

Revision date  
12-01-2008

# **CITY OF WESTMINSTER**

## **ALL – HAZARD EMERGENCY PLAN AND MANAGEMENT SYSTEM**

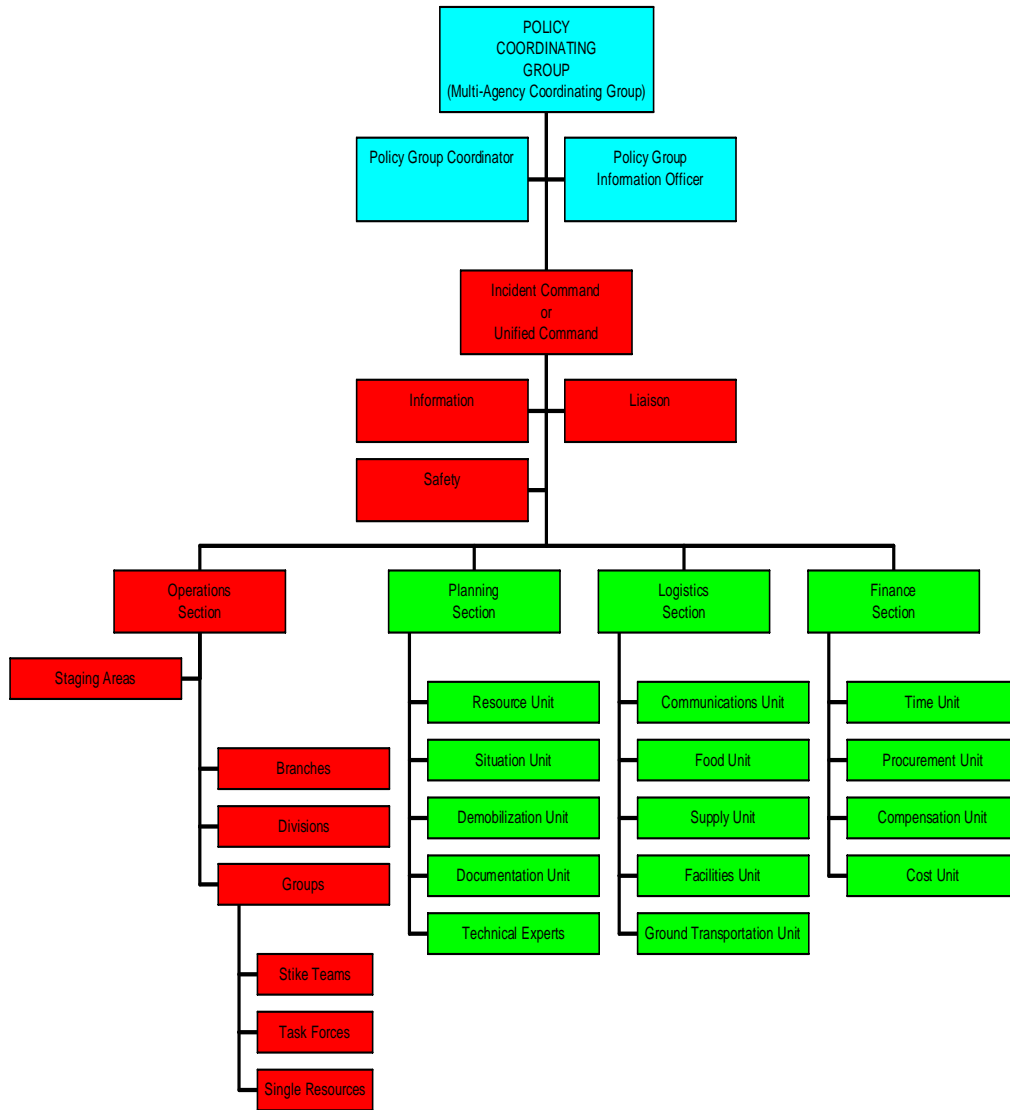
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2008**

## **MANAGEMENT SECTION**

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# INCIDENT MANAGEMENT MAJOR ORGANIZATIONAL ELEMENTS



**POLICY  
FUNCTIONS**

**MANAGEMENT  
FUNCTIONS**

**SUPPORT  
FUNCTIONS**

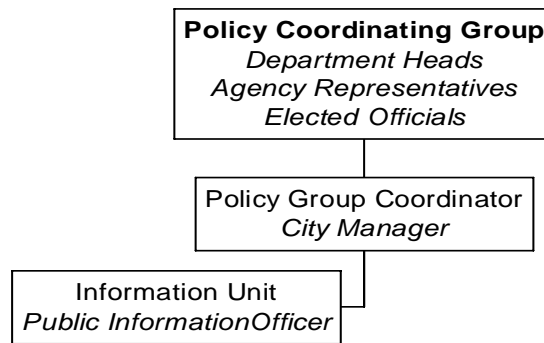
## **I. MANAGEMENT SYSTEM OVERVIEW**

- a. The City of Westminster shall retain responsibility for management of its own operations, personnel, resources, and facilities when an emergency or disaster occurs using the National Incident Management System.
- b. The City Council through the City Manager, shall exercise general direction and control of all City of Westminster agencies and departments involved in emergency or disaster operations. The City Manager shall be responsible to the City Council for the coordination of all activities of agencies, departments, and organizations in the execution of this plan.
- c. The head of each department involved in the execution of this plan, subject to direction and control by the City Manager, shall be responsible for the emergency operations of his/her department and training necessary to efficiently work within the Incident Command System.
- d. If the effects of a disaster require the normally established government of the City of Westminster to seek outside assistance, that assistance shall supplement, not replace, the operations of the City of Westminster agencies.
- e. Westminster has adopted the National Incident Command System as the management model for all disasters and emergency situations. The primary roles and responsibilities identified in this section include both ongoing responsibilities to maintain proficiency and primary responsibilities during a disaster or emergency situation. In a real or simulated emergency or disaster, the principles and features of the Incident Command System shall be utilized.
- f. The following Management System provides a general guide to the Incident Command System and how it will be used in the City of Westminster. Additional positions may be added based upon the complexity of an emergency or disaster. ICS training is provided by and through the Emergency Management Coordinator and is available upon request by any City Department or cooperating agency.

## II. HAZARD MATRIX

(Disaster Type and Department / Agency Responsibilities)

<b>ROLE:</b> L = Lead Role <i>Primary Responsibility</i>  S = Support Role <i>Incident Support &amp; Assistance</i>	Acts of Terrorism	Civil Disturbance	Cyber-Terrorism	Drought	Earthquake	Epidemic / Biohazard	Explosion	Fires	Flood	Hazardous Materials	Search and Rescue	Tornado / Wind storm	Transportation	Winter Storm
<b>COMMUNITY DEVELOPMENT</b>				S	S		S	S	S			S	S	
<b>FINANCE DEPARTMENT</b>	S	S	S	S	S	S	S	S	S	S	S	S	S	S
<b>FIRE DEPARTMENT</b>	S	S			L	L	L	L	L	L	L	L	L	S
<b>GENERAL SERVICES</b>	S	S			S	S	S		S	S		S	S	
<b>INFORMATION TECHNOLOGY</b>	S		L		S				S					
<b>PARKS, REC, &amp; LIBRARIES</b>	S	S		S	S				S			S		S
<b>POLICE DEPARTMENT</b>	L	L	S		S	S	S	S	S	S	S	S	S	S
<b>PUBLIC WORKS &amp; UTILITIES</b>	S	S		L	S		S		S	S		S	S	L
<b>AMERICAN RED CROSS</b>	S	S			S			S	S			S	S	S
<b>TRI-COUNTY HEALTH</b>	S				S	S			S	S				



***“Responsible for overall policy coordination of departments & agencies & funding decisions”***

- Evaluate new incidents
- Prioritize incidents (life threatening situation; real property threatened, damage potential, incident complexity)
- Ensure department / agency resource situation status is current.
- Determine specific department / agency resource requirements.
- Determine need and recommend disaster declaration.
- Allocate resources to multiple incidents based on priorities.
- Anticipate future resource needs based on response, damage assessment and recovery requirements
- Communicate Policy Coordinating Group policies and decisions back to agencies and incident command.
- Review policies / agreements for multi-jurisdiction resource allocations.
- Review need for other agencies involvement in the Policy Coordinating Group.
- Provide necessary policy liaison with other local, county, state, and federal agencies as appropriate.

**Policy Group Department /Agency Representatives**

*(Department Heads, City Manager and Agency Representatives)*

- ❑ Ensure that situation and resource status is provided by their agency.
- ❑ Prioritize incidents by an agreed upon set of criteria.
- ❑ Determine specific resource requirements by department / agency

**Policy Group Coordinator**

*(City Manager)*

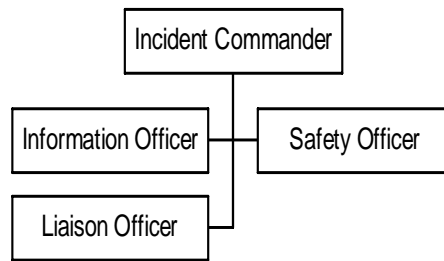
- ❑ Facilitate the Policy Group decisions process by obtaining, developing and displaying situation information.
- ❑ Fill and supervise necessary support positions within the Policy Coordinating Group.
- ❑ Acquire and manage facilities and equipment necessary to carry out the Policy Group functions.
- ❑ Implement the policy decisions made by the Policy coordinating Group.
- ❑ Determine resource availability for out of jurisdiction assignment not addressed in mutual / automatic aid agreements.

**Policy Group Information Unit**

*(CMO - Public Information Officer)*

- ❑ Prepare and release summary information to the news media and participating agencies.
- ❑ Assist news media visiting the Emergency Coordination Center and Policy Coordinating Group facilities and provide information on function and purpose, stressing joint department / agency involvement.
- ❑ Schedule media conferences and briefings in conjunction with Incident Command Information Officer and prepare information materials when requested by the Policy Group Coordinator.
- ❑ Coordinate all matters related to public affairs.
- ❑ Act as escort for facilitated agency tours on (of) incident areas, as appropriate.

## Incident Command



***“Assigned to “Lead Department” based on type of incident (See sections I & II).”  
“Responsible for overall management of the incident”***

### Incident Commander

- Assess incident priorities.
- Set up command post and staging area - Give location to 911.
- Develop appropriate organizational structure.
- Brief entire staff – Coordinate staff activity.
- Brief Policy Group as needed regarding policy issues and incident status.
- Insure planning meetings are conducted.
- Approve and authorize implementation of completed Incident Action Plans.
- Ensure responder safety.
- Approve requests for additional resources and release of assigned resources.
- Authorize release of information to media.
- Manage incident operations.
- Coordinate activities of outside agencies.
- Order evacuation if appropriate.
- Order activation of E.C.C. and relocate Command Post if needed.
- Request periodic progress reports from Operations.
- Order demobilization of incident – when appropriate

\*\*Command Staff Positions:

- Deputy I.C.
- Safety Officer
- Liaison Officer
- Information Officer

### Information Officer

- Determine with Incident Commander and Policy Group if there are limits on information release.
- Develop material for use in media briefings.
- Obtain approval for media releases.
- Inform media and conduct media briefings.
- Arrange for tours and other interviews or briefings that may be required.
- Obtain media information summaries and / or displays on the incident and provide information on status of incident to assigned personnel.
- Maintain an activity log.

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## **Liaison Officer**

*(Has authority and responsibility to stop or prevent unsafe action by any person)*

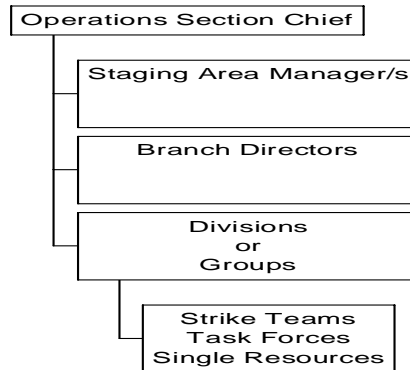
- Assess hazards, unsafe situation
- Ensure CP, staging and vehicles are in a safe location
- Assist operations officer with responder risk assessment
- Write safety plan and distribute (See reverse for duties)
- Coordinate perimeter control with law enforcement
- Brief responders and enforce safety plan
- Review and approve Medical Plan (ICS Form 206)
- Maintain Log

## **Safety Officer**

*(Has authority and responsibility to stop or prevent unsafe action by any person)*

- Assess hazards, unsafe situation
  - Develop measures for assuring personnel safety
- Ensure CP, staging and vehicles are in a safe location
- Assist operations officer with responder risk assessment
- Write safety plan and distribute (See reverse for duties)
- Coordinate perimeter control with law enforcement
- Brief responders and enforce safety plan
- Review and approve Medical Plan (ICS Form 206)
- Maintain Log

## Operations Section



*“Responsible for management of all operations directly applicable to the primary mission.”*

### Operations Section Chief

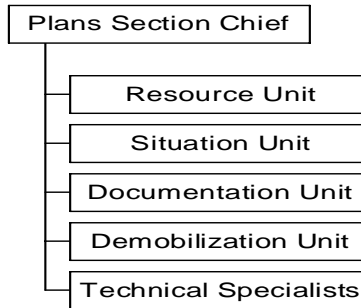
- Appoint and brief staff as needed
- Develop operations position of Incident Action Plan
- Supervise Operations
  - Staging Area Officer
  - Branch Directors
  - Division / Group Supervisors
- Supervise suppression and rescue
- Consult with logistics officer
- Determine need for immediate and anticipated resources
- Keep Incident Commander informed
- Carry out assigned objectives in accordance with Incident Action Plan

### Staging Area Manager

**Responsible for managing all activities within a staging area.**

- Check in all resources
- Respond to requests for resources
- Keep I.C. informed
- Maintain status of all resources in staging
- Establish staging area layout
- Determine support needs for equipment, feeding, sanitation, and security
- Obtain and issue receipts for equipment and supplies distributed and received at area
- Maintain Log

## Planning Section

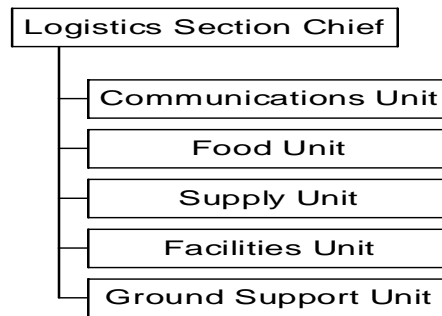


***“Responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources.”***

### Planning Section Chief

- Activate planning units  
(Situation – resource – documentation – demobilization – technical specialists)
- Establish weather data collection system
- Supervise preparation of Incident Action Plan (I.A.P.)
- Identify need for use of specialized resources
- Perform operational planning for planning section
- Provide periodic predictions on incident potential
- Compile and display incident status information
- Keep I.C. advised
- Provide incident traffic plan
- Supervise planning section units
- Prepare and distribute I.C. orders
- Instruct section units on distribution of incident information
- Prepare recommendations for release of resources for submission to I.C.

## Logistics Section

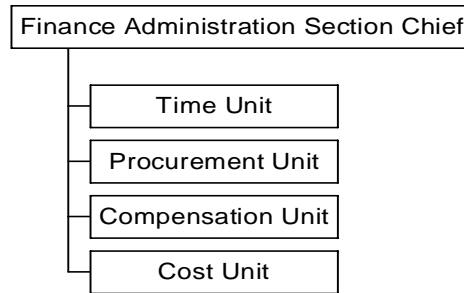


*“Responsible for providing facilities, services, and materials for the incident.”*

### Logistics Section Chief

- Plan organization of section
- Assign work locations and preliminary work tasks to section personnel
- Notify resource unit of all information including names and location of assigned personnel
- Participate in preparation of Incident Action Plan (I.A.P.)
- Identify service and support requirements for planned and expected operations
- Provide input to, and review, communications plan, medical plan, and traffic plan
- Coordinate and process requests for additional resources
- Ensure Incident Communications Plan is prepared
- Prepare and advise on service and support elements of I.A.P.
- Ensure general welfare and safety of section personnel

## Finance Section



***“Responsible for all costs and financial considerations of the incident.”***

### Finance Section Chief

- Attend briefing with responsible agency to gather information
- Attend planning meetings
- Identify and order supply and support needs for section
- Develop operating plan
- Prepare work objectives for staff
- Determine need for a commissary
- Keep I.C. informed
- Meet with all agencies as required
- Ensure personnel time records are sent to home agencies according to policy
- Ensure all obligation documents initiated at the incident are properly prepared and completed

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# **CITY OF WESTMINSTER**

## **ALL – HAZARD EMERGENCY PLAN AND MANAGEMENT SYSTEM**

**2008**

## **EMERGENCY PLAN SECTION**

## **I. BACKGROUND OF THE EMERGENCY PLAN AND MANAGEMENT SYSTEM**

The purpose of the City of Westminster Emergency Plan and Management System (EPMS) is to provide general guidelines and principles for planning, managing and coordinating the overall response and recovery activities of the City of Westminster before, during and after major emergencies and disaster events. The EPMS has been developed in accordance with the requirements for local emergency planning established under the State of Colorado Disaster Emergency Act of 1992 and also meets the requirements of other State and Federal guidelines for local emergency management plans and programs.

The contents of this EPMS are intended to provide a basis for the coordinated planning and management of the types of emergencies and disaster events most likely to occur in the City of Westminster. All entities, offices, departments, agencies, and other organizations referenced in this plan are responsible for developing, maintaining, and training in up-to-date Standard Operating Procedures and/or checklists necessary for implementing assigned duties and functions. Attachments to this EPMS may be developed as needed and consistent with applicable law and this EPMS, subject to the approval of the City Manager. Such attachments will further outline the various response and recovery activities detailed in this EPMS. Any changes, additions, or deletions to the substantive content of this EPMS must be done by an amendment to the EPMS and approved by the City Manager. In the event of a conflict between the attachments and this EPMS, this EPMS shall govern. In the event of a conflict between this EPMS and applicable law, including the Westminster Municipal Code, Chapter 32, the applicable law, including Municipal Code, Chapter 32, shall govern.

For purposes of this EPMS, pursuant to state law, a “disaster” means “the occurrence or imminent threat of widespread or severe damage, injury, or loss of 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” (24-32-2103 [1.5], C.R.S.). Pursuant to the Westminster Municipal Code, the terms “disaster” and “emergency” are used interchangeably. A “disaster” also includes a mass casualty emergency.

The Emergency Management Coordinator is responsible for regularly scheduled EPMS updates and revisions. Further, the Emergency Management Coordinator will develop a training and exercise program to familiarize City of Westminster officials and employees and agency representatives with the provisions of this plan. This may include volunteer organizations, news media, and appropriate private sector organizations. The Emergency Management Coordinator is responsible for developing necessary guidelines for emergency coordination, including both response and recovery phases, consistent with applicable law, this EPMS, and Chapter 32 of the Westminster Municipal Code.

Emergencies will be managed in the field under the plan assignments as set forth herein. The Incident Command System shall be used to manage all incidents. The Emergency

Coordination Center (ECC) may be activated to help support Incident Command. In large-scale incidents, Command and general staff assignments may be co-located in the ECC. Assigned Agency Representatives will carry out additional functions that are needed (e.g. damage assessment, coordination of outside agencies and volunteers, intergovernmental relations, public information support, etc.) Activation of the ECC is particularly important when needed resources are scarce or when multiple requests for similar resources are generated from the field. The ECC will function in accordance with this EPMS. The primary location of the Emergency Coordination Center will be at Westminster Public Safety Center, 9110 Yates Street, Westminster, Colorado. The ECC will be staffed to serve as the coordination point for supplemental resources and intergovernmental assistance.

Disasters and large-scale emergencies are rarely confined to one jurisdiction. A multi-jurisdictional effort is required to manage major incidents. Accordingly, emergency plans and exercises should incorporate procedures for integrating the resources of various local government entities, private and volunteer organizations and state and federal governments.

Emergency response agencies in the City of Westminster request resources through mutual aid agreements. Such agreements are discipline-specific, such as fire, law enforcement, emergency medical services or public works. Each department with responsibility for such disciplines is required to obtain and maintain needed agreements to fulfill their specific task responsibilities as defined in the EPMS. The Emergency Management Coordinator shall be made aware of these agreements. Based on the assessment of emergency conditions by the designated Incident Commander, the City Council and/or City Manager along with City of Westminster Department Heads, who make up the City of Westminster Policy Group, may be notified and advised of the situation and the need to activate the ECC or other designated facility.

The Colorado Office of Emergency Management (COEM) is available 24 hours a day to provide advice and technical assistance to the City of Westminster and to provide state resources (i.e. National Guard, Colorado Dept. of Transportation, Colorado State Patrol) or coordinate other supplemental assistance in support of local emergency management actions. A formal declaration of a disaster by the Mayor pursuant to Chapter 32 of the Westminster Municipal Code may be required as a precondition of some forms of State assistance or to expedite State assistance. COEM is also the State agency responsible for processing requests for State and Federal disaster assistance.

Pursuant to the Westminster Municipal Code, the Mayor has the power to declare that a state of emergency exists if an event has occurred or the threat of such event is imminent. If the Mayor is unable to perform his or her duties, the powers and duties conferred upon the Mayor are performed in descending order, as follows: Mayor Pro Tempore, the Council member most senior in length of service, and then the Council member whose last name begins with a letter that is closest to the beginning of the alphabet.

With the assistance of the City Attorney's Office, the City Manager, and the Emergency Management Coordinator, a declaration of emergency is drafted to describe the nature of the emergency, the area threatened, the conditions that have brought it about, and the conditions that would remedy it. The City Manager is responsible for publication of the declaration, dissemination to the public, filing with the City Clerk, and filing with the Colorado Office of Emergency Management. The City Manager also performs the same notification duties if the state of emergency continues or is terminated.

The issuance of a declaration of emergency empowers the City Manager to exercise emergency powers permitted by state and local law and activates all relevant portions of the EPMS. The City Council convenes to perform its legislative powers as the situation demands, receives reports through the City Manager, and evaluates and enacts policy and other incident support as required. The City Council maintains all of its normal legislative powers throughout the emergency period.

A state of emergency remains in effect until the Mayor or designee, in consultation with Colorado Office of Emergency Management, declares that the threat of danger has passed or that the emergency conditions no longer exist. If the state of emergency lasts for seven days, it will automatically terminate unless the City Council approves a longer duration. The City Council may terminate a state of emergency at any time. The City Manager shall immediately issue a notice affecting the same.

In addition to any other powers granted by applicable state law during a state of emergency, the Westminster Municipal Code allows the City Manager to promulgate regulations as he or she deems necessary to protect life and property and preserve critical resources. These regulations may include the following:

1. Suspend the provisions of the Westminster Municipal Code that prescribe procedures for conduct of city business, if strict compliance would in any way prevent, hinder, or delay necessary action in coping with the emergency.
2. Transfer the direction, personnel, or functions of city departments for the purpose of performing or facilitating emergency services.
3. Subject to any applicable legal requirements to provide compensation, commandeer or utilize any private property the City Manager finds necessary to cope with the emergency.
4. Direct and compel evacuation of persons from any stricken or threatened area within the City if the City Manager deems this action necessary for the preservation of life or other emergency mitigation, response, or recovery measures.
5. Prescribe route, mode of transportation, and destination in connection with evacuation.
6. Control ingress to and egress from a disaster area, the movement of persons within the area, and the occupancy of premises therein.

7. Suspend or limit the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives, or combustibles within the city.
8. Make provisions for the availability and use of temporary emergency housing.
9. Waive all provisions for competitive bidding and may direct the purchasing agent to purchase necessary supplies in the open market at not more than commercial prices.
10. Exercise all powers permitted by city charter and state law to require emergency services of any city officer or employee and command the aid of as many citizens of the city as he or she deems necessary in the execution of his or her duties.

## **II. HAZARD ANALYSIS SUMMARY**

The City of Westminster is vulnerable to many hazards that have the capability of escalating into disasters. Although we cannot project exactly what may happen or where, it is possible to determine what risks exist and which areas are most likely to be affected by them. The following Hazard Analysis Summary is based upon the Emergency Management Coordinator's research, historical data and interviews with content experts. This analysis may be incomplete due to continued growth, development, and technological changes that have not previously been experienced. Every effort will be made to update the hazard analysis on a semi-annual basis. Frequency of events indicates the historical experience of such events in the City of Westminster and adjacent jurisdictions. Impact indicates the estimated potential that the threat has on life and property:



Earthquake	At least four major faults exist along the front range of Colorado including some along the Western portion of the City of Westminster. The frequency is unpredictable and an earthquake will be unexpected by the majority of the population. Frequency – Low Impact – Medium/High	All areas.	It is possible for any area in the City to feel an earthquake even if the epicenter is not located within the City of Westminster. The major earthquake faults are located West of Interstate 25.
Flash Flood	Waterways and gulches that are normally dry pose an extreme threat during heavy rains. Residences close to the major drainage basins are especially threatened. Soil saturated by previous storms magnifies the effect of a severe storm capable of producing flash flooding. Frequency – Low Impact – Low	All areas.	Major drainage basins are: <ul style="list-style-type: none"> <li>• Big Dry Creek</li> <li>• Little Dry Creek</li> <li>• Coal Creek (possible secondary impact)</li> </ul>
Riverine Flood	Neighborhoods along Little Dry Creek and Big Dry Creek are susceptible to high running water due to severe winter storm snow melt or heavy localized rain. Flood damage potential is low to moderate due to flood mitigation efforts. Frequency – Low Impact – Medium	Flood Plain Areas within the City of Westminster.	High numbers of visitors and recreational enthusiasts at Standley Reservoir and along Big Dry Creek increase the number of people that may be affected and need warning and evacuation.
Hazardous Materials Release – Fixed Facility	Businesses, such as gas stations, may operate 24 hours a day and may expose a risk at any time. Less than 5 businesses have reported significant hazardous chemical inventories to the City of Westminster Fire Department.  Frequency - Low Impact – Medium/High	No significant threats due to private industry. Areas around Semper and Big Dry plants would be impacted if off-site release occurs.	Examples of businesses using hazardous materials: <ul style="list-style-type: none"> <li>• Rocky Flats (adjacent to City)</li> <li>• Avaya</li> <li>• Ball Corporation</li> <li>• Mobile Tool Incorporated</li> <li>• Semper Water Treatment Plant</li> <li>• Big Dry Water Recovery Plant</li> <li>• City Swimming Pools</li> <li>• Gasoline Stations</li> <li>• Equipment Rental Shops</li> </ul>
Hazardous Materials Release - Highway	Hazardous and toxic chemicals are transported daily through the City. Rocky Flats poses a risk to the City of Westminster and, if a release was to take place, could have substantial impact. Radioactive materials and nuclear weapons components have been transported for more than a decade. Frequency – Medium Impact – Low	All areas: <ul style="list-style-type: none"> <li>• I-25 Corridor</li> <li>• US 36 Corridor</li> <li>• 120<sup>th</sup> Avenue</li> </ul>	I-25 is a designated hazardous materials, radioactive materials, and nuclear weapons transport route. Hazardous materials may be transported on any road while being delivered to local businesses.
Hazardous Materials Release - Railroad	15 to 30 trains a day pass over the railroad tracks in the City of Westminster. The majority of cargo is coal. However, shipping records indicate a daily presence of hazardous materials being carried in bulk by rail. Moderate frequency of events is experienced. Frequency – Low Impact - High	All areas adjacent to rail lines.	Rail related hazardous materials spills or releases pose a significant hazard to the City of Westminster. The rail line crosses many major thoroughfares and crosses through commercial and residential areas of the City.

Mass Casualty Incident	Roadways in the City of Westminster are the greatest threat for a mass casualty incident. High speeds, foul weather, and the sheer volume of vehicles provide a setting for an accident capable of injuring many people. Airplane crashes and rail related incidents also provide risk for mass casualty incidents.  Frequency - Low                      Impact – Medium	All areas: <ul style="list-style-type: none"> <li>• I-25</li> <li>• US 36</li> <li>• Rail</li> <li>• Aircraft Accident</li> </ul>	Large-scale events regularly held in the City of Westminster include: festivals, golf tournaments, Fourth of July celebrations and other limited term events.
Terrorist Incident	No area in the United States is immune. The City of Westminster has few areas that are considered potential targets. The threat to the City of Westminster would most likely come indirectly on an attack in Denver or at Rocky Flats. Frequency – No record    Impact - Medium	All areas: Increased concern surrounding Rocky Flats.	Water and wastewater facilities have increased security to guard against such incidents, but these are always potential targets. The City of Westminster should be prepared to assist neighboring agencies and deal with indirect consequences of terrorism.
Tornado	Typically April through June. However, tornadoes are possible during other months of the year as well. Frequency – Low    Impact – Medium/High	Areas primarily East of I-25	NWS reports the north metro area averages one confirmed tornado each year since 1950. Development will increase probability of property damage.
Utility Service Failure	A reliance on utilities has produced a life safety threat should any services be disrupted. Extended outages cause problems with food storage, communications, warmth, and travel. Disruption of service may include electric utilities, natural gas, and telephone services. Frequency – Medium                      Impact - Low	All areas.	Disruption of communication systems may impact ability to warn of other hazards or pass vital information to the public.
Wildland Fire	Open space and undeveloped property pose a threat with brush fires throughout the year in the City of Westminster. Most are contained immediately and do not escape initial attack. Periods of low humidity, lack of precipitation, and high winds provide ideal conditions for ignition. Frequency – Low                      Impact - Low	Open space and undeveloped properties.	Drought conditions may significantly increase the potential for wildland fires.
Winter Storm	Typically September through April. Heavy snowfall totals may seriously disrupt transportation, communications, and complicate emergency response. The absence of severe winter storms in the last several years is not typical of the front range. Frequency – Medium                      Impact - Medium	All areas.	Although not an annual event, the City of Westminster is extremely susceptible to heavy snowfalls. NWS reports more than 48” of snow in a single storm. The City of Westminster has a long history of heavy snowfall totals.

### III. LEAD & SUPPORT DEPARTMENTS / AGENCIES ASSIGNMENTS BY HAZARD

The Lead Agency is determined to have the best knowledge, skills and abilities to handle the assigned type of incident and is generally designated as Incident Command. Support role indicates those Departments / Agencies likely to provide assistance to the Lead. **The Incident Command System will be used regardless of incident type or incident phase (e.g. response, damage assessment, recovery)**

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#### Hazard Type.....Operational Responsibilities

##### Acts of Terrorism

Lead .....**Police Department**  
Support .....Fire Department  
.....Public Works and Utilities  
.....General Services  
.....Finance Department

##### Civil Disturbance

Lead... .....**Police Department**  
Support .....Fire Department  
.....Public Works and Utilities  
.....Finance Department

##### Cyberterrorism

Lead .....**Information Technology**  
Support .....Police Department  
.....Finance Department

##### Drought

Lead .....**Public Works & Utilities**  
Support .....Community Development  
.....Parks Recreations and Libraries  
.....Finance Department

##### Earthquake

Lead .....**Fire Department**  
Support .....Police Department  
.....Public Works and Utilities  
.....General Services  
.....Finance Department

##### Epidemic Control/Biohazard

Lead .....**Fire Department**  
Support .....General Services

**Explosion**

**Lead** .....**Fire Department**  
Support .....Police Department  
.....Public Works and Utilities  
.....General Services

**Fires - Structural / Wild land**

**Lead** .....**Fire Department**  
Support .....Police Department  
.....Parks, Recreation & Libraries  
.....Public Works & Utilities

**Flood**

**Lead** .....**Fire Department**  
Support .....Public Works and Utilities  
.....Police Department  
.....General Services  
.....Parks, Recreation & Libraries

**Hazardous Materials**

**Lead** .....**Fire Department**  
Support .....Police Department  
.....Public Works and Utilities  
.....General Services

**Search and Rescue**

**Lead** .....**Fire Department**  
Support .....Police Department

**Tornado/Wind Storms**

**Lead** .....**Fire Department**  
Support .....Police Department  
.....Public Works and Utilities  
.....General Services  
.....Parks, Recreation & Libraries

**Transportation Accident**

**Lead** .....**Fire Department**  
Support .....Police Department  
.....Public Works and Utilities  
.....General Services

**Winter Storm**

**Lead** .....**Public Works and Utilities**  
Support .....Police Department  
.....Fire Department

#### IV. HAZARD BASED MATRIX

(Disaster Type and Department / Agency Responsibilities)

<b>ROLE:</b> L = Lead Role <i>Primary Responsibility</i>  S = Support Role <i>Incident Support &amp; Assistance</i>	<b>Acts of Terrorism</b>	<b>Civil Disturbance</b>	<b>Cyber-Terrorism</b>	<b>Drought</b>	<b>Earthquake</b>	<b>Epidemic / Biohazard</b>	<b>Explosion</b>	<b>Fires</b>	<b>Flood</b>	<b>Hazardous Materials</b>	<b>Search and Rescue</b>	<b>Tornado / Wind storm</b>	<b>Transportation</b>	<b>Winter Storm</b>
<b>COMMUNITY DEVELOPMENT</b>				S	S		S	S	S			S	S	
<b>FINANCE DEPARTMENT</b>	S	S	S	S	S	S	S	S	S	S	S	S	S	S
<b>FIRE DEPARTMENT</b>	S	S			L	L	L	L	L	L	L	L	L	S
<b>GENERAL SERVICES</b>	S	S			S	S	S		S	S		S	S	
<b>INFORMATION TECHNOLOGY</b>	S		L		S				S					
<b>PARKS, REC, &amp; LIBRARIES</b>	S	S		S	S				S			S		S
<b>POLICE DEPARTMENT</b>	L	L	S		S	S	S	S	S	S	S	S	S	S
<b>PUBLIC WORKS &amp; UTILITIES</b>	S	S		L	S		S		S	S		S	S	L
<b>AMERICAN RED CROSS</b>	S	S			S			S	S			S	S	S
<b>TRI-COUNTY HEALTH</b>	S				S	S			S	S				

#### V. DEPARTMENT / AGENCY FUNCTIONAL ASSIGNMENTS

Regardless of the type of incident, various functions will be required of departments and agencies in managing an incident. These functional responsibilities are assigned based upon recognized expertise of the department / agency. Further, department expertise will come into play at various phases of an

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incident. (e.g. Response, Damage Assessment, Recovery). **Regardless of functional responsibility, the Incident Command System will be implemented as the management system.**

**Casualty Disposition**

Fire Department  
Area Hospitals  
Police Department  
County Health Departments

**Communications**

Police Dispatch  
Information Technology  
Qwest Communications  
Public Works and Utilities

**Damage Assessment**

Community Development  
Finance Department  
Red Cross  
Public Works and Utilities  
Fire Department  
General Services

**Debris Removal**

Public Works and Utilities  
Parks, Recreation & Libraries  
Fire Department  
General Services

**Decontamination**

Fire Department  
Adams / Jeffco Haz Mat  
Jefferson County Health Department  
Public Works and Utilities  
General Services

**Direction and Control**

Police Department  
Fire Department

**Emergency Coordination Center Management**

Fire Department  
Assigned Department Personnel

**Emergency Water, Sewer and Utilities**

Public Works and Utilities

**Facilities Protection**

General Services  
Police Department

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**Financial Records**

Finance Department

**Law and Order**

Police Department

**Medical/ Mass Casualty**

Fire Department

Area Hospitals

**Public Information**

City Managers Office

Police Department

Fire Department

Public Works and Utilities

**Recovery Coordination**

City Managers Office

Community Development

Fire Department

Public Works and Utilities

General Services

Jefferson County Health Department

Red Cross

**Resource Procurement and Allocation**

City Managers Office

All Departments

**Schools Safety and Evacuation**

School District Superintendents

Police Department

Fire Department

**Shelter Coordination/Crisis Relocation/Human Needs**

Red Cross

Parks, Recreation and Libraries

General Services

Volunteer Organizations

Police Victim Advocates

Fire Department

**Transportation Infrastructure / Street Maintenance**

Public Works and Utilities

**Vital Records**

City Clerk

**Warning and Notification**

Police Department

Fire Department

## **VI. 4 LEVEL RESPONSE SYSTEM**

The City of Westminster will operate under a 4 LEVEL system in response to a developing situation. The level criteria will dictate activation of the Emergency Coordination Center (ECC). The levels are defined as follows:

### **Level 4 E.C.C. NOT ACTIVATED**

Routine response to emergency incidents under the direction and control of an Incident Commander (IC) at the scene.

- Policy Coordinating Group not activated
- IC manages all command and general staff requirements from the incident command post.

### **Level 3 E.C.C. MAY BE PARTIALLY ACTIVATED (monitor events)**

Incidents requiring a response beyond the internal capability of the responding city agency or agencies; requires the implementation of prearranged mutual aid agreements only.

- Policy Coordinating Group not activated
- IC manages all command and general staff requirements from the incident command post.
- IC may request assistance from the Emergency Management Coordinator to monitor the incident and provide limited resources assistance.

### **Level 2 E.C.C. LIKELY TO BE FULLY ACTIVATED**

Events of magnitude exceed the mobilization of established mutual aid agreements that require full mobilization of jurisdiction resources and adjacent jurisdiction resources.

- Incident complexity may require a transfer of command to higher authority and Command, Operations, Plans, Logistics and Finance may be managed from the E.C.C.
- Incident Commander requests activation of the E.C.C. via dispatch.
- Emergency Management Coordinator is notified.

### **Level 1 E.C.C. WILL BE FULLY ACTIVATED**

Magnitude of an event that exceeds the resources, support, and assistance of the City and adjacent jurisdictions. State and possibly federal assistance can be expected for the impacted jurisdictions. Disaster declaration may be considered at this time.

## **VII. DISASTER RESPONSIBILITIES**

### **The Policy Coordination Group**

During a level 3 & 4 (*see section V*) emergency or disaster this group develops policy measures relating to emergency management, public information, dissemination and commitment of City resources, and is composed of policy making senior officials. It will be comprised of all or some of the following representatives, depending upon which departments/agencies are affected by the incident. Other representatives may be added:

- Mayor
- City Council
- City Manager
- City Attorney
- Emergency Manager
- Fire Chief
- Police Chief
- Public Works and Utilities Department Head
- General Services Department Head
- Parks, Recreation And Libraries Department Head
- Community Development Department Head
- Finance Department Head
- Information Technologies Department Head
- Select Westminster Company Representatives
- Other Support Agency Representatives as needed

### **Policy Coordinating Group Representatives are responsible for:**

- a. Monitoring operations of City departments and assisting/cooperating agencies during all phases of the emergency/disaster.
- b. Monitoring implementation of the City Emergency Plan & Management System and mutual aid agreements.
- c. Releasing public proclamations on emergency matters such as evacuations and movement to shelters, utilizing information provided by the Incident Command System.
- d. Monitoring and supporting the Incident Command System.
- e. Establishing an Emergency Public Information Service including approval of information to the media.
- f. Implementing policy for emergency funding, control of expenditures, and allocation of resources to achieve optimum utilization.
- g. Evaluating the emergency/disaster in terms of the need for a disaster declaration.
- h. Provide for succession and pre-delegation of emergency authorities.

**Outside Agency Representatives are responsible for:**

- a. Assisting Policy Group in authorizing and committing agency resources to the incident.
- b. Ensuring that current situation/resource status is provided by their agency.
- c. Assisting Policy Coordinating Group in prioritizing multiple incidents.
- d. Determining and authorizing resource requirements by agency.
- e. Serving as agency representative on the Policy Coordinating Group.

**Mayor is responsible for:**

- a. Serving as a member of the Policy Coordinating Group.
- b. Formal Disaster Declarations of disaster and/or emergencies.
- c. Assigning overall direction and control to the City Manager.

**City Council is responsible for:**

- a. Serving as a member of the Policy Coordinating Group.
- b. Determining the level of commitment of City resources and funds.
- c. Overseeing emergency duties and authorities as permitted by law.
- d. Nothing in this EPMS shall abridge or curtail the powers of the City Council.

**City Manager is responsible for:**

*Overall management of the duties and authorities set forth in Municipal Code, Chapter 32.*

- a. Coordination of Media Relations.
- b. Providing information to be released by the Mayor or designee.
- c. Coordination of press release and press conferences.
- d. Organizing a Joint Information Center.
- e. Assuring consistency of media and public.

**All Department Heads are responsible for:**

- a. Preparing plans and organizing their departments to meet emergencies and disasters, both natural and man-made, and assure continuity of government operations during emergency situations. These plans must be consistent with the City of Westminster Emergency Plan and Management System (EPMS).
- b. Providing support for department personnel to participate in planning, training and exercises, within the department and citywide, on an annual basis.
- c. Identifying functions to be performed during an emergency and assign responsibility for performing those functions to personnel of their departments.
- d. Ensuring that the Emergency Management Coordinator is aware of all plans for emergency prevention, response and recovery.
- e. Providing a ranking staff member/s to the Emergency Coordination Center to coordinate the department's emergency response/recovery functions with those of other departments and agencies.

- f. Ensuring that the City of Westminster government is kept informed of each department's situation during emergencies by promptly reporting events and activities to the Emergency Management Coordinator or through consolidated reports at the Emergency Coordination Center when activated.
- g. Obtain and maintain agreements necessary to fulfill specific task responsibilities as defined in the EPMS. The Emergency Management Coordinator should be made aware and provided copies of these agreements.

**Fire Department is responsible for:**

- a. Directing and conducting all types of fire-related, hazardous materials, radiological, and emergency medical services.
- b. Providing all regularly assigned functions relating to fire prevention and control to minimize loss of life and property due to fire.
- c. Establishing a field command post or supplying personnel to an already established command post in an emergency or disaster situation.
- d. Providing a representative to the City of Westminster Emergency Coordination Center.
- e. Directing and conducting decontamination efforts and providing equipment and staff.
- f. Directing and conducting all response and containment operations in a hazardous material incident.
- g. Providing initial communications between the Emergency Coordination Center and the affected area when needed, and providing the initial damage report to the Emergency Coordination Center.
- h. Coordinating emergency medical transportation to a hospital or other designated emergency medical treatment facility.
- i. Coordinating emergency medical assistance to all shelters in operation in order of most emergent situation.
- j. Coordinating emergency medical care triage sites.
- k. Concurrent search and rescue operations.

*Fire Department Emergency Management Coordinators responsibilities:*

- a. In conjunction with department heads, assuring that writing and coordination of all City of Westminster emergency plans is current.
- b. Assuring annual review of the City of Westminster EPMS.
- c. Coordinating efforts between the Policy Coordinating Group and Incident Command and other officials, and assuming the responsibility to keeping them informed.
- d. Monitoring the implementation of the EPMS.
- e. Assuring the coordination of emergency response operations for all governmental and support agencies before, during, and after an emergency or disaster.
- f. In conjunction with department heads, assuring that the Incident Command System is being used.
- g. Establishing the Emergency Coordination Center and managing its operation.
- h. Assuring that appropriate response agencies and department heads are aware of the responsibilities assigned herein.

- i. Informing other jurisdictions about emergency and disaster situations.
- j. Apprising the City Manager, Mayor and City Council of overall preparedness of the City of Westminster agencies' plan to respond to all types of emergencies and disasters.
- k. Establishing liaison and coordinating disaster planning and operations with area industries, public utilities, welfare agencies, and emergency management directors of adjacent political subdivisions and the state to insure compatible integrated emergency plans.
- l. Conducting studies and surveys of private and local governmental resources, industries, and facilities to determine their emergency disaster preparedness posture, and negotiating written agreements for their effective use during major emergencies and disasters.
- m. Conducting or coordinating training programs and exercises to maintain and improve the general emergency or disaster preparedness elements of the City of Westminster disaster response/recovery organizations.
- n. Representing the City of Westminster, as directed, with other city, county, state, or national organizations concerned with emergency management.
- o. Assuring appropriate community notification systems are in place.
  - i. Emergency Alert System (EAS)
  - ii. Emergency Preparedness Notification (EPN)
- p. Keeping the Colorado Office of Emergency Management (COEM) informed of the emergency or disaster situation.
- q. Assisting the City Manager, Mayor, or City Council in seeking support from county, state, and federal emergency resources, when required, to supplement City of Westminster efforts.
- r. Obtaining assistance of Radio Amateur Civil Emergency Services (RACES) personnel in establishing a logistics and resources communications net.
- t. Notifying key City of Westminster officials regarding the nature of the emergency or disaster.
- u. In conjunction with Public Safety Dispatch, receiving and relaying to proper authorities all alerts and warnings concerning the potential of disaster or disturbance.

**Police Department is responsible for:**

- a. Establishing and maintaining law and order throughout the City.
- b. Warning the public regarding the nature of the emergency or disaster.
- c. Coordination of the city communication center for established frequencies.
- d. Coordinating communications for emergency operations.
- e. Establishing a traffic control plan to meet potential threats.
- f. Controlling traffic and access to the disaster scene.
- g. Coordinating police services with and within the Incident Command System.
- h. Preparing and conducting the evacuation of all or part of an area.
- i. Providing coordination for animal sheltering.
- j. Securing evacuation routes, traffic control points and roadblocks.
- k. Providing security for evacuated areas and in areas accommodating evacuees.
- l. Coordinating road service support in movement of population to shelters.

- m. Implementing crisis intervention through the use of victims' services.

**General Services Department is responsible for:**

- a. Maintenance of employee information including phone, address, emergency contact and medical information.
- b. Providing support to departments in mobilizing needed human resources through current employees, hiring of emergency staff or contracting for necessary resources.
- c. Developing plans, policies, and procedures for the central control and repair of all transportation assets for maximum emergency use of all City of Westminster vehicles, heavy equipment, fuels, supplies, and assigned City of Westminster personnel.
- d. Developing procedures for the disposal of hazardous household waste created by an emergency or disaster.
- e. Providing emergency traffic control devices such as barricades, flares, and temporary signs.
- f. Securing appropriate buildings.
- g. Responding to risk management issues like recovery of monies from insurance providers, State/Federal disaster Assistance Programs or other funds or combination of funding sources.
- h. Maintaining an accurate list of volunteers.
- i. Medical care and compensation for injured City of Westminster employees through Worker's Compensation plans.
- j. Environmental clean up.
- k. Emergency staffing and hiring.
- l. Controlling the safety of all vital records to maintain governmental continuity.

**Public Works & Utilities Department is responsible for:**

- a. Advising the City Manager regarding the establishment of priorities for rehabilitation, and restoration of those public buildings, roads, utilities, and other essential facilities necessary to the operation of the City of Westminster government, and contributing to the emergency welfare of the population.
- b. Developing pre-incident agreements with local landfills for acceptance of debris from a disaster
- c. Providing for repair and restoration of the sewer system and sewage disposal.
- d. Shutting down of systems to prevent damage, monitoring repair and restoration of water distribution and wastewater/sewer systems, including provision of systems to provide emergency sources of potable water for essential City of Westminster activities.
- e. Developing agreements and procedures for working with utility companies that provide services to City of Westminster residents and businesses.
- f. Providing immediate clearance of major thoroughfares and removal of debris to permit emergency rescue operations and movement of emergency vehicles and supplies.

- g. Assisting in emergency repairs to City of Westminster roads, utilities, and other essential facilities under established priorities for restoration and continued operation of City of Westminster government functions.
- h. Assisting in providing damage assessment information to the Emergency Coordination Center on roads and equipment belonging to the Department.
- i. Arranging with pledged intergovernmental support groups to render disaster support assistance within their capabilities.
- j. Assisting the emergency response authority in containing hazardous substances as requested.

**Information Technology Department is responsible for:**

- a. Assuring the protection of information and communication capabilities against cyberterrorism.
- b. Assuring that telephone, radio, and data capabilities are available.
- c. Assuring communications and information capabilities are maintained during an event.
- d. Protecting confidential information of records produced by Courts and Police Department.

**Community Development Department is responsible for:**

- a. Providing damage assessment reports for the Emergency Coordination Center and City Council. This is to be coordinated with the Finance Department and / or County Assessors Office.
- b. Providing traffic engineering including the establishment of emergency traffic routes and coordination with the Department of Public Works and Utilities for the marking of such emergency routes.
- c. Receiving and plotting current data concerning extent and type of building damage and recording of significant population concentrations within the City of Westminster.
- d. Conducting mitigation studies during normal operations for the purpose of making recommendations that will reduce disaster vulnerability during emergencies or disasters. This is to be coordinated with the Emergency Management Coordinator.
- e. Developing a program to quickly provide a damage assessment. This should be coordinated with the Department of Finance and Emergency Management Unit.
- f. Determining habitability and whether services can be restored.
- g. Coordinating rebuilding in recovery phase.
- h. Providing GIS mapping as requested.

**City Attorney's Department is responsible for:**

- a. Functioning as principal legal advisor to the City Manager, Mayor, City Council, Emergency Coordination Center, and department heads.
- b. Providing interpretation of laws and regulations issued by the federal and state governments.

- c. 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 Westminster for a timely emergency response.

**Parks, Recreation & Libraries Department is responsible for:**

- a. Providing facility supervisors to designated shelters and opening any City of Westminster recreation facilities that may be used as a shelter if needed.
- b. Providing for the safety of citizens who may be in the facilities that are managed by the Park Recreation and Libraries Department at the time of an emergency or disaster.
- c. Providing additional manpower to other departments to assist in emergency response or recovery efforts.

**Finance Department is responsible for:**

- a. Providing emergency procedures for purchasing supplies and/or equipment necessary for recovery operations to restore services to the public.
- b. Maintaining detailed financial records of all costs accrued during an emergency or disaster operation and preparing reports of the City of Westminster financial position.
- c. Providing overall coordination in the compilation and presentation of requests for disaster relief assistance, when required.
- d. Assisting in developing and coordinating a damage assessment system that meets state and federal procedures.
- e. Providing damage assessment to Emergency Coordination Center following an emergency.

**Red Cross Agency Representative is responsible for:**

- a. Assisting with evacuation and coordinate sheltering of disaster victims.
- b. Assisting with provision of food and clothing to disaster victims.
- c. Establishing food distribution points for families and other groups to replenish supplies, as necessary.
- d. Assisting with disaster welfare inquiries.
- e. Providing supplies and assistance to Westminster Fire Department in administering first aid.
- f. Assisting with shelter for victims and families.
- g. Assisting in mass feeding of victims and emergency workers.

**County Coroner Agency Representatives are responsible for:**

- b. Advising City Management/City Council on matters pertaining to handling, disposition and identification of the dead.
- c. Organizing and training hospital, mortuary, and graves registration support teams.
- d. Establishing a morgue and directing the identification and burial of the dead.
- e. Providing public information concerning the deceased.

**Volunteer Agencies Representatives are responsible for:**

- a. Clergy to provide suitable comfort, spiritual counseling, and religious activities during emergency and disaster situations.
- b. Salvation Army will be responsible for:
  - i. Assisting with disaster welfare inquiries.
  - ii. Providing canteen trucks for emergency workers and displaced citizens.
  - iii. Providing other housing/shelter assistance in conjunction with ARC and HHS.

**Qwest Communications Representative is responsible for:**

- a. Assuring that all emergency response agencies have appropriate emergency contact procedures.
- b. Assisting with the development of preplan emergency communication plans.

**Xcel Energy is responsible for:**

- a. Assuring that all emergency response agencies have appropriate emergency contact procedures.
- b. Assisting with the development of preplan emergency electrical and gas outage plans.
- c. Assuring appropriate emergency response to energy outages.

**VIII. LEGAL AUTHORITY**

- a. Federal  
*Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendment*
- b. State  
*Colorado Disaster Emergency Act of 1992 (Part 21 of Article 32, Title 24, Colorado Revised Statutes, 1988 as Amended*
- c. Local  
*City of Westminster Ordinance Chapter 32 of the Westminster Municipal Code, as amended, Emergency Management*