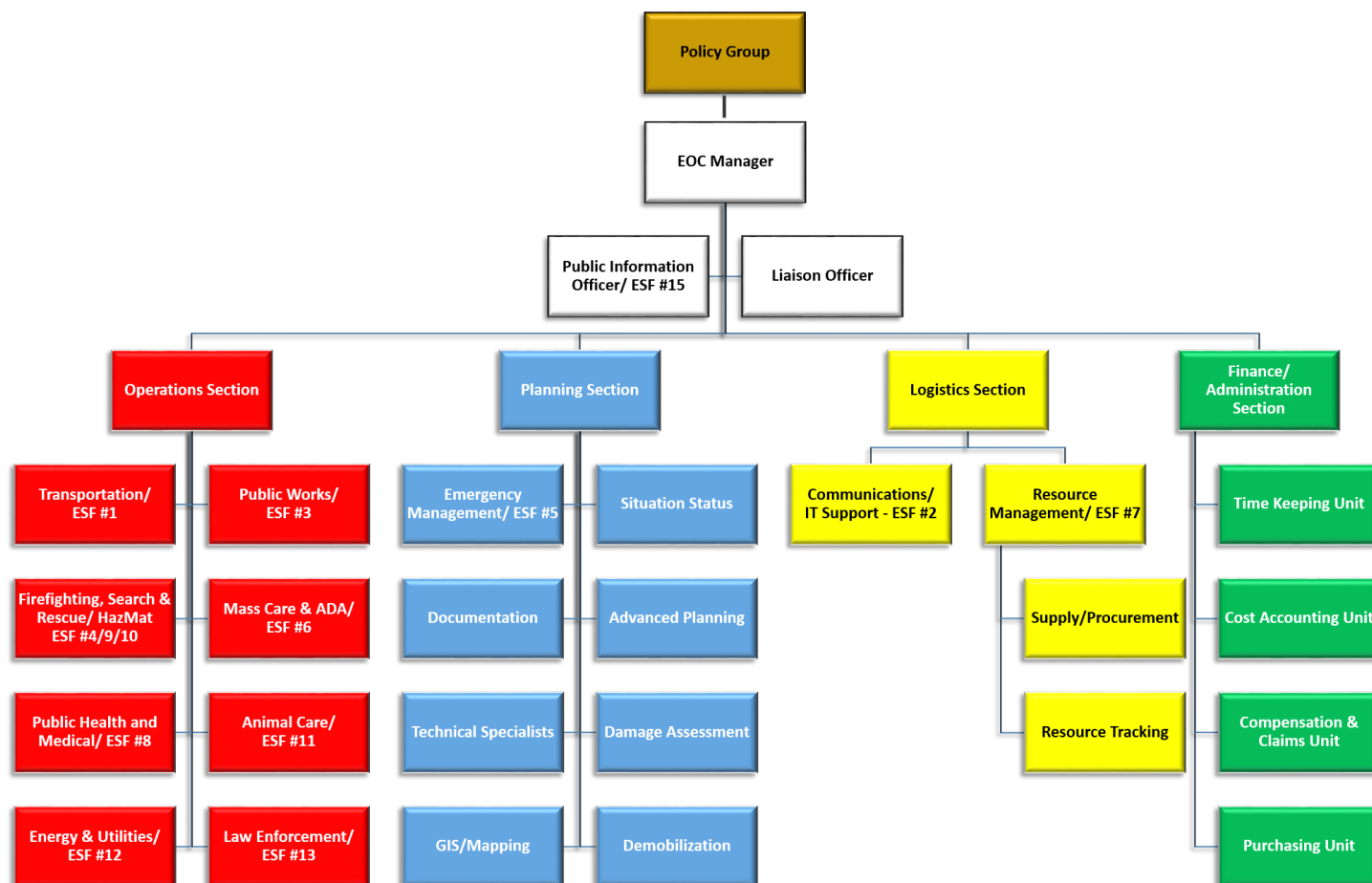


Figure 2, EOC organizational structure

The EOC will function in accordance with this EOP. The primary location of the EOC will be at 445 S. Allison Parkway, Lakewood, Colorado 80226.

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 at the scene of the incident(s). 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 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.

- 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

EMERGENCY NOTIFICATIONS

Any department within the City that learns of an impending large-scale disaster or emergency shall notify Jeffcom 911 by calling 9-1-1 or (303) 980-7300.

The following agencies and individuals shall be notified upon the confirmation of a large-scale emergency:

- Appropriate Fire Protection District
- Sector Commander
- Patrol Division Chief
- Chief of Police
- Emergency Manager

The Emergency Manager will disseminate information about the emergency to additional supporting agencies and departments.

Redundant systems are available within the EOC to provide communications between the EOC representatives and their respective field personnel and office staff, as well as with higher levels of government, to include Jefferson County Office of Emergency Management and the Colorado DHSEM. The Chief of Police or his or her designee will notify the City Manager who will advise the City Council of the emergency.

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:

Audible

- Radio
- Television
- CodeRED – phone notifications
- EAS
- NOAA Weather Radio
- Outdoor Warning Siren
- Public address systems

Visual

- Television (EAS/crawling messages)
- CodeRED – Text, TDD and TTY
- Social Media (web page, blog, Facebook, Twitter)
- Written Media/Press Releases
- City Website Alert
- Digital Signage
- Sign Language Interpretation

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

DISASTER RESPONSE COMMUNICATIONS

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
- Satellite phones
- WebEOC
- Lakewood Intranet (InsideLakewood)

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

Administration, Finance and Logistics

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. It will be the responsibility of the Logistics Section in the EOC to work closely with the Administration and Finance Section to track costs, including time keeping, during the incident. 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. At the conclusion of the incident, a comprehensive financial report will be submitted to the City Manager and Emergency Manager.

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. 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 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 in the Lakewood EOC will facilitate the procurement, tracking and demobilization of resources required for emergency response.

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. This includes the reassignment of Lakewood employees from their normal job role to emergency duties. Specialized or hard-to-

find resources will be coordinated through the appropriate Emergency Support Function (ESF) or subject matter expert. 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.

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, City of Lakewood Resource Directory, and LMC 1.27 for additional information on procurement and resource ordering procedures.

Plan Development and Maintenance

PLAN MAINTENANCE RESPONSIBILITY

The Lakewood OEM has the primary responsibility for ensuring necessary changes and revisions to this plan are prepared, coordinated, published and distributed.

TRAINING

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.

REVIEW AND UPDATING

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.

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. The Lakewood EOP draws upon local, state, and federal regulations and authorities and guidance documents. 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.

Federal

- Comprehensive Preparedness Guide 101 version 2 (CPD-101 v2)
- 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 Frameworks
- 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
- FEMA's - A Whole Community Approach to Emergency Management Principles, Themes, and a Pathway for Action

State

- Colorado Disaster Emergency Act of 1992
- Colorado Hazard and Incident Response and Recovery Plan

Local

- Jefferson County, Colorado Multi-Hazard Mitigation Plan 2016
- LMC, Title 1, Chapters 25 and 27

Appendices

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 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.

DISASTER DECLARATION CHECKLIST:

- ☐ Occurrence, or imminent threat, of widespread, severe damage
- ☐ Conduct an Initial Damage Assessment by Local Governments
(See the Lakewood Damage Assessment Plan)
- ☐ Emergency Manager, Chief of Police, City Manager, and City Attorney draft the disaster declaration language to include:
 - Nature of the disaster
 - Known and anticipated impacts
 - Status of local resource support
 - Conditions which have brought the disaster about
- ☐ City Manager declares a disaster via proclamation or executive order
- ☐ The Formal Declaration of a Disaster Emergency by the City Manager should be supported by:
 - Detailed damage assessment information, to include identification of damage sites (maps, photographs, etc.), estimated costs of repair, restoration or replacement costs and the physical and social system impacts caused by the damage.
 - Prioritized list of damage sites for recovery work.
 - Statement of financial status to include fund balances, outstanding obligations and any special financial considerations.
- ☐ Advise Jefferson County and the Colorado DHSEM of declaration to formalize their support.
- ☐ Resolution Declaring an Extension of the Disaster (If disaster will last longer than seven (7) days.)
- ☐ Request for State Assistance. The Colorado DHSEM will require a Formal Request for State Assistance. The request should include the following information:
 - The nature of the emergency.
 - Disaster emergency impacts.
 - Why the situation is beyond the City's capabilities.
 - What the state is being requested to provide.
- ☐ Implementation of State Emergency Operations Plan & Activation of State Resources.
- ☐ Situation Reports from State to FEMA Region VIII.
- ☐ Joint (Federal-State-Local) Preliminary Damage Assessment (PDA).
- ☐ Governor's Request for a Presidential Disaster Declaration.
- ☐ FEMA Region VIII Review and Recommendations.
- ☐ Decision by President whether to authorize Stafford Act Assistance.

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 Districts Lakewood Emergency Management
Airplane Crash	Fire Districts	Lakewood Police Department Jefferson County Coroner
Casualty identification, burial, appropriate storage and disposition of bodies	Jefferson County Coroner	Lakewood Police Department Jefferson County Public Health
Civil Disturbance	Lakewood Police Department	Fire Districts
Communications	Lakewood Police Department Jeffcom 911	West Metro Fire Lakewood Information Technology Department
Cyber Terrorism	Lakewood Information Technology Department	Lakewood Police Department
Dam Failure	Lakewood Police Department	West Metro Fire Lakewood Public Works Dept. Lakewood Emergency Management
Damage Assessment	Lakewood Public Works Dept.	Lakewood Finance Department Lakewood Community Resources Department Lakewood Emergency Management
Debris Removal	Lakewood Public Works Dept.	Lakewood Community Resources Department
Decontamination	Fire Districts	Lakewood Police Department Lakewood Emergency Management
Earthquake/Landslide	Lakewood Police Department Fire Districts Lakewood Public Works Dept.	Lakewood Emergency Management
Emergency Operations Center	Lakewood Emergency Management	Police/Fire/Public Works Personnel
Emergency Operations Center – Policy Group	All Department Directors	Lakewood Emergency Management

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)	West Metro Fire Rescue	Lakewood Police 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/Mass Casualty	Fire Districts	Jefferson County Coroner Lakewood Police Department
Power Failure	Lakewood Police Department	Lakewood Public Works Dept. Xcel Energy
Public Information	Lakewood City Manager's Office	Lakewood Police 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 Dept. 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

Incident / Event / Action	Lead Agency	Supporting Agencies
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

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	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	Communications	Public Works	Firefighting	Emergency Management	Mass Care Housing & Human Services	Resource & Logistics	Public Health, Medical, & Mental Health Services	Search & Rescue	Hazardous Materials	Animal Issues	Energy & Utilities	Law Enforcement	Recovery & Mitigation	Public Information
City Manager's Office														L	L
City Attorney's Office														S	
Community Resources	L		S			L	S							S	
Information Technology		S												S	
Police Dept.	S	L		S	L		S	S	S	S	L	S	L	S	S
Public Works	S		L				S					L	S	S	
Finance Department							L							S	
Non-City Agencies															
West Metro Fire Rescue		S		L	S		S	S	L	L		S			S
Adams/Jeffco Hazmat Response Authority										S					
Amateur Radio Emergency Services		S													
American Red Cross						S	S								
Jefferson County Animal Response Team											S				
Jefferson County R-1 Schools	S					S	S								
RTD	S														
Salvation Army							S								
Jeffcom 911		L													
Jefferson County Public Health								L							

L= Lead Agency

S = Support Agency

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

Lead Agency: Lakewood Community Resources Department

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

Background Information

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. In most cases, the request for transportation resources will be made to the following agencies:
 - Lakewood Department of Community Resources – Transportation Section.
 - Eights (8) wheelchair accessible buses ranging in size from 18 to 22 seats with 2-4 wheelchair spots in each bus (seating capacity is reduced if wheelchair places are used).
 - One (1) wheelchair school bus with 36 ambulatory passenger seats and 2 wheelchair spots.
 - One (1) non-wheelchair school bus – 42 passenger ambulatory seats.
 - One (1) wheelchair Transit van – 7 ambulatory seats (less if wheelchair spot is used).
 - Four (4) Minivans – 6-7 ambulatory seats. One van contains a Bruno lift chair (not wheelchair compatible).
 - Two (2) Extended vans – 11-15 ambulatory passenger seats.
 - Jefferson County School District –
 - Approximately 300 buses may be made available – 60 are wheelchair accessible.
 - Regional Transportation District –
 - All buses are wheelchair accessible. Most buses can carry two wheel chairs, but in an emergency can carry 10 to 12 wheelchairs.

Purpose: Establish current and/or anticipated needs for radio communications, telephone communications, warning, geographic information and computer support.

Lead Agency: Lakewood Police Department, Jeffcom 911

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

Background Information

RADIO COMMUNICATION:

Generally, the following radio procedures would go into effect for the Lakewood Police Department:

- A Code One would go into effect for the primary channel 1, 2 or 3, that the incident occurred.
- All non-involved radio traffic would be moved to the other two uninvolved channels.
- The Incident Commander may then request that all police units on-scene move from the primary channel to one of five LTAC Channels.
- If other jurisdictions are involved, then involved police units may be diverted to the Blue South West Channel.
- Command may elect to utilize one of two Gold Channels for the incident, including communicating to the EOC.
- Note – All Lakewood units (police, fire, public works and community resources) share the PS-1 channel.

PUBLIC WARNING:

The City of Lakewood has many tools available to warn the public of an emergency situation. These include:

Audible

- Radio
- Television
- CodeRED
- Emergency Alert System (EAS)
- NOAA Weather Radio
- Outdoor Warning Siren
- Public address systems

Visual

- Television (EAS/crawling messages)
- CodeRED
- SMART 911 (via text)
- Social Media (web page, blog, Facebook, Twitter)
- Written Media
- City Website Alert
- Digital Signage
- Sign Language Interpretation

- **OUTDOOR WARNING SIREN SYSTEM.** The warning system consists of 24 sites (including one at the Denver Federal Center). Each site is equipped to deliver a warning tone and public address message. All sites can be activated all at once, individually or in groups.

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 waste water systems). Provide for engineering and traffic support for incident operations. Act as the lead department in debris removal.

Lead Agency: Lakewood Public Works Department

Support Agencies: Lakewood Community Resources Department

Background Information

PUBLIC WORKS RESPONSE CAPABILITIES:

During relatively small incidents, the Public Works Response Team shall provide snow and ice control, debris removal, fuel clean up, traffic control, drainage way cleaning, and other activities to mitigate and clean up hazards.

During larger events, a Public Works Maintenance Supervisor will supervise activities to mitigate and clean up hazards utilizing in-house resources, contractors, and outside resources as needed. If an Incident Command post is established, the Maintenance Supervisor shall be assigned to the operations group. In-house resources include: 50 equipment operators, 24 dump trucks, 2 wheel loaders, 2 backhoes, 1 sewer jet truck, 1 wheel excavator, barricades, 2 signal maintenance bucket trucks, 8 pickups, and 2 flatbed trucks (exact numbers will vary over time).

If the EOC is activated, the Maintenance Manager and a Traffic Engineer will be part of operations group to coordinate public works and traffic related issues.

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.

The following criteria will be developed based on such factors as ownership, ease of access, size of parcel, surrounding land uses, and environmental conditions.

The following is a list of possible temporary holding sites:

1. 7th and Depew
2. Bear Creek Greenbelt east of greenhouse facility.

DEBRIS REMOVAL PRIORITIES

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.

SUMMARY OF DEBRIS MANAGEMENT CONSIDERATIONS

- Develop a list of contractors who can assist in debris management.
- Identify and designate potential debris storage sites for the type and quantity of debris anticipated following the disaster.
- If required, develop the necessary right of entry and hold harmless agreement for private property access.
- Arrange for aerial photos and soil samples, which will be taken of the temporary holding site(s), before debris removal activities begin.
- Collect, store, reduce, and dispose of debris generated from the event in a cost-effective, environmentally responsible manner.
- Document all costs.
- At close-out: final testing of soil, water, and air quality will be compared to initial sampling results.

See the Lakewood Debris Management Plan for more information.

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

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

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

Background Information

1. Establish contact and coordination with on-scene command as appropriate.
2. Determine current firefighting needs.
3. Assess and report the availability of resources and report to EOC staff.
4. Coordinate the delivery of resources.
5. Identify any current needs and report to EOC staff.
6. Request mutual aid support including state and federal assistance through Colorado Division of Homeland Security and 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.

Lead Agency: Police Department – Office of Emergency Management

Support Agencies: West Metro Fire Rescue

Background Information

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

Purpose: Manage and coordinate 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 Community Resources Department

Support Agencies: Police Department – Office of Emergency Management, American Red Cross and Salvation Army, Jefferson County R-1 Schools

Background Information

I. Shelter Selection:

- a. 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.
- b. 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. The following is a listing of high schools and recreation centers in Lakewood operated by the City:

Facility	Sleeping Capacity	General Capacity
<u>Bear Creek High School</u> 3490 S. Kipling Street	950	1900
<u>Lakewood High School</u> 9700 West 8 th Avenue	1050	2100
<u>Green Mountain High School</u> 13175 West Green Mountain Drive	550	1100
<u>Alameda High School</u> 1255 South Wadsworth Blvd	200	400
<u>Green Mountain Rec Center</u> 13198 West Green Mtn. Drive	332	665
<u>Charles E. Whitlock Rec Center</u> 1555 Dover Street	538	1075
<u>Carmody Rec Center</u> 2200 South Kipling Street	300	600

- c. If the City's Emergency Operations Center (EOC) has been activated, some/all of the sheltering needs and decisions can be redirected to the EOC.
- d. The Jefferson County branch of the Red Cross (303-722-7474 – 24 hour) shall be contacted by on-scene command or EOC personnel prior to making any decision on a shelter location. The Red Cross will have the final decision regarding which facility can provide shelter support if they are expected to operate the shelter.

II. Requesting a Shelter:

- a. When a large scale incident forces evacuations and on scene police and fire department personnel decide that a shelter is needed for displaced victims, the following personnel have the authority to request a shelter be activated.
 - 1. Lakewood Police Supervisor
 - 2. West Metro Fire Supervisor
 - 3. Emergency Manager or designee
 - 4. EOC Personnel
- b. The decision to open a specific facility as a shelter must be coordinated between the on scene command, emergency management, Red Cross, neighboring jurisdictions impacted, and the facility (shelter) owner/representative.
- c. The Red Cross has shelter agreements with facilities (including 24-hour contacts) with all of the high schools in Lakewood and all the recreation centers in the city. The Red Cross does not have the authority to open a facility as a shelter without the facility owner/representative's permission and assistance.
- d. Neighboring jurisdictions, including Jefferson County Emergency Management should be consulted/advised of the need to open a shelter, along with the shelter location. If other neighboring jurisdictions have similar sheltering needs, consideration should be given to coordinating shelter location(s).
- e. Once the shelter locations have been determined, the following agencies should be advised:
 - 1. On-scene – police and fire command
 - 2. The Emergency Operations Center (if activated)
 - 3. Jefferson County Office of Emergency Management
 - 4. Other neighboring jurisdictions
 - 5. Community Resources Department, Building Maintenance (Possible electrical support for shelters)
 - 6. Denver Radio Club to set up Ham Radio connections at shelter
- f. It is important that all parties involved coordinate their media contacts in an effort to send a consistent message to the public.
- g. The Red Cross usually does not announce shelter locations to the public in advance.

- h. Families of City employees who must work during a large-scale emergency shall have priority access to any public shelter that is activated.
- i. The shelter will be managed in a way to enable individuals with disabilities, including those who have mobility, vision, hearing, or cognitive disabilities, mental illness, or other disabilities, to have access to the same services as those without disabilities.
- j. Service animals as defined by the ADA (dogs and miniature horses 24–34 inches measured to the shoulder) shall be allowed in the shelters.
- k. Non-service, companion, and other domestic animals will be managed by Lakewood Animal Control.
- l. When the service an animal provides is not obvious, only limited inquiries are allowed. Staff may ask two questions: (1) is the dog/miniature horse a service animal required because of a disability, and (2) what work or task has the dog/miniature horse been trained to perform. Staff cannot ask about the person's disability, require medical documentation, require a special identification card, or training documentation for the dog/miniature horse, or ask that it demonstrate its ability to perform the work or task.
- m. Go to www.ADA.gov for more information.

III. Opening a Red Cross Shelter:

- a. The Red Cross requires approximately two hours to open a shelter. The facility owner/representative is responsible for turning over the building to the Red Cross in a safe condition.
- b. The facility owner/representative and the Red Cross representative conduct a walk-through of the facility, and in the process, determine where the shelter will be set up.
- c. An ideal shelter has a large room such as gym for the dormitory; a kitchen area where food can be served and possibly cooked; adequate restrooms (preferably with showers); office space with phones, a fax and copier; an area where the Red Cross Ham radio operations can set up their equipment; a TV; a room for children to play; and a generator.
- d. Once the facility is deemed safe and the facility owner/representative and the Red Cross representative sign an American Red Cross Facility Agreement, the Red Cross becomes legally and financially responsible for the shelter.
- e. The facility owner/representative often makes someone available to help with facility specific issues, such as electricity and plumbing. If a City owned facility is used as a shelter, Lakewood will provide personnel in support of the Red Cross to operate the facility.
- f. If a facility worker's services are not donated, their pay is negotiated as part of the American Red Cross Facility Agreement.
- g. Once a shelter is opened, Red Cross needs continuous updates on the status of the emergency. Such information can be passed from Red Cross to the shelter residents, but it is preferable to have a community meeting where Lakewood authorities are available to answer questions.
- h. The Lakewood Police Department will provide security at the designated shelter if it is required.
- i. The Red Cross will need assistance with generators to power the shelter and possibly four-wheel drive vehicles to transport Red Cross volunteers and supplies, especially in cases of inclement weather where power is disrupted and roads are closed. Typically, personnel at the EOC will acquire and coordinate transportation related resources during the emergency.

- j. The Red Cross shall be contacted by on-scene command personnel immediately if the shelter location is in an area that has or will become threatened.

IV. People Served at a Shelter staffed by the Red Cross:

The Red Cross meets its commitment to inclusiveness by assessing the needs of each client and addressing functional or access needs in general population shelters. In some cases, Red Cross shelter workers provide the needed services directly, and sometimes coordinate with a government or non-government partner to offer the required assistance. The Red Cross has the goal of integrating people with access or functional needs into general population shelters when possible. It also recognizes that individuals who need continuous medical supervision or acute, life-sustaining medical care, or individuals who are a danger to themselves or others, may need to be served in a health care setting, including medical needs shelters.

- a. Red Cross shelters are for people who have been displaced from their homes due to a large incident.
- b. Shelters operated by the Red Cross are not intended for those who are chronically homeless (however, the Red Cross will NOT turn them away).
- c. In instances in which a nursing home's evacuation plan does not provide adequate safety measures for its residents, the Red Cross can help with special needs sheltering, provided the nursing home staff can also staff the Red Cross shelter.
- d. The Red Cross welcomes service animals in shelters. Service animals are not considered pets; they perform specific tasks for the owner.

V. Services at a Shelter staffed by Red Cross:

- a. A Red Cross shelter is a safe environment where displaced disaster victims receive assistance with their emergency needs. (Note: When a small number of people are displaced due to a house fire, small apartment fire, or comparable incident, the Red Cross provides hotel vouchers and one-on-one assistance with other emergency needs, rather than opening a shelter).
- b. Trained Red Cross disaster relief workers, led by a Red Cross shelter manager, provide cots and blankets, 2-3 hot meals/day plus snacks and drinks, comfort kits (basic toiletries), diapers, formula, information, and safety.
- c. Red Cross nurses are on site to help victims with essential medications and equipment, and Red Cross licensed mental health professionals are on site to help with the anxiety and emotional stress that can accompany emergency situations.
- d. Red Cross coordinates with COVOAD (Colorado Voluntary Organizations Active in Disaster) for assistance with animals, childcare, and other needs that fall outside Red Cross services.

VI. Transportation to a Shelter operated by Red Cross:

- a. Displaced disaster victims usually take care of their own transportation to a Red Cross shelter, but if the nature of the disaster prevents them from transporting themselves, Red Cross will coordinate their transportation needs with on-scene command and EOC personnel.
- b. The Red Cross does not transport disaster victims.

VII. Closing a Shelter Operated by the Red Cross:

- a. When the majority of shelter residents are able to return to their homes, Red Cross, on-scene command, and EOC personnel will discuss the closing of the shelter.
- b. Once Red Cross, on-scene command and EOC personnel come to an agreement, the Red Cross will give shelter residents notice that the shelter will be closing.
- c. If anyone is still displaced or has other emergency needs relating to the disaster after the shelter is closed, Red Cross caseworkers are available to meet one-on-one with individuals and families to provide financial assistance and community referrals.

VIII. Refer to the Lakewood Emergency Shelter Plan for more information

Purpose: Secure resources. Coordinate and document all resources needed during the initial response and recovery operations.

Lead Agency: Lakewood Finance Department, Logistics Section if EOC activated.

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

Background Information

1. Establish liaison with on-scene command posts/incident commander(s).
2. Determine number of personnel needed to support operations in the EOC.
3. Order personnel, equipment and supplies to support EOC operations.
4. Store and distribute supplies and services as needed.
5. Set-up and distribute supplies and services as needed to support the incident.
6. Coordinate facility security.
7. Acquire and maintain ground support vehicles to support EOC operations.
8. Develop a communication plan in coordination with the incident commander(s).
9. Develop a medical plan and provide first aid treatment for personnel assigned to the incident.
10. Acquire needed food and support supplies for the incident.
11. Ensure all personnel time on the event is recorded.
12. Collect all cost information and provides cost estimates to support EOC staff members.
13. Provide administrative paperwork associated with contract services.
14. Coordinate all documentation related workers compensation files of injuries or illness.
15. Provide and update resources and situation assessments to EOC staff.

Purpose: Coordinate public and environmental health guidance through the Jefferson County Office of Emergency Management 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 collection, identification and documentation of human remains.

Lead Agencies: Jefferson County Public Health, Jefferson County Coroner's Office.

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

Background Information

1. Coordinate all public health requests.
 2. Develop an overall situation assessment of public health, and environment needs within Jefferson, Clear Creek and Gilpin Counties.
 3. Coordinate with regional, state and federal agencies to determine mutual aid/assistance needs.
 4. Support and coordinate the public health and environment activities with the incident command staff(s).
 5. Identify public health hazards and potential hazards created by a disaster (e.g. asbestos in building debris, contaminated water, sewer system problems, etc.).
 7. Coordinate health, environmental and medical related public information with the designated Public Information Office(s) in the field or at the County EOC.
 8. Identify un-met needs to the EOC staff.
 9. Track and document public health and environment related activities, costs, and support until no longer needed for field operations.
 10. Continue to support the requirements of citizens with access and functional needs during the incident.
- * 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.

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.

Background Information

1. Establish contact with Incident Commander(s) to determine specific Search and Rescue (SAR) and Urban Search and Rescue (USAR) needs.
2. Identify SAR and USAR resource needs and shortfalls.
3. Coordinate reception of state and federal SAR and USAR resources.
4. Track and document SAR/USAR activities and support.
5. Update SAR/USAR resources during periodic EOC briefings.

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.

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

Background Information

If a hazardous materials incident occurs on the boundary of the City of Lakewood and another jurisdiction, or in an area where the jurisdiction is not readily ascertainable, the first arriving emergency response unit from that jurisdiction shall be responsible for emergency response coordination.

If a hazardous materials incident occurs on private property, the owner or operator of that property shall be responsible for undertaking the necessary emergency response actions. If however, the owner or operator does not undertake emergency response actions, or if in the judgment of the on-scene supervisor there exists a danger to public health and safety beyond such property, the city shall undertake emergency response efforts.

Command:

- Command of a hazardous materials response, including chemical control and containment, shall be the responsibility of the fire district having jurisdiction. The City of Lakewood Police Department shall be responsible for cleanup.
- Command shall be established and maintained throughout the incident.

Responsibilities of Police Department, serving as the DERA for the City of Lakewood.

(within the limits of safety and available equipment and manpower)

- Notify response and support agencies including the National Response Agency when appropriate.
- Secure area and restrict access.
- Participate and support unified command as appropriate.
- Provide perimeter, traffic and crowd control.
- Evacuate area as required.
- Act as the primary contact for additional equipment and supplies.
- Establish and control staging area.
- Coordinate the chemical cleanup and removal activities.

- Provide the primary report of investigation as to the cause of the incident and the resulting actions taken by all on-scene agencies in cooperation with the fire protection districts involved.
- Activate the City's Emergency Operations Center if the situation so dictates.
- When required, coordinate an incident follow-up to ensure site safety within seventy-two hours after the incident.
- Conduct a critique of the hazardous material response operations within one week of the incident.
- Coordinate the billing and reimbursement process for costs associated with the hazardous materials incident in accordance with Section 29-22-104 and 29-22-105, C.R.S.
- Record/document the decisions and actions of the incident.

Responsibilities of the Street Maintenance Division, Department of Public Works: (within the limits of safety and available equipment and manpower)

- Assist with the control and diking of the hazardous material.
- Assist with clean up and transport of the hazardous material to a disposal site if safety and regulations allow.

Responsibilities of the Pleasant View Fire Protection District, the West Metro Fire Rescue, and South Metro Fire Rescue: (within the limits of safety and available equipment and manpower)

Each fire protection district/department shall bear the following responsibilities if the incident occurs within its district:

- 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.
- Immediately notify the emergency response authority of the receipt of any notice of suit arising from a hazardous materials incident.
- Establish a decontamination area.
- Forward to the City within 30 days after the incident, an itemized listing of the costs associated with the fire protection district's/department's response to that incident.

Civil Liability:

The civil liability of any party to this agreement, resulting from a hazardous substance incident shall be limited as provided in Section 29-22-109 C.R.S. and Article 10 of Title 24, C.R.S.

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, Lakewood Community Resources Department.

Support Agencies: Jefferson County Animal Response Team (J-CART).

Background Information

1. Establish liaison with incident commander(s), to determine specific animal control issues.
2. Identify the needs and means of animal evacuation, sheltering, care, collection and disposal.
3. Activate the J-CART team.
4. Support and coordinate animal-related activities with EOC staff.
5. Coordinate mutual aid support as needed.
6. Identify animal related response and recovery shortfalls with EOC staff.
7. Coordinate reception of state and federal animal response and recovery mutual aid resources/state animal response team – SART, and veterinary medical assistance team-VMAT.
8. Provide documentation of all activities.
9. Track and document animal response and recovery activities until no longer needed.
10. Provide updates to EOC staff.
11. See the Lakewood Animal Management Plan for further information.

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. Provide information on energy restoration process such as projected schedules, percent completion of restoration, geography information on the restoration as appropriate.

Lead Agency: Lakewood Public Works Department.

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

Background Information

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

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.

Lead Agency: Lakewood Police Department.

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

Background Information

1. Establish liaison with Incident Commander(s) to determine need and support requirements.
2. Develop an overall situation assessment of law enforcement needs.
3. Contact neighboring jurisdictions for possible mutual aid support.
4. Identify law enforcement resource short-falls, and if the EOC has been activated, communicate resource needs to the EOC.
5. Track and document law enforcement related activities and related costs.
6. Provide situation updates to EOC staff.

In those instances where the fire protection district is acting as the incident commander, the Lakewood Police Department will assign a supervisor and other personnel as required to the on-scene command post to participate in the establishment and operation of the Incident Command System.

CRITICAL INCIDENT CONSIDERATIONS (Not necessarily in order of occurrence)

- Initial assessment (what happened, or what is anticipated to happen).
 - More personnel and equipment needed?
 - Need assistance from other agencies?
- Make internal and external notifications.
- Establish the incident command system as needed
- Establish a perimeter
- Establish a command post
- Isolate and evacuate the area
- Treat the injured, set up a triage area.
- Establish entrance and exit areas into the area.
- Establish public information responsibilities.
- Conduct periodic briefings at command post.

OTHER CONSIDERATIONS

Safety/Warnings:

- What hazards are present?
- Have adequate warnings been issued?

Assignments:

- What command/supervisory positions have been assigned?
- What positions still need to be filled?

Perimeter:

- How large of an area is being isolated?
- Will wind shifts or other factors affect the perimeter?

Notifications:

- Who has been notified?
- Who still needs to be notified?
- Establish liaison person to coordinate with other agencies.

Technical/Reference Information:

- What maps/diagrams are needed?

Resources:

- What other equipment, personnel, supplies will be needed?
- What agencies have the needed resources?
- How soon will the resources be needed?
- Where do incoming resources need to report and what route should they take?
- Is there a need to activate mutual aid agreements?
- What special equipment/supplies will be needed? (i.e. cranes or other large equip.)

Estimate of Casualties:

- Number injured?
- Number killed?
- Number of evacuees and where were they instructed to go?

EVACUATIONS AND TRAFFIC MANAGEMENT

1. Evacuation Notification

- On-scene command personnel will determine if evacuation or sheltering in-place is required.
- The evacuation will be accomplished through the efforts of the police and fire departments. Citizens will be alerted to the evacuation by the outdoor siren system, the emergency alert system, the Emergency Notification System and the news media.
- Traffic control points will be established as necessary by the police department to direct the flow of vehicles and pedestrians.
- Police and fire department personnel will counsel citizens who refuse to evacuate on the dangers and consequences of remaining in the area.

Evacuation staging and sheltering will be coordinated with EOC staff. (Also see ESF 6 – Mass Care and Sheltering.) Clear directions will be developed and delivered to the public using as many tools as are possible to try and ensure all groups will receive the message. Clear guidance will be provided to the population to include shelter locations, permissible routes, and other related details. Efficient evacuation routes will be established in conjunction with Lakewood Traffic Management. Procedures will be established to transport those with functional and access needs (wheelchair busses, etc.). Whenever possible, the City will assist area nursing homes with evacuation and transportation needs.

2. Sheltering in-place

Defined as: Staying inside a home, workplace or other structure until the emergency passes.

- a. The need for sheltering in-place will be determined by on-scene command personnel with the police and fire departments with the possible involvement of the Emergency Operations Center (EOC). Updated information will be provided to those sheltering in-place using the appropriate tools listed above.

The decision to shelter in-place may be preferable given the following circumstances:

- 1) A chemical release is of a high volume and is migrating quickly into the neighborhood.
 - 2) A migrating toxic vapor cloud could quickly overtake evacuating citizens.
 - 3) The material release is a low health hazard.
 - 4) An evacuation would create more risk to the citizen than moving them.
- b. Reference the Emergency Response Guide (a guide book for first responders during the first phase of a chemical spill). Evacuation distances and isolation sizes depend on the type and quantity of the substance released.
 - c. Evacuation of the Initial Isolation Zone is always the best choice (Emergency Response Guidebook),
 - d. Shelter-in-place is always the best option in the Protective Action Zone.
 - e. In the Protective Action Zone, as detailed in the Emergency Response Guidebook, no evacuation should be attempted as long as shelter-in-place continues to provide adequate protection.
 - f. The most commonly used shelter-in-place techniques are:
 - Normal Sheltering – closing all doors and windows, turning off furnaces, air conditioners, and other ventilation equipment.
 - Expedient Sheltering – in addition to normal sheltering, take measures to reduce infiltration, including installing plastic sheeting over windows and vents and taping electrical outlets around doors and other openings.

3. Coordinate evacuation staging and sheltering with EOC staff. Also see ESF-6, Mass Care and Sheltering, and the Transportation and Sheltering Plans.
4. Develop and deliver clear directions to the public.
5. Provide clear guidance to the involved population to comply with the evacuation efforts.
6. Establish efficient evacuation routes in conjunction with Lakewood Traffic Management.
7. Establish procedures to transport special needs population (wheelchair busses, etc.)
8. Support area assisted care facilities with evacuation and transportation needs.
9. Monitor excavation activities and resolve any issues (i.e., fuel shortages, accidents).
10. Provide updated information to evacuees (i.e., radio, television and signage).
11. Designate shelters for the evacuating public. Also see also ESF-6, Mass Care and Sheltering.
12. Track all evacuation activities and provide updates to EOC staff.
13. Provide information to the public on shelter locations and other related details.

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, the Colorado DHSEM, Jefferson County Human Services Department, American Red Cross, Society of Military Engineers, Urban Drainage and Flood Control, Private Property Owners, Insurance Companies.

Background Information

It is extremely important any and all work performed under the direction of the City of Lakewood be well documented and complies with Federal regulations to ensure timely and complete reimbursement.

Initial and Short-Term Recovery

1. The State Emergency Operations Center (SEOC) will be activated before emergency conditions subside to ensure short-term recovery activities are implemented quickly and efficiently. The State will request supplemental Federal assistance when the situation exceeds State and local capabilities and after the governor issues an Executive Order declaring a State disaster or emergency.
2. The City, in conjunction with DHSEM, will be responsible for:
 - 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.

Long-Term Programs Offered at the Federal Level.

1. Individual Assistance (IA)

Individual Assistant is supplementary Federal assistance provided under the Stafford Act to individuals, families and businesses affected by a major disaster or an emergency. Such assistance may be provided directly by the Federal government or through State or local governments or disaster relief organizations. The following information is used to determine the level of damage for IA declarations.

- a. Damage to homes
 - 1. Primary versus secondary residence damage
 - 2. Homeowner or rental property damage
 - 3. Degree or percentage of damage to structure
 - 4. Insured versus uninsured damage
- b. Damage to businesses
 - 1) Estimated days out of operation
 - 2) Tenant versus owner considerations
 - 3) Number of employees
 - 4) Replacement costs
 - 5) Percentage of damage to businesses
 - 6) Insured versus uninsured damage

Types of Federal Individual Assistance include:

Disaster Housing

This program is administered by FEMA and designed to help victims whose residences have been rendered uninhabitable by a disaster. For those who are eligible, the Federal government will pay for 100 percent of the cost of victims' lodging at hotels, motels or other housing for a period of up to 18 months dependent upon continued eligibility.

Food Coupons

These may be made available to victims whose nutritional needs are affected because of a disaster. The U.S. Department of Agriculture administers this program at the Federal level and Department of Human Services at the State level. The Jefferson County Department of Human Services will interview food stamp applicants and issue food stamp benefits to qualified recipients. The President will determine the length of eligibility for receiving emergency food coupons.

Crisis Counseling Program

The President is authorized to provide professional counseling services for disaster victims. These services include financial assistance to State or local agencies or private mental health organizations to provide services for victims of major disasters in order to relieve mental health problems caused or aggravated by the disaster or its aftermath. The Colorado Division of Mental Health primarily provides services directly to individuals and families that focus on mental wellness and mechanisms to deal with the incident and subsequent recovery. Through effective public information, education, and outreach activities, basic mental health needs are provided and prevention of long-term mental health problems is achieved.

2. Public Assistance (PA)

Supplementary Federal assistance provided under the Stafford Act to State and local governments or certain private, non-profit organizations, other than assistance for the direct benefit of individuals and families. The PA Program is administered by the State. There is a Federal/State match, with the Federal share no less than 75 percent. Assistance provided will not duplicate insurance benefits. The following are the types of assistance that may be covered by this program.

a. Emergency work

- Cost to clear debris
- Costs of personnel, material, and equipment used for emergency response activities.

b. Permanent work

- Damage to roads, streets, and bridges
- Damage to water-control facilities
- Damage to public buildings and equipment
- Damage to public utilities
- Damage to park and recreational sites

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.

Background Information

1. Contact Incident Commander(s) at command posts and establish procedures for releasing coordinated information to the public and news media (PIO).
2. Maintain a list of print and broadcast media contacts for public information uses at the EOC.
3. Request a summary of EAS releases (if any) from the Communications Center.
4. Ensure information releases are consistent, accurate and timely and approved by the Incident Commanders.
5. In conjunction with Incident Commander(s), establish an on-site Press Area.
6. 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.
7. Update websites with current information about the disaster. Include information about evacuated areas, shelter sites and what the current situation is.
8. Establish a Joint Information Center (JIC) to coordinate information releases from multiple agencies and jurisdictions when needed.
9. 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).
10. Establish support information requirements for the telephone bank (Police Department Investigations Conference Room) to handle citizen inquiries and to provide/verify information and control rumors if needed.
11. Maintain file copies of all public information releases, news releases and citizen inquiries.
12. Monitor media broadcasts to ensure accuracy of reports and establish methods for correcting erroneous information and controlling the spread of rumors.
13. Provide update on public information activities during the periodic EOC situation briefings and for Situation Reports.
14. Prepare final news releases and advise media representatives of points-of-contact for follow-up information about the incident.