



CITY OF CENTENNIAL
EMERGENCY OPERATIONS PLAN

2016

With Approval of:
Arapahoe County Sheriff's Office

In Accordance with Section 6 of the Intergovernmental Agreement between Arapahoe County
and the City of Centennial to Provide Law Enforcement and Public Safety Services

PROMULGATION DOCUMENT

This document serves as the formal declaration and announcement of the issuance of the **City of Centennial Emergency Operations Plan** (EOP).

This plan is intended to provide City of Centennial officials and critical stakeholders with a basis for the coordinated management of disaster incidents in order to preserve life, property and natural resources, and to minimize the impacts of the disaster on the community in order to resume daily City operations and community conditions as quickly as possible.

The City of Centennial is responsible for developing and maintaining up-to-date internal standard operating procedures, training and exercise plans, and plan maintenance procedures in order to support the overall EOP. The coordination and integration of emergency plans and procedures is an ongoing process that should be collectively promoted by convening inter-agency meetings, formulating mutual aid agreements and by conducting or participating in multi-agency and inter-jurisdictional emergency exercises.

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John Danielson
City Manager

X 

David Walcher
Arapahoe County Sheriff

APPROVAL AND IMPLEMENTATION

The purpose of the ***City of Centennial Emergency Operations Plan*** (EOP) is to provide general guidelines and principles for planning, managing and coordinating the overall response and recovery activities of City of Centennial departments before, during and after major planned events, emergencies, or disaster events.

The EOP applies to all areas of the City of Centennial and areas that have agreements with City of Centennial (hereafter referred to as the City), as applicable.

The EOP is consistent with the accepted standards and principles of the National Incident Management System (NIMS) as mandated by Homeland Security Presidential Directive #5 (HSPD 5), as well as Presidential Policy Directive 8 (PPD-8). The use of NIMS ensures that the City of Centennial's response and recovery efforts are aligned with the nationally accepted emergency management system for addressing all types of hazards and for integrating multiple agencies, jurisdictions and disciplines into a coordinated response and relief effort.

This document utilizes the all-hazards preparedness and planning approach, which is consistent with federal guidelines including NIMS, the National Response Framework (NRF), the National Preparedness Goal, and the Core Capabilities List. As such, the EOP recognizes that while all disaster situations are unique, key response and recovery activities and planning elements are consistent.

The plan is organized into four parts:

1. **Basic Plan:** This section introduces the general emergency planning concept, outlines standard or commonly accepted department responsibilities at a City level, and identifies legal authorities and references. The EOP is considered a public document, though it may have information redacted prior to public distribution.
2. **Incident Appendices:** Hazard-specific information relating to the unique responsibilities and resource requirements of the types of disasters most likely to be faced in the City of Centennial are collected in these documents. Hazard-specific information is based on the Arapahoe County All-Hazards Mitigation Plan.
3. **Emergency Support Function (ESF) Annexes:** Each Annex contains a general description of the function, the major response and recovery responsibilities of the function, and identifies primary and support agencies. Lead agencies may identify other planning efforts or procedures that assist in the execution of the ESF. These documents may fall under different rules or requirements for public availability.
4. **Annexes:** These documents provide specific information or tools such as maps, sample or actual contracts and agreements, phone lists, specialized city programs, ICS guidelines, or diagrams. Tabs serve to augment the EOP; due to the sensitive nature of their content, they are not considered public documents. This section is updated more frequently than the rest of the plan to reflect changes in best practices and standard operating procedures.

The statutory responsibility for the management of an emergency or disaster in Colorado rests with the duly elected leadership of each jurisdiction. For events requiring decisions about the commitment of resources beyond those normally available for City emergency response, the following line of succession will be observed, based on the availability of the senior ranking public official:

1. Centennial City Council
2. Arapahoe County Sheriff

For the City of Centennial, pursuant to § 2-2-130 of the Municipal Code, the City Manager has the authority to declare a local disaster, which may initiate City emergency operations, which may range from deploying additional resources to activating the Arapahoe County EOC.

The Arapahoe County Sheriff's Office is the contracted emergency manager for the City of Centennial. With this dynamic, the County's disaster authority is important to understand as well. In Arapahoe County, the Board of County Commissioners has delegated statutory responsibility of the Director, Deputy Director and Coordinator of Arapahoe County Emergency Operations and Disaster Agency to the Arapahoe County Sheriff.

All changes to the document shall be noted in the Record of Changes document, which shall be a continuous record from all versions of the plan beginning with Version 1.0

This plan is approved and implemented effective upon adoption by administrative directive by the City Manager in August 2016 by Administrative Directive No. 2016-CM-AD-02, which approves the Emergency Operation Plan for a period of five (5) years from the effective date.

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RECORD OF DISTRIBUTION

This record serves as official documentation for the distribution of this planning document, in part or in whole, to critical stakeholders. The record is maintained in its entirety and carries over between various versions of the planning document. Changes to the document noted in the Record of Changes should be distributed to relevant parties and tracked in this section as well.

Date	Name/Title	Agency	Distribution	Signature
MM/DD/YY	John Smith, Title	City of Centennial	Entire Plan Document, Version 1.0 (electronic)	
	John Danielson, City Manager	City of Centennial	Entire Plan (electronic)	
	Elisha Thomas, Deputy City Manager	City of Centennial	Entire Plan (electronic)	
	Andy Firestine, Assistant City Manager	City of Centennial	Entire Plan (electronic)	
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	Travis Greiman, Public Works Director	City of Centennial	Entire Plan (electronic)	
	Paula Gibson, Human Resources Director	City of Centennial	Entire Plan (electronic)	
	Scott Blumenreich, Chief Innovation Officer	City of Centennial	Entire Plan (electronic)	
	Robert Widner, City Attorney	City of Centennial	Entire Plan (electronic)	
	Barbara Setterlind, City Clerk	City of Centennial	Entire Plan (electronic)	
	Cathy Noon, Mayor	City of Centennial	Entire Plan (electronic)	
	CJ Whelan, Mayor Pro Tem	City of Centennial	Entire Plan (electronic)	
	Candace Moon, Council Member	City of Centennial	Entire Plan (electronic)	

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GLOSSARY

Area Command (AC): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Command Group: That portion of the Emergency Operations Staff organization charged with the strategy of directing and/or controlling resources by virtue of explicit legal, agency or delegated authority. The six major functional areas of the Command Group include Command, Operations, Planning, Logistics, Administration/Finance and Safety. The Command Group is supported directly by the Command Staff who include the Public Information Officer and the Emergency Services Coordinator. The Command Group receives policy direction from the Executive Group.

Department Operations Center: A smaller or discipline-specific facility which supports the Emergency Operations Center (EOC). This can be used in all levels of an emergency.

Emergency: A situation arising with or without warning, causing or threatening death, injury or disruption to normal life for numbers of people in excess of those which can be dealt with by the public services operating under normal conditions, and which requires special mobilization and organization of those forces.

Emergency Alert System (EAS): A communications system that enables the President, federal, state and local officials to rapidly disseminate emergency information over commercial AM and FM radio bands as well as National Weather Service weather radios.

Emergency Operations Center (EOC): A central facility from which key officials can gather information, make decisions, and coordinate response and recovery efforts. The EOC is located at the Arapahoe County Sheriff's Office.

Emergency Operations Plan (EOP): Multi-hazard, functional plan that treats emergency management activities generally, with the unique aspects of individual disasters contained in hazard-specific annexes. It describes the emergency organization and the means of coordination with other entities. It assigns functional responsibilities and details tasks to be carried out as accurately as permitted by the situation.

Emergency Procurement: The need for the immediate purchase of materials, services or construction that cannot be met through normal procurement methods, the lack of which seriously threatens public health or safety, the preservation of property or the functioning of government.

Emergency Response Plan (ERP): A document created to provide direction for internal response to a disaster or emergency

Emergency Support Functions (ESFs): These annexes outline specific primary and secondary disaster responsibilities assigned to specific organizations

Federal Emergency Management Agency (FEMA): The central point of contact within the federal government for a wide range of emergency management activities, both in peacetime and wartime. Its roles include coordinating government activities, providing planning assistance, advising various agencies and delivering training.

Hazardous Materials: Substances or materials, which because of their chemical, physical, or biological nature pose a potential risk to life, health, or property if they are released. Explosive substances, flammable or combustible substances, poison, and radioactive materials are all classified as hazardous materials.

Homeland Security Presidential Directive 5 (HSPD 5): Management of Domestic Incidents, February 28, 2003, is intended to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system. In HSPD-5 the President designates the Secretary of Homeland Security as the Principal Federal Officer (PFO) for domestic incident management and empowers the Secretary to coordinate Federal resources used in response to or recovery from terrorist attacks, major disasters, or other emergencies in specific cases.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Commander (IC): The individual who is responsible for management of the tactical field operations of all involved departments and supporting agencies/organizations at or near the scene of an emergency. The Incident Commander functions from the Command Post.

Incident Command System (ICS): A nationally recognized system of managing small to large-scale events through the systematic development of a complete, functional organization. The system uses common terminology; is modular in nature; and has a unified command structure, manageable span of control, consolidated action plans, comprehensive resource management and integrated communications.

Joint Information Center (JIC): A facility organized to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Field Office (JFO): A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the Joint Operations Center, the FEMA Disaster Field Office, and the Joint Information Center within a single Federal facility.

National Incident Management System (NIMS): A comprehensive management by objective approach to incident management. It includes response, training and exercises to improve the ability to manage an emergency or disaster.

National Response Framework (NRF): A framework mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one unified, all-discipline, and all-hazard approach to domestic incident management.

Standard Operating Procedure (SOP): Generally a checklist or set of instructions, having the force of a directive, which lends itself to a definite or standardized procedure without loss of effectiveness.

State of Emergency: The duly proclaimed existence of conditions of disaster or extreme peril to the safety of persons or property in the state which are or are likely to be beyond the control of the services, personnel, equipment, or facilities of any single county, city or town, and which requires the combined efforts of the state and the political subdivision.

Unified Command (UC): An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

ACRONYMS

- AC – Area Command
- ACEOC – Arapahoe County Emergency Operations Center
- COOP – Continuity of Operations Plan
- COVOAD – Colorado Volunteer Organizations Active in Disaster
- DOC – Department Operations Center
- EAS - Emergency Alert System
- EOC – Emergency Operations Center
- EOP – Emergency Operations Plan
- ERP – Emergency Response Plan
- ESF - Emergency Support Function
- FEMA – Federal Emergency Management Agency
- HMP – Hazard Mitigation Plan
- HSPD-5 - Homeland Security Presidential Directive 5
- IAP - Incident Action Plan
- IC- Incident Commander
- ICP – Incident Command Post
- ICS – Incident Command System
- IGA – Inter-Governmental Agreements
- JFO - Joint Field Office
- JIC – Joint Information Center
- MAA – Mutual Aid Agreement
- MOA – Memorandums of Agreement
- MOU – Memorandums of Understanding
- NIMS – National Incident Management System
- NRF – National Response Framework
- PIO - Public Information Officer
- SOP - Standard Operation Procedure
- UC - Unified Command

PURPOSE, SCOPE, SITUATIONS, AND ASSUMPTIONS

PURPOSE

The purpose of the *City of Centennial Emergency Operations Plan* (EOP) is to provide general guidelines and principles for planning, managing and coordinating the overall response and recovery activities of the City of Centennial before, during and after major events.

The overall goal of this plan is to coordinate the roles, resources and responsibilities of City departments and other stakeholders to ensure a rapid, flexible response to any disaster, critical incident, or planned event in City of Centennial. To facilitate this goal, the EOP utilizes the all-hazards preparedness and planning approach, which is consistent with federal guidelines including the [National Incident Management System \(NIMS\)](#), the [National Response Framework \(NRF\)](#), the [National Preparedness Goal](#) and the [Core Capabilities List](#).

This is a plan, not a procedural document. The contents of the EOP 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 City of Centennial. The EOP is not intended to outline specific operational or functional procedures. Instead, this document consolidates the various policies and considerations which impact the development of procedures. In short, this is the 'what', not the 'how'. Appropriate procedural documents are referenced as needed.

SCOPE

This EOP outlines broad responsibilities for government and non-profit organizations that conduct mitigation, prevention, preparedness, protection, response, and recovery operations. This plan is not intended for use in the response or recovery of incidents which are considered part of the daily operating procedures. Rather, the EOP is designed to achieve integrated, City-wide coordination of emergency management activities among all departments and with outside agencies.

The EOP applies to all incidents or events within the geographic boundaries of the City of Centennial. The EOP embraces the concept of scalability, and therefore may be expanded or contracted to suit any size, scope, scale or magnitude of events.

By contract, the Arapahoe County Sheriff's Office is responsible for managing emergency response operations in the City of Centennial, when appropriate. The Organization and Assignment of Responsibilities section in this document provides further detail.

SITUATION OVERVIEW

The City of Centennial was incorporated from portions of unincorporated Arapahoe County, CO in 2001. Located entirely within Arapahoe County, and forming part of the Denver metropolitan area, Centennial was formed February 7, 2001 (the day after its first city officials were elected). The citizens of the formerly unincorporated portion of Arapahoe County had voted to incorporate on September 12, 2000, choosing Centennial as the official name during the vote. Incorporation was approved by 77 percent of the voters, and the 100,000+ person population of the area made it the largest incorporation in U.S. history at the time.

The City of Centennial is located in the southern region of the Denver Metropolitan Area. The City shares boundaries with the cities of Littleton, Greenwood Village, Aurora, Lone Tree, Town of Foxfield and unincorporated areas of Arapahoe and Douglas counties. The City's current incorporated area is more than 29 square miles.

Transportation infrastructure is a key asset for the community, with connectivity via Interstate 25, Arapahoe Road (State Highway 88), Parker Road (State Highway 83), University Boulevard (State Highway 177), and the light rail stations at Arapahoe at Village Center and Dry Creek.

Hazard and Threat Analysis Summary

The City was included in the 2009-2010 update of the Regional Hazard Mitigation Plan (HMP) under the Denver Regional Council of Governments (DRCOG) planning process, which was approved in 2011. In 2014, Arapahoe County, with participation from the City, began the process of overhauling its Multi-Hazard Mitigation Plan with the help of Michael Baker Corporation. The 2015-2020 Arapahoe County Hazard Mitigation Plan (HMP) builds upon the initial HMP and expands on relevant sections that will likely affect Arapahoe County. The plan has been approved by Federal Emergency Management Agency (FEMA) and follows the guidelines put forth by the [Emergency Management Accreditation Program \(EMAP\)](#). This plan contains a detailed hazard analysis of Arapahoe County and should be referenced for specific details.

In general, the City is most vulnerable to the natural hazards of: severe winter storms, severe summer storms (including lightning, hail, and tornadoes), extreme temperatures, wildfires and drought. Technological hazards such as hazardous materials spills are possible and would have potentially catastrophic consequences; however, they are considered a relatively low risk. Finally, human-driven hazards such as acts of terrorism and civil disturbances are possible, but are generally considered to be low risk. When intelligence is available that the risk has increased, the City, in conjunction with the Arapahoe County Sheriff's Office, responds with an appropriate shift in mitigation activities and awareness.

Mitigation Overview

As with the Hazard Analysis Summary, this section is specifically detailed in the Hazard Vulnerability Summary by Jurisdiction in Arapahoe County's Multi-Hazard Mitigation Plan. The HMP should be referenced for a detailed explanation of mitigation projects, processes, progress, and future efforts. Public education efforts, ongoing training and drilling of staff members at the City level, and general increased awareness are all effective daily mitigation applications in the City.

Neighboring jurisdictions, such as the City of Aurora and City of Englewood, use emergency alert sirens for natural hazard events such as tornadoes, but these sirens are operated autonomously from city mitigation and warning projects. While the City does not have its own alert sirens, it does utilize Arapahoe County's Citizen Alert program, which is housed within the Sheriff's Office. Landline phones in Arapahoe County are automatically registered and will receive emergency

notifications. Citizens without landlines or any citizens who want to register to receive notifications via alternate devices (cell phone, text message or email) may register [online](#).

PLANNING ASSUMPTIONS

The planning assumptions collected here identify the facts used during the planning process in order to create an emergency plan that is executable. The list is not comprehensive or exclusive. Obvious assumptions are only included here if necessary to provide clarity or delineate specific conditions. Assumptions that are both obvious and reasonable are not included here, but are implied in the creation of the document.

1. The guidelines and concepts of the [Comprehensive Preparedness Guide 101 Version 2.0 \(CPG 101\)](#) have been applied throughout the development of this document.
2. The City of Centennial is responsible for developing and maintaining up-to-date Standard Operating Procedures (SOPs), checklists or other materials necessary for implementing assigned duties and functions, and for providing training to employees.
3. Pursuant the Intergovernmental Agreement between Arapahoe County and the City to Provide Law Enforcement and Public Safety Services, the Arapahoe County Sheriff is designated as the Emergency Manager for the City of Centennial.
4. The City of Centennial City Manager's Office is responsible for ensuring the plan is regularly updated, practiced and revised as outlined in the Plan Development and Maintenance portion of this document.
5. The [National Incident Management System \(NIMS\)](#) and [National Response Framework \(NRF\)](#) are the adopted methods and organizational structures for managing emergency response operations in the City. In larger incidents, the Incident Command System (ICS) structure will be extended and supported by activation of the Arapahoe County Emergency Operations Center (ACEOC).
6. Response and recovery efforts will apply the principles within the Incident Command System (ICS), the National Incident Management System (NIMS) and the National Response Framework (NRF).
7. Events that cross jurisdictions will result in the establishment of a Unified Command (UC). Events with multiple locations or incident sites will result in the establishment of an Area Command (AC).

CONCEPT OF OPERATIONS

The Concept of Operations (CONOPS) section explains the City's intended approach to address all-hazards events. The information presented here is scalable, flexible, and general, and as such it applies to plausible emergency, disaster or catastrophic events in the City. The CONOPS section does not include specific procedures. This section addresses the integration of the City into the larger disaster response picture. The City will be responsible as the lead agency for those incidents in Centennial's jurisdiction. As the City's contracted emergency manager, the Arapahoe County Sheriff's Office may serve as a supporting or lead agency if the scope of an incident expands beyond Centennial's ability to respond, or if assistance is requested by the City.

All incidents will be organized using the NIMS, including the use of the Incident Command System (ICS). This includes activities that occur at the incident scene (command activities) and those that occur elsewhere in the City (coordination activities) as well as preparation efforts. The management of incidents will start in the field. If appropriate, an Incident Command Post (ICP) will be established and the incident scene may be expanded to suit the needs of the event. As the incident expands and resource requirements escalate, the City may request to open the Arapahoe County Emergency Operations Center (ACEOC) and provide support to the ICP.

When the City is the lead agency, ICS will be established by the first arriving units in the field. An Incident Commander (IC) takes charge of the scene and assigns positions within ICS as the incident evolves. When the City is a support agency, personnel will integrate into the existing ICS structure. During complex responses, the IC may be replaced with a Unified Command (UC). If there are multiple events that require multiple resources, an Area Command (AC) may be established. These organizational concepts are addressed in the Organization and Assignment of Responsibilities section.

When the City is not the lead agency, dissemination of information will come from the Sheriff's Office. Based on the assessment of emergency conditions by the designated command structure, the City Manager and/or City Council may be notified and advised of the situation. If necessary, the City Council and other identified leadership personnel will comprise the Policy Group, which may be co-located with the EOC or another appropriate venue. The location of municipal leadership will depend on the type of command in place and the incident type (see below).

For all events when the City is the lead and the City does not require additional assistance, the City will oversee and coordinate the demobilization of the event, coordinate the process for financial documentation, and begin the process for reimbursement for all City assets that were part of the response and recovery process. For events in which the City is a supporting agency, ACSO will likely be the lead agency, depending on the incident. In those cases, Centennial will ensure the proper check-out of all City resources mobilized for the event and that appropriate documentation is obtained for financial reporting. All events will include a debriefing of personnel and the production of an After Action Report (AAR) and Improvement Plan (IP) by key personnel as part of the demobilization and recovery process.

Mutual Aid

Emergency response agencies in Arapahoe County request resources through mutual aid agreements, which are usually discipline-specific. All local governments and special districts within Arapahoe County are generally responsible for coordinating with one another and for determining the provision of mutual aid within their capabilities and according to established written agreements. Various types of aid agreements include Mutual Aid Agreements (MAA), Memorandums of Agreement (MOA) and Memorandums of Understanding (MOU). In addition, jurisdictions or special districts may enter into Inter-Governmental Agreements (IGA).

Resource requests should be declared to and coordinated through the ACEOC depending on the incident, and be documented on the appropriate ICS form. (Copies of current ICS forms are located in the [WebEOC system](#).) In some instances, use of statewide resource databases will be required. Original aid documents are on file with each of the participating agencies. Mutual Aid arrangements are addressed in the incident appendices when appropriate.

Activation of Operations Centers

In the event an incident in the City occurs which requires the opening of a Department Operations Center (DOC), the City would establish a location within the Civic Center to operate. A DOC is a smaller-scale version of an EOC. This may be useful as a supplemental, remote operations center, or for use before an incident reaches the level of ACEOC activation.

The ACEOC is the facility designated as a central location for coordinating emergency management activities in support of incident command forces in the field. The ACEOC, in most situations, is staffed by Arapahoe County department officials, with authority to direct the use of County resources, and responding representatives from cooperating agencies and jurisdictions, including volunteer and private organizations. If City personnel are unable to fulfill roles in an emergency, the City may designate certain roles to be filled by County staff.

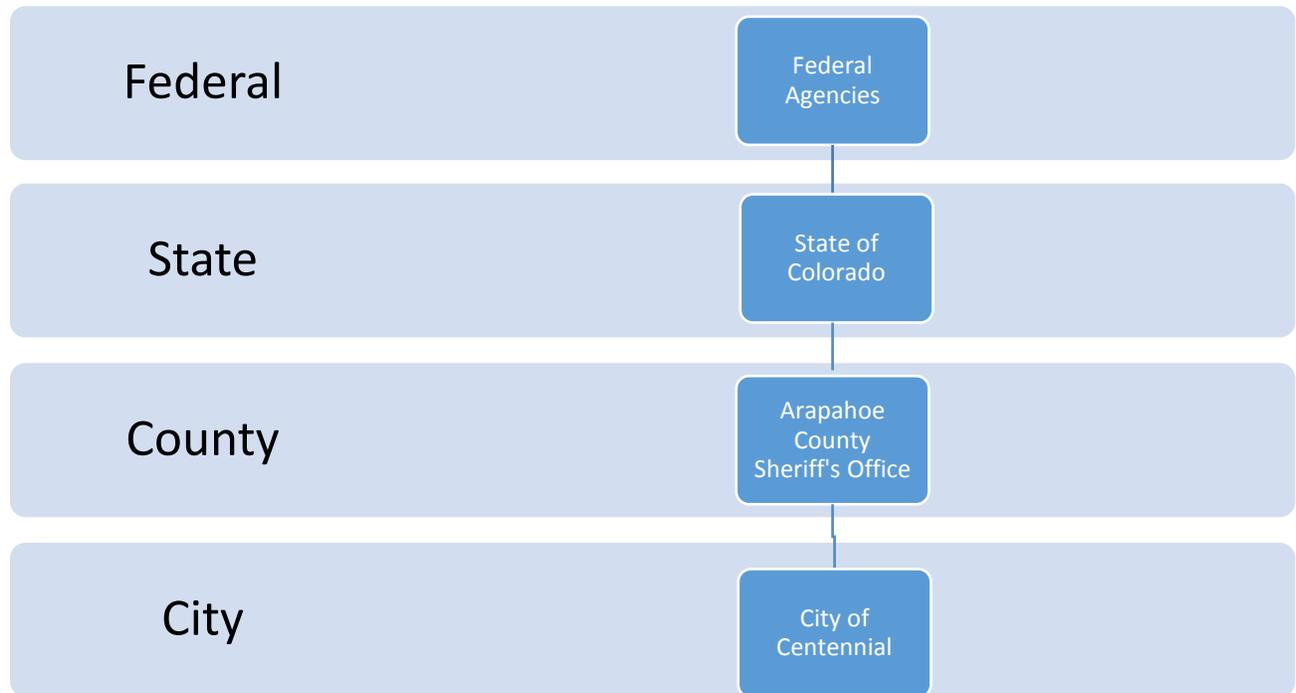
Representatives of the City of Centennial may staff the ACEOC, depending on the size and the scope of the incident. While in the ACEOC, personnel coordinate intergovernmental and supplemental assistance, gather and document disaster information, perform damage assessment activities, and facilitate demobilization and recovery operations.

Additional information regarding the EOC is located in the [Organization and Assignment of Responsibilities](#) Section.

Intergovernmental Relationships

Figure 1 illustrates the relationship between all levels of government. In accordance with [HSPD 5](#), the directive which established NIMS, incidents are handled at the lowest level possible. Requests for mutual aid or additional assistance from the state or Federal Government is only requested when local resources are exhausted. The City of Centennial will request help from the Arapahoe County Sheriff's Office once its resources are exhausted or the incident expands beyond its scope. From there, if ACSO needs additional assistance, it will request it from the State of Colorado, and the State will request additional support from Federal Agencies. For simplicity, Figure 1 only illustrates the relationship the Arapahoe County Sheriff's Office has with the City of Centennial. This plan recognizes that single jurisdictions within counties are also significant mutual aid resources, and that jurisdictions and municipalities may request or respond to aid agreements without involving their county entities.

Figure 1. Intergovernmental Relationship Flow Chart for City of Centennial



Incident Types

The severity of an incident dictates the level or degree of emergency response required and facilitates the activation of the Centennial DOC or the ACEOC. The use of incident typing provides a standardized classification system to assist emergency response personnel in the identification of appropriate response and resource mobilization levels. The incident types used by both the City and Arapahoe County are consistent with the typing found in ICS guidelines, though they have been slightly expanded to reflect specific City and County considerations. The Incident Types are located in Table 1.

Table 1: Incident Types

Incident Type	Description	ICP & EOC Activations	Examples
Type 5	Single incident and no activation of command or general staff.	No formal ICP required, no EOC activation	Daily activities by emergency personnel
Type 4	Single incident requiring several different resources for mitigation, but typically limited to a single operational period. The command and general staff functions are activated as needed.	ICP may be small scale, DOC may be activated, EOC may be partially activated	Arapahoe High School Shooting 2013, Hazardous Materials or Bomb Squad calls
Type 3	Single or multiple incidents requiring multiple resources and may extend into multiple operational periods. Some or all of the command and general staff are usually activated, and division/group supervisors and/or unit leader level positions may be required.	ICP often required, DOC may be activated, EOC may be partially or fully activated and for a few operational periods	Christmas Blizzards of 2006, Arapahoe County 2013 Floods
Type 2	A disaster which exceeds local resources and may exceed regional resources, requiring state-level assistance and often goes into multiple operational periods. Most or all of the command and general Staff positions are filled. Typically, operational personnel do not exceed 200 per operational period and the incident personnel (in the field) does not exceed 500, although this may vary.	Sophisticated ICP and on-site staging required, DOC may be activated, EOC fully activated for prolonged staffing periods	Holly Tornado 2007, Hayman Fire 2002, Windsor Tornado 2008, Black Forest Fire 2013, Waldo Canyon Fire 2012
Type 1	The most complex type of incident, which requires federal resources for incident management. Local agencies may require additional staff for office administrative and support functions. If Arapahoe County is not directly affected, the emergency management team may be activated in support of other jurisdictions, including state governments.	ICP at most sophisticated set up, DOC may be activated, EOC fully activated and staffed for extended periods	Democratic National Convention 2008, Hurricane Ike 2009

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section establishes the general organizational structure for incident response and outlines essential functions and responsibilities for the City of Centennial and Arapahoe County Departments, as well as additional agencies and stakeholders. All departments, contractors and organizations with responsibilities identified in this section of the plan are responsible for understanding their role during an emergency and being prepared to respond to an emergency event.

ORGANIZATION

As the City's emergency manager, the Arapahoe County Sheriff's Office responds to disasters using the tenets of ICS. The response is divided between the on-scene response (tactical and operational) efforts and the off-scene coordination (strategic) efforts. In all cases, chain of command, span of control and ICS organization principles are utilized. Major areas or capabilities that may impact emergency operations are divided into Emergency Support Functions (ESF), which identify lead and support agencies for each function. This assists in streamlining the assignment of responsibilities.

On-Scene Incident Management

At the scene of an incident, the County utilizes the Incident Command System to guide the organization of response agencies and the execution of tactical priorities. These guidelines are consistent with the most current ICS protocols issued by the FEMA.

ICS is a flexible management command structure based on "best practices" for safely directing all emergency response activities at the scene of an emergency during life-threatening situations, and is particularly helpful during events that extend beyond routine, single-agency responses. Personnel trained in ICS tactics and strategies can rapidly integrate responding resources, establish interagency liaisons, and control resources to avoid duplication or over-commitment of effort. Incident operations are typically directed from the on-scene ICP, including emergency personnel communications, incident planning, public information, resource management and unified command. If the event exceeds the capabilities of the ICP, the IC may request the activation of all or part of the ACEOC to assist the City. More complicated response events may evolve into a Unified UC or an AC, depending on the situation. Table 2 describes the relationship of the three command options, and Figures 1 – 3 illustrate examples of the three types of command.

Table 2. ICS Command Options

Type of Command	Scenario	Example
Incident Command	Single Resource/Jurisdiction, Single Event	Small hazardous materials incident
Unified Command	Multiple Resources/Jurisdictions, Single Event	Low intensity tornado
Area Command	Multiple Resources/Jurisdictions, Multiple Events	Large wildland fire

Figure 1. Incident Command

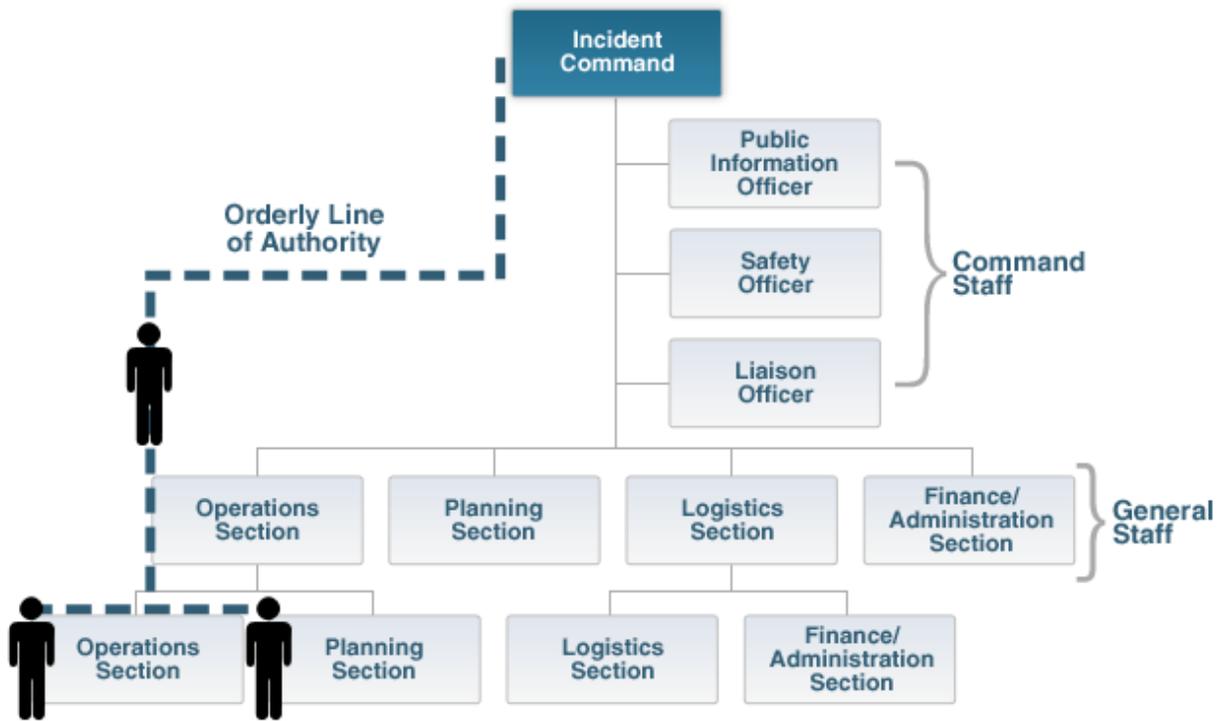


Figure 2. Unified Command



Figure 4. Area Command



ASSIGNMENT OF RESPONSIBILITIES

The City EOP utilizes the Emergency Support Function (ESF) model for planning and preparedness activity. This is a brief overview of the major departments, sections and stakeholders that have responsibilities in the overall disaster response picture. This is not a comprehensive or exhaustive list. By the nature of the City's contract service design, many services provided by the City are under a contractual obligation to fulfill their duties, even during an emergency. The contracts which describe these relationships can be found in the Authorities and References section under Local Authorities.

Additionally, due to the City's unique design, and due to the legal authorities in the region, there are also certain support functions which are outside of the City's purview. These functions are either supplemented by Arapahoe County, or by a separate agency.

ESFs which may include City Involvement

- ESF 1 – Transportation
- ESF 2 – Communications
- ESF 3 – Public Works and Engineering
- ESF 5 – Emergency Management
- ESF 7 – Logistics
- ESF 12 – Energy Annex
- ESF 14 – Long-term Community Recovery
- ESF 15 – External Affairs

ESFs fulfilled by other agencies

- ESF 4 – Firefighting
- ESF 6 – Mass Care
- ESF 8 – Public Health
- ESF 8b – Fatalities Management
- ESF 8c – Public Mental Health Service
- ESF 9a – Urban Search and Rescue
- ESF 10 – Hazardous Materials
- ESF 11 – Agriculture and Natural Resources
- ESF 13 – Public Safety and Security

More information on all of the ESFs can be found in the ESF annex. Please refer to the appropriate ESF for more detail on each area of responsibility and more detailed descriptions of those positions, as well as conceptual overviews for the responsibilities of each ESF.

Because of the unique relationship between the City and the County, with the Arapahoe County Sheriff's Office serving as the City's emergency manager, it is helpful to understand the roles of both agencies. This is a brief overview of the major departments, sections and stakeholders that may have responsibilities in the response and recovery elements for the City of Centennial, Arapahoe County and additional stakeholders. Many of the agencies also have responsibilities to emergency response and recovery beyond the City of Centennial.

Individual agencies should develop individual emergency response and operations plans that include the considerations listed in this document.

City of Centennial

Animal Services (Humane Society of the Pikes Peak Region)

- Assist in the establishment of locations for temporary shelters for pets, animals, and livestock.
- Assist and recommend the establishment of measures for animal control, including the coordination of animal relief measures, the assurance of their care, and the search for their owners.

Building Services (SAFEbuilt)

- Provision of personnel for structure and facility inspections to determine safety of individual structures (businesses, residences and public buildings), including during rescue operations and to identify needed repairs (or to implement condemnation procedures when necessary).
- Participation with other departmental representatives on damage assessment team at EOC and on local/state field damage survey teams.

City Attorney (Widner & Juran)

- Provision of legal counsel and assistance to City Council and to other City officials before, during and after disaster and emergency incidents in Centennial.
- Preparation of legal documents (disaster declarations, curfews, and price controls).

City Clerk (City)

- Provide assistance related to records/information management.
- Serve as a liaison to the EOC as requested.
- Staff and record official minutes of meetings.

City Council (City)

- Approval and commitment of City resources and funds for disaster or emergency purposes in excess of the City Manager's authority identified in Centennial Municipal Code Section 2-2-130.
- Approval of local disaster extensions past seven (7) days by resolution.
- Upon recommendation from the City Manager, issuance of formal requests to the Governor's Office (through Colorado OEM) for the declaration of a State emergency for the purposes of obtaining State and/or Federal assistance.
- Convene (if necessary) for any action or briefing.
- Monitor situation through updates from City Manager or Executive Staff.

City Manager (City)

- Declaration of a local disaster for up to seven (7) days.
- Determine operational status of City offices.
- Provide regular updates to City Council.

- Issuance of directives to City departments and personnel regarding changes in normal duties/work schedules, temporary reassignments, and employment of temporary workers, as needed.
- Intergovernmental liaison and initiation of formal requests for outside assistance from other local jurisdictions, including coordination of emergency efforts with Arapahoe County Emergency Management Director (furnish representative to Arapahoe County EOC, when possible, even if Municipal EOC is activated).
- Issuance of official orders regarding population protection or temporary social restrictions, such as evacuation orders, establishment of curfews, and enactment of price controls, among others.
- Disaster and emergency powers permitted by state and local law, pursuant to Centennial Municipal Code 2-2-130(2).

Communications / Public Information Officer (City)

- Prepare and distribute internal and public information while coordinating with Incident Command and the EOC.
- Inform media/conduct media briefings in coordination with ACSO
- Provide subject matter insight and oversight of communication-driven actions that are enacted as a result of an incident.
- Serve as a liaison to the JIC or EOC as requested.
- Refer to Crisis Communications Plan

Community Development (City)

- Participation with other departmental representatives on damage assessment team at EOC and on local/state field damage survey teams.
- Participation in long-term disaster recovery and hazard mitigation planning to ensure the compatibility of community redevelopment plans and hazard mitigation measures with other community development plans.

Facilities & Fleet Management (ch2m)

- Restoration of public facilities, services and utilities.
- Provision of transportation services in support of emergency response and recovery efforts (e.g., movement of City personnel, equipment and supplies to designated staging areas).

Finance (City)

- Procurement of emergency-related supplies and materials and administration of vendor contracts for emergency services and equipment.
- Resource tracking, office services, printing services, record keeping and documentation of disaster-related costs and financial commitments.
- Participation with County damage assessment team at EOC and on local/state field damage survey teams, as needed.
- Risk Management staff will prepare documents necessary to recover monies from insurance providers, State/Federal Disaster Assistance Programs, or other funds or

combinations of funding sources. Communication with the Colorado Intergovernmental Risk Sharing Agency (CIRSA) as necessary.

- Facilitate medical care and compensation for injured City employees through Workers' Compensation Plans.
- Process vendor payments, payroll, and timecards as necessary, including administering the City's Purchasing Card program.

Human Resources (City)

- Assist with coordinating time tracking and personnel during incident scheduling.
- Provide subject matter insight for scheduling requirements and regulations.
- Assist with after-incident documentation requirements as requested.
- Provide guidelines for emergency hiring and staff reconstitution following an incident.

Information Technology (Greystone/City)

- Provide technical information, support, and assistance with IT-related equipment and services, including internal and external communications, continuity of operations, and computer support.
- Provide subject matter insight for related procurement and vendor services related to IT scope of work.

Public Works (ch2m/City)

- Removal of debris, clearance of public right-of-ways, and planning for street/route recovery operations, with priority assigned to critical emergency services lifelines.
- Provision of personnel and heavy rescue equipment in support of search and rescue operations.
- Provision of personnel, equipment, supplies and materials for flood control and flood hazard mitigation measures.
- Restoration of damaged roads and bridges and other public services and facilities.
- Participation with other departmental representatives on City and County Damage Assessment Team at EOC and on local/state field damage survey teams, as needed.
- Partner with external agencies such as SEMSWA as necessary.

Arapahoe County Departments

Assessor and Damage Assessment Team

- Contribute personnel, records and other resources necessary to support the damage assessment needs following a disaster.
- Serve as a liaison to the EOC as requested.
- Provide the actual and assessed values of impacted properties.
- Help establish or verify the ownership of property or land when proprietors cannot be located.
- Partner with state and federal assessment teams.

Board of County Commissioners

- Approve and commit county resources and funds for disaster or emergency purposes.

- Issuance of directives to county departments and personnel regarding changes in normal duties/work schedules, temporary reassignments, and employment of temporary workers, as needed.
- Formal declaration of a county emergency or disaster.
- Issuance of official orders regarding population protection or temporary social restrictions, such as evacuation orders, establishment of curfews, and enactment of price controls.
- Intergovernmental liaison and initiation of formal requests for outside assistance from other local jurisdictions.
- Issuance of formal requests to the Governor's Office through the Colorado Division of Emergency Management (CDEM) for the declaration of a state emergency for the purposes of obtaining state and/or federal assistance.

Clerk and Recorder's Office

- Contribute personnel, records, and other resources necessary to support identity verification and recovery needs during and after a disaster.
- Serve as a liaison to the EOC as requested.
- Serve as official scribe to the Board of County Commissioners during emergency or disaster-related meetings and other related activities.
- Partner with state and federal disaster recovery teams, as needed.

Communication Services

- Serve as the lead for communication-related functions not contained within Arapahoe County Sheriff's Office Communication's Center, and head public information outreach and efforts while coordinating with other entities involved.
- Provide subject matter insight and oversight of communication-driven actions that are enacted as a result of the incident.
- Serve as a liaison to the EOC as requested.

Community Resources Department

- Assist the American Red Cross, Salvation Army and other volunteer organizations in the provision of emergency shelters, temporary housing and other assistance to displaced citizens.
- Assist in the coordination of overall efforts of volunteer organizations and other volunteers, in coordination with Colorado Volunteer Organizations Active in Disasters (COVOADS)
- Coordinate resources of emergent or spontaneous volunteers.
- Assist in the coordination of transportation needs for disabled individuals, senior citizens, and other groups with special needs.
- Distribute public education materials related to community disaster recovery and reentry into disaster-impacted structures and neighborhoods (e.g., safety of stored goods, removal of mildew, cleaning of smoke damage, etc).
- Coordinate resources for stress counseling/crisis counseling for disaster victims and disaster relief workers.
- Assist in the administration of individual and family grant programs in presidentially declared disasters in Arapahoe County.
- Serve as a liaison to the EOC as requested.

County Coroner

- Provide temporary morgue and mortuary services.
- Coordinate the identification, verification and disposition of deceased victim remains.

- Ensure the protection of personal effects with the deceased as applicable.
- Coordinate notification efforts for relatives of deceased individuals.
- Provide information about fatalities to the public information officer (PIO) and the EOC.
- Determine cause and manner of death.
- Coordinate the recovery of remains during and following an incident.
- Serve as a liaison to the EOC as requested.

County Attorney

- Provision of legal counsel and assistance to county officials before, during and after disaster and emergency incidents in Arapahoe County.
- Preparation of legal documents (disaster declarations, curfews, and price controls).
- Risk management staff will prepare documents necessary to recover monies from insurance providers, state/federal disaster assistance programs, or other funds or combinations of funding sources.
- Facilitate legal considerations for medical care and compensation for injured employees.

Facilities & Fleet Management

- Restore public facilities, services and utilities.
- Provide maintenance and repair support to emergency response vehicles, heavy equipment, and other county vehicles and equipment as needed in support of emergency operations.
- Provide staffing to the EOC, as requested.
- Provide audio/visual support for the EOC and/or other locations throughout the county to facilitate emergency related communications and conferences.
- Make available updated floor plans for County owned/occupied facilities.

Finance Department

- Procure emergency-related supplies and materials and administer vendor contracts for emergency services and equipment.
- Assist with resource tracking, office services, printing services, record keeping and documentation of disaster-related costs and financial commitments.
- Participate with other departmental representatives on County damage assessment teams at the EOC and on local/state field damage survey teams, (primarily for county owned facilities), as needed.
- Provide a liaison to the EOC as requested.

Human Resources Department

- Assist with coordinating time tracking and personnel during incident scheduling.
- Provide subject matter insight for scheduling requirements of personnel when requested.
- Provide a liaison to the County EOC, as requested.
- Assist with after-incident documentation requirements, as requested.
- Provide guidelines for emergency hiring and staff reconstitution following an incident.

Human Services

- Serve as the lead for ESF 6 (Mass Care) tasking in the EOC.
- Provide a liaison to the EOC as requested.
- Assist with after-incident documentation requirements as requested.

- Partner with American Red Cross and other volunteer organizations for the setup and maintenance of shelters, emergency feeding stations, emergency distribution centers, etc. as required.
- Provide subject matter insight to special populations-related concerns in the county.

Information Technology

- Provide technical information, support and assistance with information technology related equipment and services in the EOC, to patrol cars, at County facilities, or in the Command Post, as requested or necessary during an incident.
- Provide a liaison to the EOC as requested.
- Assist with after-incident documentation requirements as requested.
- Provide subject matter insight for emergency equipment procurement and other vendor services relevant to IT scope.

Public Works & Development

- Remove snow or debris, clear public right-of-ways, and plan for street/route recovery operations, with priority assigned to critical emergency services lifelines.
- Provide personnel and heavy rescue equipment in support of search and rescue operations.
- Provide personnel, equipment, supplies and materials for flood control and flood hazard mitigation measures.
- Restore damaged County roads and bridges and other public services and facilities.
- Participate with other departmental representatives on county damage assessment teams and on local/state field damage survey teams, primarily county-owned transportation infrastructure, as needed.
- Partner with the [Southeast Metro Stormwater Association \(SEMSWA\)](#) to administer the Arapahoe County Floodplain Management Program and matters relating to participation in the [National Flood Insurance Program \(NFIP\)](#).

Public Works & Development (continued)

- Provide personnel for structure and facility inspections to determine safety of individual structures (businesses, residences and public buildings), including during rescue operations and to identify needed repairs (or to implement condemnation procedures when necessary).
- Participate in long-term disaster recovery and hazard mitigation planning to ensure the compatibility of community redevelopment plans and hazard mitigation measures with the [Comprehensive County Land Use Plan](#) and other community development plans
- Provide a liaison or staffing for the EOC as requested.

Treasurer

- Partner with the Finance department as requested.
- Provide a liaison to the EOC as requested.
- Advise the Board of County Commissioners (BOCC) as requested.
- Assist with after-incident documentation requirements as requested.

Arapahoe County Sheriff's Office

Support Services Bureau

Budget & Logistics

- Administer finance considerations for emergency situations relevant to Arapahoe County Sheriff's Office (ACSO) expenditures.
- Provide staffing for the EOC or ICP as requested.
- Ensure forms and documentation for expenditures are complete.
- Assist in reimbursement process following an event.
- Ensure emergency payroll needs are addressed.

Office of Emergency Management

- Activate and manage the ACEOC.
- Request additional levels of assistance from other county or city agencies, mutual aid partners, the North Central Region, and/or the State of Colorado based on the assessment of the Incident or Area Commander(s).
- Coordinate search and rescue operations, including the activation and deployment of the [Arapahoe Rescue Patrol \(ARP\)](#), and heavy rescue and urban search and rescue (HR/USR) efforts.
- Support the facilitation of mutual aid assistance.
- Facilitate the use of volunteer [amateur radio \(ARES\)](#) resources used for backup communications.
- Support lead agencies in the coordination and utilization of volunteer organizations
- Support Incident Command's decisions regarding population evacuations, as requested.
- Provide emergency information assessments and assist the Sheriff with recommendations to County officials concerning the need for local disaster declarations, travel restrictions, curfews or other temporary social restrictions.
- Establish communications with [Colorado Division of Emergency Management \(CDEM\)](#).
- Prepare and distribute situation reports and damage assessment reports for Sheriff's Office command staff, county commissioners and CDEM.

Office of Emergency Management (continued)

- Support lead agencies for temporary shelters for pets, animals, and livestock, including those that are co-located with human shelters.
- Support lead agencies for human shelters, including those that are co-located with animal shelters and those addressing special population considerations.
- Coordinate Hazardous Materials (HAZMAT) accident response and incident control in assigned areas of responsibility, or as requested under mutual aid.
- Ensure that county personnel are trained in the use of the ICS and that the appropriate command and control systems are being utilized in the EOC.
- Coordinate the maintenance of the EOP, scheduling and conducting training and exercises of the plan, and ensure the EOP compliments other county planning efforts such as the Continuity of Operations Plan (COOP) or HMP.
- Coordinate with the communications section in ACSO and the communications department in the county for emergency public information, warning systems, the establishment of procedures for releases of disaster-related information, establishment of a Joint Information Center (JIC), and other public information-related concerns.
- Coordinate with the City PIO
- Coordinate wildland fire suppression efforts in non-fire district areas of Arapahoe County and as requested under mutual aid.

Office of Professional Standards

- Provide staffing for the EOC or ICP as requested.
- Maintain records of overtime expenditures for personnel.

Human Resources

- Provide staffing for the EOC or ICP as requested.
- Assist in emergency hiring or firing needs of ACSO.

Communications Section

- Coordinate resource and logistics support unless delegated to another source (for example to the EOC).
- Responsible for all radio and emergency call communications within protocol.
- Request commitment of other ACSO personnel to assist as needed and directed (example: Training, Civil-Warrants).

Telecommunications Section

- Coordinate all wired and radio communication technology.
- Provide telecommunications staff support for field ICP and Telecommunications Truck and EOC as requested.
- Provide technical support/resources for communications during disaster recovery efforts.

Detention/Administrative Services Bureau

- Provide or coordinate transportation resources and services with the EOC.
- Assist with temporary shelter facilities, in cooperation with American Red Cross, for response personnel.
- Provide logistics support (food service, blankets, etc.), in cooperation with American Red Cross, for response personnel through the EOC. Provide security for the primary and secondary EOC locations as requested
- Control access to the detentions facility, as required.

- Commitment of other divisional law enforcement personnel to assist as directed.
- Ensure continued care and custody of inmates.

Public Safety Bureau

Patrol Section

- Implement available public warning measures.
- Determination of location(s) in the field for ICP.
- Provide law enforcement and traffic control within the disaster area(s) and in other areas of Arapahoe County.
- Direct and implement emergency evacuation operations.
- Coordinate the actions of field personnel in the response to the immediate incident and scene, including rescue efforts, population protection, access control, incident mitigation actions and communications.
- Ensure the implementation of ICS on-scene, establishment of ICP, filling of necessary positions and/or request EOC support for these positions as needed.
- Order the mobile command post to the ICP.
- Assess the incident, in cooperation with the emergency management director, and determination of appropriate response actions.
- Provide security measures at the ICP and in evacuated and impacted areas.
- Coordinate uniformed reserve forces and uniformed explorer cadets.

Investigations Section

- Create a photographic and or video record of the damage or incident scope.
- Provide investigative support to National Transportation Safety Board/Federal Aviation Authority (NTSB/FAA) and other investigative agencies.
- Commit division personnel as directed to assist with evacuation, shelters and Coroner's Office support.

Special Districts and Local Stakeholders

Fire Departments and Protection Districts

- Assist in implementation of emergency evacuation operations.
- Provide triage, extrication, medical treatment, to include field coordination of emergency transportation to hospitals (per Denver Metropolitan Paramedic Protocols).
- Assist in coordinating heavy rescue and urban search & rescue services.
- Provide onsite emergency medical facility for minor injuries.
- Provide fire suppression, fire causation, and arson investigation services as needed.
- Provide a representative to a unified ICP and/or the EOC.
- Assist in coordinating a hazardous materials incident response.

Law Enforcement Agencies

- Support county law enforcement or take leadership in an event during jurisdiction-specific incidents.
- Provide security to ICP and EOC locations, conduct evacuation notifications, provide traffic control and direction, serve warrants or conduct arrests in support of mission planning, continue standard law-enforcement activities as possible.

Utility Providers

- Support responders with maps of utility lines, relay stations, cache locations, and other critical information.

- Help restore energy to critical infrastructure during emergency events.
- Help with recovery efforts for energy, water, and sewer following disasters.

School Districts

- Coordinate with local sheltering agencies for the provision of locations suitable to mass care activities.
- Partner with transportation leads to procure buses and other specialized transportation support for evacuations.
- Determine appropriate school closures, relocation of students, and arrange for continuity of educational services as appropriate.
- Partner with local policy makers and emergency management to include education concerns in emergency declarations, continuity arrangements, and staffing needs.

Healthcare and Emergency Medical Services

[Arapahoe Rescue Patrol](#)

- Provision of trained uniformed personnel and equipment in support of search and rescue operations of the ACSO.
- Traffic control assistance to fire, EMS and uniformed law enforcement personnel.
- Provide emergency locator transmitter search teams for downed aircraft.
- Provide search and rescue for missing people and clients of Colorado LifeTrak.

[Arapahoe/Douglas Mental Health Network](#)

- Assist in disaster psychology evaluation of victims, responders, and community members.
- Help coordinate community outreach and counseling procedures.
- Provide monitoring for safety and security for emotional well-being of responders.
- Coordinate and provide debriefings for event-related stressors, actions, major events, injuries, fatalities, or extended duration operational periods.

Arapahoe/Douglas Hazardous Materials Response Team

- Assist in hazardous materials planning, education, response and cleanup efforts.
- Provide mutual aid to incidents as requested.

Stress Management Incident Teams

- Provide critical incident stress management services to emergency responders, including on-scene support, demobilization's, defusing, debriefings and follow-up services, and debriefings and support services for emergency services and significant others.

[Tri-County Health Department](#)

- Coordination of outside health resources providing assistance to all of Arapahoe County, in cooperation with EMS agencies.
- Assist emergency management staff in assessing overall health and medical resource needs during response and recovery operations and in maintaining situational information at the ICP and the EOC.
- Provide environmental health services and technical support, including the identification of chemical or biological hazards, sources of contamination, or unsanitary conditions that present health hazards to the general public.

Volunteer Organizations

American Red Cross

- Pre-approve and designate shelter sites within Arapahoe County.
- Provide immediate assistance to disaster victims, including food, water, shelter, clothes, physical and mental health counseling and referrals.
- Establish and manage emergency shelters for mass care, in cooperation with county or municipality agencies.
- Provide temporary and immediate housing for displaced disaster victims.
- Provide damage assessment information upon request.

Salvation Army

- Provide immediate assistance to disaster victims, including food, water, counseling services, and pastoral care.
- Provide food, water and other assistance to emergency response personnel and emergency relief workers as requested.
- Assist in donations management as requested by the emergency manager.

211 Mile High United Way - Information and Referral Line

- Assist with call-in center activation, staffing and support for information dissemination when requested.

State and Regional Resources

Division of Homeland Security and Emergency Management

- The Colorado Division of Homeland Security and Emergency Management (DHSEM) is located at 9195 E. Mineral Ave, Centennial, CO 80112.
- CDEM is available 24 hours a day to provide advice and technical assistance to Arapahoe County 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 Arapahoe County Board of Commissioners (and/or by affected municipalities) may be required as a precondition of some forms of state assistance or to expedite state assistance.
- DHSEM is also the state agency responsible for processing requests for state and federal disaster assistance.

Division of Fire Protection and Control DFPC

- Serve as a liaison for wildland fire incidents and operations.
- Provide a representative to EOC and /or ICP.

Colorado State Patrol

- Assist with perimeter security for the incident.
- Provide ingress and egress for emergency vehicles and needed personnel (establish one-way routes).
- Provide support in hazardous materials incidents.
- Provide a representative to EOC and/or ICP.

DIRECTION, CONTROL AND COORDINATION

This section describes the identification of tactical and operational control of the response assets, further explains the multijurisdictional integration procedures for complex responses, and provides a conceptual overview of the City's efforts at horizontal and vertical integration of emergency plans.

The statutory responsibility for the management of an emergency or disaster in Colorado rests with the duly elected leadership of each jurisdiction. The City Manager has the authority to declare a local disaster. As the City's contracted emergency manager, the ACSO will maintain overall authority for providing direction and control of City emergencies during an event where the City has requested assistance from the Sheriff's Office.

In that case, authority rests with the Emergency Management Director, by special delegation of authority from the Board of County Commissioners. The response to an emergency or disaster by the Sheriff's Office will be made at the lowest governmental level that will ensure operational effectiveness. Unilateral management of an incident will occur when disaster impacts are confined to a single jurisdiction, unless outside assistance is requested. Requests for mutual aid assistance and supplemental assistance from state and federal agencies will be made if Arapahoe County resources become limited or expended as a result of the event.

LINE OF SUCCESSION

For events requiring decisions about the commitment of resources beyond those normally available to the City of Centennial, the City would request additional assistance from the ACOEM. In instances where the City needs to spend additional funding beyond what is permitted for City emergencies, the following line of succession will be observed. Public officials are advised and assisted by the City Manager's Office or Sheriff's Office, where appropriate.

- Centennial City Council
- Arapahoe County Sheriff

LINES OF AUTHORITY BETWEEN JURISDICTIONS

In multi-jurisdictional disasters, local government units retain control of their own resources and are responsible for approving the use of resources under their control for emergency purposes. The leadership of each jurisdiction within Arapahoe County is responsible for establishing a line of succession for authorizing funds and other emergency resources.

Horizontal Coordination

Horizontal Coordination refers to the maintenance of department and agency plans at a City level. This document is the guiding document for the development of emergency plans for each of the City departments. Each agency is a stakeholder in this plan, as they are reflected in the division of ESF. The agencies contribute to the development of this plan by accurately assessing their capabilities and contributions to an event, accepting ownership of primary or supporting roles in the ESF, and in updating relevant agency information and contact information contained in this document. Figure 4 (below) illustrates this integration concept.

Vertical Coordination

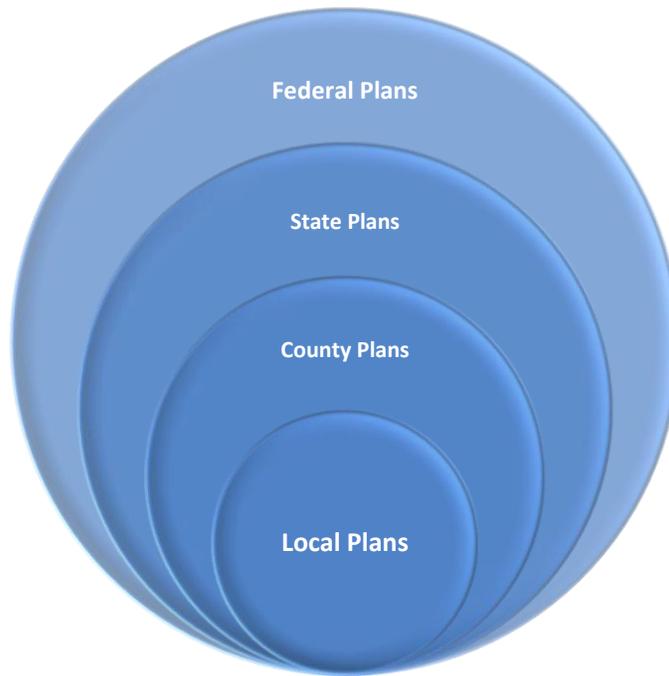
Vertical Coordination refers to the layering of emergency plans between levels of government. Each level of government's emergency plan should link into the next higher level to ensure continuity of response as the incident expands and to facilitate interoperability of procedures and expectations. In addition, since emergency planning is tiered and designed to fully utilize the

lowest possible level of response before escalation, higher levels of government cannot fully plan without knowing the capabilities and expectations of the layers below.

Figure 4. Horizontal Integration



Figure 5. Vertical Integration



INFORMATION COLLECTION AND DISSEMINATION

This section discusses the procedures for collecting and distributing information about an event, relevant information indirectly related to the event, and other intelligence-related functions. Conceptually, this identification includes the types of information required, sources for obtaining it, methods of transmitting and documenting the materials, and formal procedures, policies, or forms. Intelligence functions may be housed at either the ICP, the EOC, or both.

COLLECTION

Information is collected from a variety of sources. On-scene reports, including situation and scenario assessments by responders, eyewitness accounts, or debriefings of staff between operational periods all provide on-scene information and intelligence. The news and social media may also be a source of information for events. In addition, other agencies may have intelligence resources available. In some cases, intelligence from federal or state agencies participating in or supporting the response may be available.

Information should be collected in the timeliest manner possible. Incident assessments should be made early in the process for the safety of responders and to allow the IC to establish the correct response system, and then be updated periodically to maintain accuracy. Additional information may have different spans of usefulness, so timely application is important. Collected data should be forwarded through the chain of command.

DISSEMINATION

Information is communicated to on-scene responders, support personnel in emergency centers, and other critical stakeholders. Briefings are conducted periodically throughout the incident on-scene, and that information should be communicated to other relevant personnel. Supervisors are responsible for ensuring all reporting personnel are informed of critical information. Communication may be written or verbal, depending on content. Informal communication and dissemination of information may also be appropriate for less-critical or non-sensitive topics.

USE OF ICS FORMS

All information regarding the incident, including but not limited to resource ordering and tracking, situation reports, incident action plans, communication logs and plans, site maps and sketches, command structure charts, etc. will be filled out using the most appropriate ICS forms and, where possible, will be translated into electronic format immediately. While ICS forms may be tailored to reflect the differences between field and EOC operations, all forms will adhere to the most current guidelines issued by the FEMA. FEMA maintains an online resource center that hosts electronic copies of ICS forms, as well as provides other useful information about ICS positions, checklists and responsibilities.

PUBLIC INFORMATION

The objective of emergency public information is to provide timely, accurate and comprehensive information about an emergency situation to the public and to the news media. Emergency public information can include general information about the incident, including a summary of government response actions and the projected duration of emergency conditions, as well as specific information and instructions regarding street closures, shelter locations and hazardous areas to avoid and where to call for additional information.

For the City, the designated person to handle public information inquiries is the Communications Directors, who also serves as the Public Information Officer (PIO). Elected officials, or other officials at the DOC or EOC should be prepared to respond to media inquiries or to designate a spokesperson or PIO to handle media relations in their absence. In order to reduce confusion, control rumors, and promote public confidence in emergency response efforts, a single point-of-contact (POC) will be established for the direct release of Citywide, disaster-related information to the public and to the news media.

In smaller incidents, a single spokesperson from the primary response agency at the scene should be designated to release information about the incident. In large and protracted disaster events, a single PIO should be designated to give media briefings and to approve coordinated news and public information releases. A Joint Information Center (JIC) may be established when there is a need to coordinate emergency information from a large number of agencies and/or political jurisdictions.

In addition to the guidelines here, the City of Centennial has a Crisis Communications Plan (CCP) which provides detailed information for the execution of public information duties during a disaster event.

COMMUNICATIONS

In disasters and large-scale emergencies, a coordinated response depends on the ability of emergency agencies and personnel to communicate with one another, regardless of location. Establishing communication links between command posts and operations centers at the onset of an emergency/disaster can help speed delivery of emergency resources requested from City, County and outside sources.

Each City Department is responsible for establishing procedures for communicating internally with staff and externally to other agencies during disaster operations. The City Emergency Response Plan and Crisis Communication Plan may be good references.

In the City of Centennial, communications will come from the Civic Center unless the facility is unavailable, in which case it will refer to its secondary location as established in the continuity plan.

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ADMINISTRATION, FINANCE, AND LOGISTICS

This section provides an overview of the support requirements necessary to facilitate an emergency response and resource management policy. This includes Mutual Aid Agreements (MAA), Emergency Management Assistance Compacts (EMAC), authorities and policies for staffing, liability provisions, and tracking of financial information and ownership. This information is greatly expanded at a county level in Emergency Support Function #7: Resource Management. Individual jurisdictions should develop their own resource management plans, and Arapahoe County agencies should develop appropriate policies and procedures to assist in the County ESF #7 function.

FINANCE AND ADMINISTRATION

Tracking the flow of resources is a complex project, including the documentation of personnel hours worked, overtime authorization, flexing of staff schedules, insurance costs, injuries, expenditures of resource materials, consumables needs and the payment of logistical requirements.

The City Manager or designee has authority to approve expenditures for resources normally available to the City and the City is responsible for internal tracking this information. Pursuant to City policy, the City Manager is granted the authority to incur financial obligations and execute contracts and agreements on behalf of the City for expenditures. These expenditures shall not exceed the City's total restricted and unassigned funds which are not otherwise committed to another purpose by law or contract.

If the resources available to the City are insufficient, the City can request additional resources from the EOC. As the contracted Emergency Manager, and as declared in the Intergovernmental Agreement between the City and the Arapahoe County Sheriff's Office, the Sheriff has spending authority on behalf of the City up to \$150,000 with prior notice (if possible).

All resources, including but not limited to: personnel (including mutual aid personnel or hired contractors), air operational assets, audio-visual equipment, blankets, cars, clothing, computers/laptops, decontamination materials, electrical cords and generators, food and water supplies, hoses, medical support personnel, special operations vehicles, personal protective equipment, radios, sanitation stations, tables, tarps, telephones, tents, trucks, temporary workspaces, emergency office equipment procurement, data recovery, and water tankers must be tracked on the appropriate ICS forms. Relevant suggested forms include: Organization Assignment List (ICS 203), Incident Communications Plan (ICS 205), Medical Plan (ICS 206), Check-in/Out List (ICS 211), Operational Planning Worksheet (ICS 215), and the Air Operations Summary (ICS 220).

LOGISTICS

When resources are contributed to an event, each City department is responsible for tracking its own resources and maintaining internal financial records. If the City requests EOC activation by ACSO, or if any incident escalates to a County-wide emergency, the Sheriff's Office will assume responsibility for logistics. Designated logistics personnel and other departmental representatives within the ACEOC should have access to up-to-date resource lists and be vested with the authority to commit resources to emergency relief efforts. Inter-departmental coordination of resource and financial information is needed in order to determine cumulative disaster expenditures and costs.

The logistics chief on scene will request and utilize resources, while a logistics position at a county, city, state or federal level will focus on resource prioritization. In the event of an area command, the area command will staff a logistics element within the command that will prioritize critical resources throughout each operational period. Once the ACEOC is activated, all resource ordering is conducted through the ACEOC. If an incident does not require the ACEOC to be activated, the City will maintain control of resource ordering.

RESOURCE MANAGEMENT AND LOGISTICS

The City works with ACSO to manage WebEOC, and as the contracted emergency manager, the Sheriff's Office holds primary responsibility for management of resources in that database. WebEOC is an online program meant to enhance event reporting, situational awareness, and resource management. By consolidating the resource management functions online, ACSO ensures that its resources are accessible and available 24/7. Arapahoe County OEM personnel are responsible for maintaining a current list of internal resources on the WebEOC platform consistent with FEMA resource typing. The City is responsible for providing an updated resource list to the Arapahoe County OEM personnel. All efforts will be made to ensure that the Arapahoe County resource section in WebEOC reflects changes in resource ownership, maintenance issues, and resources already being used. When resources which require contracts or bidding are needed for the City, the resource requests would be managed by City logistics and purchasing.

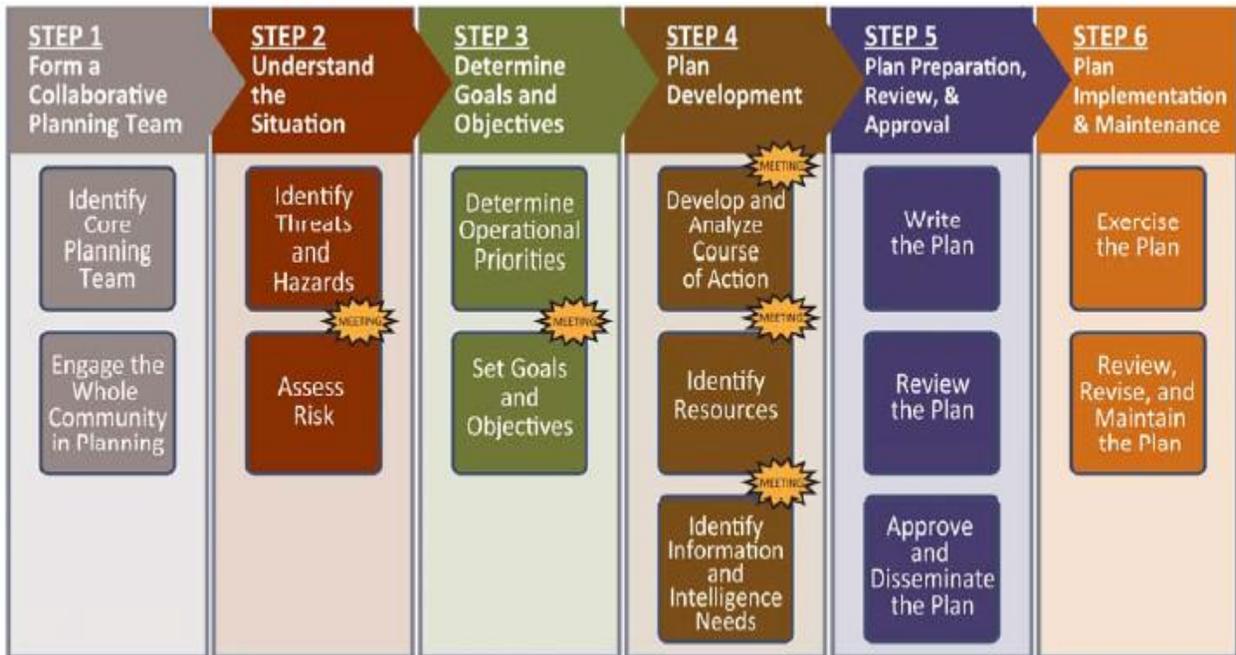
PLAN DEVELOPMENT, EVALUATION, TESTING, AND MAINTENANCE

This section outlines the intended development, testing, maintenance procedures, and schedules for the EOP.

DEVELOPMENT

The update schedule mandates a large-scale revision of the plan on a five-year rotational basis. This ensures continuity between the development of mitigation and response and recovery events, and also that all planning efforts in the City operate based on the same hazard analysis data. Minor edits to the plan occur as needed, but typically on an annual basis. As an additional companion to this element, the City also participates in continuity of operations planning (COOP). The planning cycle is represented in Figure 3.

Figure 3. Emergency Management Planning Cycle



TESTING

Arapahoe County follows and participates in the North Central Region's (NCR) exercise schedule for emergency and disaster response and recovery efforts. ACOEM has also created a [Training and Exercise Plan \(TEP\)](#) for regular exercises and training sessions to ensure that provisions of the EOP are well understood by all departments and offices with assigned responsibilities. All exercises will follow the established [Homeland Security Exercise Evaluation Program \(HSEEP\)](#) guideline and protocols. ACOEM maintains HSEEP qualified personnel at all times. The exercises are evaluated and improvement plans are developed and implemented for the relevant aspects of the EOP.

The City of Centennial participates in the Arapahoe County training schedule, and works together with ACSO for City-specific trainings and exercises. Departments, offices and other organizations with responsibilities identified in the plan are responsible for ensuring that their staffs are familiar with provisions of the plan and adequately trained to carry out emergency assignments.

MAINTENANCE

Responsibility for maintenance and regular updates of this plan rests in the City Manager's Office for the City of Centennial. The coordinator of the EOP may delegate the maintenance of the plan. The plan should be evaluated on an annual basis for baseline accuracy and any known changes (such as a change in personnel or a reorganization of an agency.) Larger, more sophisticated updates are coordinated on a five-year rotational basis in accordance with the Emergency Management Planning Cycle.

The City of Centennial is responsible for informing the ACOEM of any changes or updates to the plan as they occur. In addition, agencies and elected officials are required to participate in the five-year update of the entire document by providing requested information, reviewing and revising draft documents and approving the final document. Agencies are also responsible for updating internal plans which are based on or contribute to the EOP, and also for training staff on plan contents and updates.

The City will issue updates to all parties listed in the Record of Distribution. Updates will be issued in the most economical and efficient method possible, which may include but is not limited to: email, CD or other media format, or hard copy. Those entities are responsible for ensuring updates are further disseminated to relevant parties within the agency or jurisdiction.

EVALUATION

In an effort to ensure that the EOP addresses current vulnerabilities and accomplishes its goals and objectives, After Action Reports (AARs) and Improvement Plans (IPs) will be utilized to evaluate the current emergency management methods. AAR's and IP's are documented and disseminated to all stakeholders and selected partners within the Emergency Management Program. Corrective actions identified in the evaluation process will be used to revise relevant plans. The evaluation process is always ongoing; when possible, the EOP will be evaluated before, during, and after planned and unplanned events.

ADVISORY COMMITTEE

The City of Centennial, Arapahoe County OEM Personnel and other City stakeholders participate in a variety of committees at the local, state, and federal levels of government. These committees serve as an opportunity to network, solicit input on current plans, and maintain situational awareness regarding industry best practices, legislative changes, new stakeholder involvement, and funding issues. Arapahoe County uses these committees to aid in the preparation, implementation, evaluation, and revision of the Emergency Management Program. Although each committee deals with unique areas in emergency management and homeland security, they feed into the all-hazards approach that Arapahoe County adopts.

STATE ALL-HAZARDS ADVISORY COMMITTEE

The State All-Hazards Advisory Committee (SAHAC) makes recommendations to the Governor's Office, provides advice to the Colorado Department of Local Affairs (DOLA), Public Safety, and Public Health organizations on matters relating to all-hazards emergency management practices. SAHAC also conducts region-to-region and region-to-state information coordination processes.

LOCAL EMERGENCY PLANNING COMMITTEES

Mandated under the Emergency Planning and Community Right-to-Know Act (EPCRA), the Arapahoe County LEPC is an opportunity for citizens, private industry, and the media to discuss hazardous material plans, commodity-flow information within the jurisdiction, and any other issues relating to hazardous materials. Major elements include evacuation plans, training programs for responders, and identification of any facility that may house hazardous materials.

ESF-5 EMERGENCY MANAGEMENT COMMITTEE

Coordinate and facilitate Multi-Agency Coordination (MAC) for incident management by activating and operating the EOC for pre-planned or no-notice events and coordinate with other EOCs and MACs within the Region. ESF-5 members meet on a monthly basis to discuss regional projects, set goals, and conduct capability assessments.

ARAPAHOE/DOUGLAS COUNTIES HAZARDOUS MATERIALS RESPONSE TEAM EXECUTIVE BOARD MEETING (E-BOARD)

The E-Board committee is a joint effort with neighboring Douglas County to share information relating to hazardous materials plans and equipment. Meetings focus on operational coordination, resource coordination, regional collaboration, training coordination, and recordkeeping.

ESF WORKING GROUPS

Several ESF working groups were created as part of the 2016 EOP Process. However, most ESFs are covered by Arapahoe County, as they are outside the scope of the City. For each ESF covered by the County, stakeholders were identified based on their previous involvement in the emergency management program and expertise in each ESF field. After a period of review and recommendations, the ESF's were reworked to include best practices and to reflect the changes in the operational environment.

AUTHORITIES AND REFERENCES

AUTHORITIES

Federal

- ◆ Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments (P.L. 93-288, as amended by P.L. 100-707).
- ◆ Homeland Security Presidential Directive 5: *Management of Domestic Incidents*, February 28, 2003.
- ◆ Homeland Security Presidential Directive 7, *Critical Infrastructure Identification, Prioritization, and Protection*, December 17, 2003
- ◆ Homeland Security Presidential Directive 8, *National Preparedness*, December 17, 2003
- ◆ Homeland Security Presidential Directive 8, Annex I, *Planning*, February 2008.
- ◆ National Security Presidential Directive 51/Homeland Security Presidential Directive 20, *National Continuity Policy*, May 4, 2007.
- ◆ The Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002)
- ◆ The Post-Katrina Emergency Management Reform Act (PKEMRA), Pub. L. 109-295, 120 Stat. 1355 (2006)
- ◆ United States Dept. of Homeland Security (2013). *National Infrastructure Protection Plan (NIPP)*. [Washington, D.C.]: U.S Dept. of Homeland Security.

State

- ◆ C.R.S. §24-33.5-701: Colorado Disaster Emergency Act (2014)
- ◆ C.R.S. §24-33.5-701-716: Emergency Management
- ◆ C.R.S. §24-33.5-1601-1615: Division of Homeland Security and Emergency Management
- ◆ C.R.S. §24-33.5-1101-1109: Disaster Relief
- ◆ C.R.S. §24-33.5-1501-1507: Colorado Emergency Planning Commission

Local

City of Centennial

- ◆ City of Centennial, §2-2-130 of the Centennial Municipal Code, regarding the authority of the City Manager to declare an emergency and authorize emergency expenditures
- ◆ City of Centennial, Administrative Directive No. 2014-CM-AD-04, assigning the emergency declaration order of succession.
- ◆ City of Centennial, 2008 Intergovernmental Agreement between Arapahoe County and the City of Centennial, authorizing Arapahoe County Sheriff's Office to provide Law Enforcement and Public Safety Services for the City of Centennial. (**Public Safety Services**)
- ◆ City of Centennial, 2016 Agreement for Legal Services of City Attorney between City of Centennial and Widner Juran LLP (**Legal Services**)
- ◆ City of Centennial, 2014 Professional Services Agreement between the City of Centennial and G4S Secure Solutions to Provide Regularly Schedule and On-Call Armed Security Services (**Facility Security Services**)
- ◆ City of Centennial, 2010 Professional Services Agreement between SAFEbuilt, INC. and the City of Centennial to Provide Building Services (**Building Services**)

- ◆ City of Centennial, 2013 Amended and Restated Professional Services Agreement between ch2m and the City of Centennial for Public Works Services (**Public Works Services**)
- ◆ City of Centennial, 2011 Professional Services Agreement between ch2m and the City of Centennial to provide Code Compliance Services (**Code Compliance Services**)
- ◆ City of Centennial, 2012 Professional Services Agreement between Greystone Technology Group, INC. and the City of Centennial to Provide Informational Technology Professional Services (**IT Services**)
- ◆ City of Centennial, 2008 Professional Services Agreement between the Human Society of the Pikes Peak Region and the City of Centennial to Provide Animal Control Services (**Animal Services**)

Arapahoe County

- ◆ Arapahoe County, Resolution No. 389-95, reassigning responsibilities of Director/Coordinator of Arapahoe County Emergency Operations/Disaster Agency to the Arapahoe County Sheriff.
- ◆ Arapahoe County, Resolution No. 040271, adoption of the National Incident Management System (NIMS).
- ◆ Arapahoe County, Resolution No. 140296, appointment of Sheriff David Walcher as the Emergency Management Director/Coordinator.
- ◆ Arapahoe County, Resolution No. 140221, Department of Finance, Purchasing Policies

REFERENCES

- ◆ National Incident Management System (NIMS), December 2008. Department of Homeland Security.
- ◆ National Response Framework, January 2008. Department of Homeland Security.
- ◆ National Strategy 2007, Department of Homeland Security.
- ◆ Colorado State Emergency Operation Plans (SEOP) 2013, Colorado Division of Emergency Management.
- ◆ Colorado Springs Emergency Operations Plan 2008, Colorado Springs Emergency Management.
- ◆ Comprehensive Planning Guide (CPG) 101 – March 2009, Department of Homeland Security and FEMA.
- ◆ HSEEP Guidelines.
- ◆ Arapahoe County Crisis Communications Manual.
- ◆ Colorado State Security Strategy, 2008.
- ◆ Colorado Earthquake Evaluation Report, 2008.
- ◆ National Climactic Database Center.
- ◆ Various inter-office procedures, mutual aid agreements, etc.
- ◆ Centennial Continuity of Operations and Continuity of Government Plans.

- ◆ City of Centennial, 2013 Amended and Restated Professional Services Agreement between ch2m and the City of Centennial for Publics Works Services (**Public Works Services**)
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- ◆ National Incident Management System (NIMS), December 2008. Department of Homeland Security.
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- ◆ HSEEP Guidelines.
- ◆ Arapahoe County Crisis Communications Manual.
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- ◆ National Climactic Database Center.
- ◆ Various inter-office procedures, mutual aid agreements, etc.
- ◆ Centennial Continuity of Operations and Continuity of Government Plans.

PLANNING ASSUMPTIONS: Pandemic

1. All residents within the City, and all employees of the county, are vulnerable to pandemic events.
2. Pandemic events are, by definition, international and therefore will have a widespread, national response component. Smaller epidemics of diseases may be treated with the same procedures of a pandemic on a smaller or localized scale.
3. Effective partnership with multiple agencies will contribute to the effectiveness of a pandemic response and recovery plan.
4. Large portions of the workforce, including emergency responders, will be impacted by the disease, which will affect overall response and recovery operations.
5. Mutual aid on a regional level will be expected and necessary.
6. Early identification of the event is the preferred mitigation tool.

SITUATION OVERVIEW: Technological and Human Driven Hazards

In general, Arapahoe County is vulnerable to the technological or human driven hazards discussed here due to geography, terrain, demographics, location of critical infrastructure, and standards of living expected by residents of Arapahoe County. Any jurisdiction may be vulnerable to terrorism, though typically Arapahoe County does not anticipate a higher likelihood of these events. Only cursory background information and emergency response-specific information is included here for these hazards.

PLANNING ASSUMPTIONS: Technological and Human Driven Hazards

1. Advance warning for the onset of a technological hazard varies widely based on the type of hazard, current weather conditions, and monitoring effectiveness.
2. All of the hazards identified in this plan are likely to occur at some point in the future, although none of them are anticipated to occur regularly within Arapahoe County.
3. These hazards may often occur in a regional setting, impacting a wide variety of jurisdictions within Arapahoe County or impacting neighboring counties as well. As such, multi-jurisdictional responses, and the corresponding unified command elements, are common in these responses.
4. These hazards may occur in conjunction with natural hazards, as a result of natural hazards, or may have a 'cause and effect' relationship. This complicates the response process due to scale and scope.
5. In events where terrorism is known or suspected, the leading agency after initial response will be the Federal Bureau of Investigations (FBI).
6. In events involving dam structures owned by the United States Army Corps of Engineers, federal liaison units may be necessary at a local level.

CONCEPT OF OPERATIONS

- Assess and Control Hazards
- Identify unique prevention and Critical Infrastructure/Key Resource (CIKR) protection activities
- Select protective action
- Conduct public warning
- Implement protective actions
- Implement short-term stabilization
- Implement recovery

Arapahoe County and City of Centennial Hazard and Threat Identification			
Hazard/Threats	Description/ Frequency	Threatened Areas	Notes
Active Shooter	<ul style="list-style-type: none"> Active shooter situations are unpredictable and evolve quickly. Typically, the immediate deployment of law enforcement is required to stop the shooting and mitigate harm to victims. 	<ul style="list-style-type: none"> All areas of the City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Training and exercise for active shooter done by City in coordination with Arapahoe County Sheriff's Office. Teach/Practice: Run, Hide, Fight
Aircraft Accident	<ul style="list-style-type: none"> Centennial Airport located within Arapahoe County. <ul style="list-style-type: none"> Take off and in bound flights routinely fly over high density commercial and residential areas. There is a high volume of air traffic over Arapahoe County. Several types of aircraft fly over including small planes, jetliners, helicopters, and military aircraft. 	<ul style="list-style-type: none"> All areas of the City of Centennial and Arapahoe County. Most vulnerable are those areas in the airport flight paths 	<ul style="list-style-type: none"> Centennial Airport is one of the busiest general aviation airports in the United States. Denver International Airport Buckley Air Force Base
Civil Disturbances	<ul style="list-style-type: none"> Public crises which occur with or without warning and may adversely impact portions of the City of Centennial 	<ul style="list-style-type: none"> All areas of the City of Centennial Identified as most vulnerable: RTD Dry Creek Station, Centennial Civic Center, Arapahoe County Justice Center/City and County Courts, Sheriff's Office HQ 	<ul style="list-style-type: none"> Occasional prediction/warnings of protests, stand-ins, walk outs, etc.
Critical Infrastructure Disruptions	<ul style="list-style-type: none"> Disruption to electrical, natural gas, telephone, water and/or information technology sources. 	<ul style="list-style-type: none"> All areas of City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Loss of water impacts fire safety, hygiene, and consumption. Loss of television, telephone, and radio inhibits the ability to provide emergency alerts and messaging to citizens.

<p>Drought</p>	<ul style="list-style-type: none"> Moderate Risk (Mitigation Plan) The City of Centennial, along with all jurisdictions within Arapahoe County are expected to be impacted equally due to drought conditions. Agricultural communities are expected to bear the brunt of drought effects in the county. 	<ul style="list-style-type: none"> All areas of City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Ability to raise the fire danger during dry periods due to the increase in ignition fuel. May cause a water rationing program to be put in place.
<p>Earthquakes</p>	<ul style="list-style-type: none"> Low Risk (Mitigation Plan) Colorado earthquakes are a low probability, high consequence event. 	<ul style="list-style-type: none"> All areas of City of Centennial and Arapahoe County Western portion most vulnerable 	<ul style="list-style-type: none"> Nearby fault lines: Golden Fault and Ken Caryl Fault Scientists predict Colorado will experience a magnitude 6.5 quake at some point in the future. Can lead to cascading events: dam failure, bridge collapse, gas line ruptures, etc.
<p>Explosive Devices</p>	<ul style="list-style-type: none"> Threatened or real bombings can come from a wide variety of sources including, but not limited to terrorist groups, disgruntled former or existing employees, or customers. The threat or actual use of such a device may cause injury or death to individuals and affect the community. 	<ul style="list-style-type: none"> All areas of City of Centennial and Arapahoe County Critical infrastructure has potential to be a larger target 	<ul style="list-style-type: none"> References for being prepared and response steps
<p>Extreme Temperatures</p>	<ul style="list-style-type: none"> High Risk (Mitigation Plan) The temperature drops or rises well over what is considered average for a region for several days. 	<ul style="list-style-type: none"> All areas of City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Current record for extreme heat set in 2012: 24 consecutive days above 90 degrees.
<p>Fire (Structure)</p>	<ul style="list-style-type: none"> Accidental and Arson 	<ul style="list-style-type: none"> All areas of City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Handled independently by applicable fire departments/districts. Sheriff's Office assists with suspected arson investigations
<p>Fires (Wildland)</p>	<ul style="list-style-type: none"> Moderate Risk (Mitigation Plan) Unplanned wildland fires fueled by natural ground cover, weather 	<ul style="list-style-type: none"> Primarily Eastern portions of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Per C.R.S., the Sheriff of every county shall act as fire warden and is responsible for the coordination of fire suppression efforts within respective parts of the county.

	<p>conditions and topography.</p> <ul style="list-style-type: none"> • Ideal conditions are created by long periods of low humidity and high winds/temperatures. 		<ul style="list-style-type: none"> • Arapahoe County staffs a wildland fire team.
Flooding	<ul style="list-style-type: none"> • Moderate Risk (Mitigation Plan) • Naturally occurring event for river and streams and occurs when a dry area is inundated with water. • Flash floods result from heavy rain or rapid snowmelt that may flood areas not typically subject to flooding. 	<ul style="list-style-type: none"> • All areas in Arapahoe County and portions of Centennial • The typical most vulnerable areas noted on floodplain maps. 	<ul style="list-style-type: none"> • September 2013 set benchmark for infrastructure losses associated with a large flood. • Hazard Mitigation kept up to date to sustain National Flood Insurance Program incentives. • Drainage basin map. • Urban Drainage and Flood Control District maintain maps and provides alerts.
Hazardous Materials	<ul style="list-style-type: none"> • Spill/release will range in size and type which will impact response/resource needs. • Hazardous materials transported daily through three major Arapahoe routes. 	<ul style="list-style-type: none"> • All areas in the City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> • I-25, I-225, and I-70 are designated transport routes for hazardous and nuclear materials. • SARA Title III, Tier II data recorded in Arapahoe/Douglas database. E-Board and LEPC committees discuss planning concerns.
Land Subsidence/ Erosion	<ul style="list-style-type: none"> • Low Risk (Mitigation Plan) • No critical facilities located in vulnerable land subsidence areas. 	<ul style="list-style-type: none"> • All areas in the City of Centennial and Arapahoe County • Future: higher vulnerability along I-70 corridor and center region of eastern Arapahoe County 	<ul style="list-style-type: none"> • Future development could lead to intersection of erosion-prone soils and high-hazard subsidence areas.
Mass Casualty Incident (MCI)	<ul style="list-style-type: none"> • High speeds, poor visibility, inclement weather and the high volume of vehicles contribute to the potential for an accident causing injury to many people. • Special events will create a large population all in one location. • Includes the three step process of triage, treatment, and transport 	<ul style="list-style-type: none"> • All areas in the City of Centennial and Arapahoe County • Most vulnerable along major transportation corridors (I-25, I-225, I-70, SH83, SH85, C-470) and special events. 	<ul style="list-style-type: none"> • Recent special events with large attendance include: the Arapahoe County Fair, BMW Golf Tournament, & Riot Fest. • Caches of supplies for MCI incidents are located in and around Arapahoe County.

<p>Public Health Incident</p>	<ul style="list-style-type: none"> Moderate Risk (Mitigation Plan) The impacts can vary widely from a moderate to significant exposure. <ul style="list-style-type: none"> Pandemic Foodborne Illness Waterborne Contamination 	<ul style="list-style-type: none"> All areas in the City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Support role to Tri-County Health Department H1N1 influenza in 2009 set the benchmark for the largest outbreak in the County
<p>Terrorism</p>	<ul style="list-style-type: none"> Terrorist can use chemical, biological, radiological, and/or nuclear weapons on populations. 	<ul style="list-style-type: none"> All areas in the City of Centennial and Arapahoe County Critical infrastructure locations potentially most vulnerable 	<ul style="list-style-type: none"> Buckley Air Force Base located within Arapahoe County Several military contractors located in close proximity. Intel may be received by CIAC and other sources.
<p>Thunderstorms (Lightning and Hail)</p>	<ul style="list-style-type: none"> Moderate Risk (Mitigation Plan) Hail season is commonly mid-April to mid-August. Potential to cause property damage, agriculture damage, injury or even death to those who do not take appropriate precautions. 	<ul style="list-style-type: none"> All areas in the City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Colorado ranks 2nd in the country for lightning deaths per million people. This type of weather may precede a tornado.
<p>Tornadoes/ Severe Wind</p>	<ul style="list-style-type: none"> Moderate Risk (Mitigation Plan) May occur at any time, but the severe weather season is typically April to June. 	<ul style="list-style-type: none"> All areas in the City of Centennial and Arapahoe County have the potential, however; commonly areas east of E-470 	<ul style="list-style-type: none"> Most of the tornadoes that have occurred in the county since 1964 have been F1s (winds up to 112mph).
<p>Train Accident/ Derailment</p>	<ul style="list-style-type: none"> Severity will vary. It can be a minor incident that causes a delay in rail traffic or a major incident with casualties, blocked roads, environmental damage, fires, evacuations, etc. 	<ul style="list-style-type: none"> Along designated rail lines. 	<ul style="list-style-type: none"> On the western side of the county adjacent to Santa Fe (Hwy 85), Union Pacific and BNSF operate rail cars. On the eastern side of the county adjacent to I-70, Union Pacific and BNSF operate rail cars. RTD Light Rail runs adjacent to I-25 and I-225 in Arapahoe County. There are no street traffic crossings. Multiple derailments reported every month by Union Pacific.
<p>Winter Storms</p>	<ul style="list-style-type: none"> High Risk (Mitigation Plan) Heavy snowfall may impact and disrupt 	<ul style="list-style-type: none"> All areas of the City of Centennial and Arapahoe County 	<ul style="list-style-type: none"> Blizzard conditions can cause closure of I-70 There have been 71 winter storm events reported since 1983 that caused 6 deaths, 6 injuries, and

	transportation and communications.		approximately \$7.8 million in damages.
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Emergency Support Function (ESF) 1 – Transportation Annex

ESF Coordinator:

City of Centennial Public Works Director

Supporting Agencies: Regional Transportation District (RTD), South East Metro Storm Water Association (SEMSWA), Colorado Department of Transportation (CDOT), Colorado State Patrol (CSP), State agencies, Federal agencies and military installations, Arapahoe County Public Works & Development Department, Arapahoe County Facilities & Fleet Management**Lead Agencies:**

City of Centennial Public Works

INTRODUCTION

Purpose

The purpose of this annex is to provide coordination, control and allocation of transportation assets in support of the movement of emergency resources including the evacuation of people and the redistribution of food and fuel supplies.

Scope

The scope of this annex is to describe the general response of the City of Centennial Public Works Department (when requested or directly impacted), Arapahoe County Public Works and Development, Arapahoe County Facilities & Fleet Management and other supporting agencies in response to an incident of significance in Arapahoe County and/or the City of Centennial involving transportation issues. While the City is a Co-Lead agency, its response will include fleet, facility and general public works services for the City, to the extent necessary and appropriate. The City does not provide public transit services, which is instead provided by the Regional Transit District (RTD). For a more detailed Public Works response, reference ESF 3: Public Works and Engineering Annex.

For City-specific incidents, the City would first respond as its own entity. In the event that the City requests additional resources, or if the City's help is requested by Arapahoe County, response activities will take place in the field and will be coordinated through the Emergency Operations Center (EOC) at the Arapahoe County Sheriff's Office. The City of Centennial Public Works Department and the Arapahoe County Public Works and Development Department have operational multifunctional abilities and can provide the citizens with quick responses to transportation-related emergencies.

Situation Overview

A disaster may result from natural or technological hazards or from a national security emergency that produces extensive damage and results in a large volume of requests to save lives and alleviate suffering.

The transportation infrastructure may sustain damage in an incident, which in turn may impact the accessibility of areas. This could hinder emergency response, provision of relief services, and impair transportation routes into the recovery phase. A priority for clearing access routes will be determined in order to permit a sustained flow of emergency relief.

When notified of an incident, the City of Centennial Public Works Department will monitor the situation, pre-plan and provide assistance upon request. Because most incidents are not limited by jurisdictional boundaries, the City may be working in connection with the County, neighboring jurisdictions, and/or other agencies during the monitoring and response phases.

Planning Assumptions

It is assumed that all agencies have emergency operations plans and will enact those plans in support of this ESF. In addition, it is assumed that all county and city departments have established continuity of operations plans. All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Most incidents will initiate at a City level. During this response phase, the City will evaluate the scenario and activate its emergency response procedures as appropriate. As the incident grows, the City will coordinate activity with its Department Operations Center (DOC).

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are then coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

Mitigation

1. Identify threats to systems and resources.
2. Develop plans, procedures and organizational structure needed to ensure safe and timely movement of the public (citizens) and ensure that emergency service resources are able to continue functioning during an incident.
3. Maintain sufficiency ratings and other data (as available) such as built plans for primary bridges and critical transportation infrastructure.

Preparedness

1. Identify and maintain a network of available private, City, County and State resources to aid in the safe and timely movement of the public and emergency service resources.
2. Participate in training sessions and exercises.
3. Evaluate agency emergency operation plans and procedures.
4. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during incident operations.
5. Ensure that on-call contracts with engineering companies and construction contractors include provisions for emergency services.

Response

1. Select and contact appropriate personnel.
2. Designate appropriate contact person to relay information to and from the DOC.
3. Designate personnel authorized to enter affected area and provide information to the Arapahoe County Sheriff's Office OEM.
4. Provide a representative to the EOC, as requested.
5. Confirm and report the level, severity and extent of involvement.

6. Provide and coordinate public information through the Arapahoe County Sheriff's Office OEM, the EOC, and the Joint Information Center in support of ESF 15 - External Affairs.

Recovery

1. Coordinate and organize long-term plans for the safe movement of the public and emergency service resources.
2. Provide documentation on injuries and/or deaths of persons resulting from the incident.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders and organizations with responsibilities identified in this section of the EOP are responsible for developing internal plans and standard operating procedures for carrying out the assigned functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the City of Centennial EOP and the Arapahoe County EOP (if necessary) during periods of activation.
2. Coordinate activities through the City's DOC.
3. Maintain communication with the City PIO.
4. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
5. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
6. Provide information and coordinate any public announcement, statement, or press release through the City PIO
7. If appropriate, provide information to Arapahoe County Sheriff's OEM, the EOC, and the JIC, if activated
8. Provide program assistance and expertise as appropriate and in coordination with other agencies.
9. Activate City continuity of operations and recovery plans, as needed.
10. Provide all requested information prior to, during, and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Lead Agency	Actions
City of Centennial Public Works Department	<ul style="list-style-type: none"> • Provide maintenance of equipment of City-owned vehicles as necessary • Respond to incident as appropriate • Maintain communication channels with City, and EOC is activated, with ASCO • Evaluate the availability of personnel, materials, supplies and equipment that can be provided to respond and to commit available resources. • Work with industry partners to assess the damage to the transportation infrastructure, analyze the impact of the incident on transportation operations regionally and report promptly as changes occur. • Provide back-up support for ACSO and County Public Works departments, as necessary • Provide personnel to aid with EOC operations • Work with primary and support agencies, local and state transportation departments, and industry partners to assess and report the damage to the transportation infrastructure and analyze the impact of the incident on transportation operations
Arapahoe County Public Works and Development	<ul style="list-style-type: none"> • Provide technical assistance in evacuation or movement-restriction planning and in determining the most viable transportation networks to, from and within the incident area as well as alternate means to move people and goods within the area affected by the incident. • Work with industry partners to assess the damage to the transportation infrastructure, analyze the impact of the incident on transportation operations regionally and report promptly as changes occur. • Secure and obtain federal emergency replacement funding as may be available for infrastructure. • Create an expanded workforce through emergency contracts. • Provide communication networks through vehicle-based two-way radios. • Deploys members to fill positions in operations centers and on emergency response teams and other entities as necessary • Works with primary and support agencies, local and state transportation departments, and industry partners to assess and report the damage to the transportation infrastructure and analyze the impact of the incident on transportation operations • Provides technical assistance to help determine the most viable transportation networks to, from, and within the incident area and on availability of accessible transportation
Arapahoe County Facilities and Fleet Management	<ul style="list-style-type: none"> • Provide maintenance of equipment of county-owned and emergency response vehicles as necessary • Support audio/visual needs of the incident in county facilities • Support custodial and environmental needs of the incident in county facilities

Emergency Support Function (ESF) 2 – Communications Annex

ESF Coordinator:

Arapahoe County OEM
City of Centennial Communications Director

Lead Agency:

Arapahoe County Sheriff's Office
Communications Section

Co-Lead Agencies:

Arapahoe County Sheriff's Office (OEM) for
Warning
City of Centennial Communications

Supporting Agencies:

Cunningham, Denver, Littleton, South Metro, Sheridan, Englewood, Sable Altura, Bennett, Strasburg, Byers and Deer Trail Fire Departments. Arapahoe County Sheriff's Office Telecommunications Section, Arapahoe County Information and Technology Department, Arapahoe County Communication Services Department, Amateur Radio Emergency Services District 22, Arapahoe County Sheriff's Office Public Safety Bureau, Colorado State Patrol, State agencies, Federal agencies and military installations.

INTRODUCTION

Purpose

The purpose of this annex is to set forth the procedures for utilization of communication resources and communication support in and for the City of Centennial and Arapahoe County in the event of a disaster or other critical incident. As defined, communications will be a separate and distinct system from warning. Each of these systems will be defined and detailed separately. This ESF is separate from the communication of public information, which can be found in detail in ESF 15: External Affairs.

Scope

The scope of this annex is to describe the communications and warning systems that will be employed by the Arapahoe County Sheriff's Office (EOC) prior to, during and after an incident of significance. These systems will be used in support of the operations of the EOC, local government and the response community. They include, but are not limited to, radio communications, landline, cellular, electronic other specialized communications and the Emergency Alert System.

For City specific incidences, this annex includes the methods by which the City can collaborate with ACSO to manage emergency notifications. The City will coordinate to reach out to its citizens as appropriate through its designated communications systems, which can be found in ESF 15. The City will inform the public, but the operation of an Emergency Alert System rests with ACSO.

Situation Overview

Communications and warning systems are integral parts in the management of any incident. An incident will heavily impact the communications systems with increased activity and damage to integral system parts. Communications capabilities between field units, Incident Command

Post(s) and the EOC will be critical in the emergency response phase of an incident. All incidents including training exercises and exercise support have the potential for escalation into an incident that will require support of the agencies and the communication and warning systems. Early public warning will be required to prevent injuries and safeguard property.

Planning Assumptions

It is assumed that all agencies have EOPs and will enact those plans in support of this annex, if necessary, and all City and County Departments have established continuity of operations plans. It is further assumed that all supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

All agency, city and county department operations centers (DOCs) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

General

Effective comprehensive telecommunications with all of the involved and potentially involved agencies is a critical function during disaster response. The magnitude of an incident determines the extent of the emergency response and the need for specialized or additional communications.

1. The Arapahoe County Sheriff's Office and surrounding agencies utilize the Statewide Communications Network 800 MHz Digital Trunked Radio System for primary radio communication. Other agency radio communications may occur on the VHF Band. These include:
 - a. Federal Emergency Radio Network
 - b. Colorado Division of Emergency Management communications
 - c. U.S. Forest Service communications
 - d. National Law communications
 - e. Additional communications resources are:
 - f. Qwest telephone system
 - g. Amateur radio operators
 - h. Cellular telephone system

- i. Radio Television Emergency Alert System
 - j. Media Information Reporting System
 - k. National Warning System
 - l. Pagers
 - m. Email and Internet
 - n. Citizen Alerts – Emergency Notification System
 - o. Government Emergency Telecommunications Services (GETS)
2. General assumptions are:
 - a. The core of any emergency communications network is the existing, day-to-day communications system. In the early stages of an incident this system will be used for virtually every form of traffic; therefore, dispatchers and system users must be prepared to delay or reroute nonessential radio traffic.
 - b. All available telecommunications will be used to the extent necessary to achieve a coordinated response during an incident.
 - c. Each communication system must have a system of redundancy to be used in the event a partial failure.
 - d. All systems must be properly maintained by systems specialists.
 3. The links required during an incident can be grouped as follows:
 - a. Warning and notification systems.
 - b. Inter- and intra-agency communications at all levels
 4. Some telecommunications elements of the emergency or disaster response organization will be established before the activation of any plans. Recognizing the emergent nature of the telecommunications system, no pre-ordained or pre-set formal structure is desirable. However, the following guidelines will be used:
 5. Multiple, independent link systems such as landline and cellular should be used whenever possible in preference to common link systems such as radio communications. Radio systems should be reserved for command and control and for emergency responders when practical
 6. Information such as damage reports and resource lists, which can be transmitted by other means such as fax or electronic, reduce the impact on telecommunications and increase the amount of information available to decision makers
 7. Hard copy telecommunications such as fax and computer-generated may be used whenever possible for emergency nature operational traffic
 8. Email or other forms of electronic communication are encouraged as part of the overall communications plan

Warning

1. Warning, notification and information dissemination to the public are of critical importance. Primary methods are:
2. Activation of the Emergency Alert System
3. Activation of television and cable 'crawlers' containing incident information

4. Activation of the National Oceanographic and Atmospheric Administration Alert Radio System.
5. Activation of the emergency dispatch Automatic Notification System. Requests for activation of the Emergency Alert System must be communicated to the Arapahoe County Sheriff's Office OEM for implementation. Only the following authorized persons may activate the above items 1,2 and 3:
6. Arapahoe County Board of County Commissioners or designee
7. City of Centennial Council or designee
8. Arapahoe County Sheriff's Office Director of Emergency Management or designee
9. Arapahoe County Director of Communication Services Department or designee

Mitigation

1. Identify threats to systems and resources.
2. Develop plans, procedures and organizational structure to ensure continuation and coordination of communications during an incident.
3. Identify and secure equipment required to maintain system reliability during an incident
4. Identify alternate agencies to assist in communications

Preparedness

1. Identify and maintain a network of available local, county and State resources to aid in notification and emergency communications during an incident
2. Participate in training sessions and exercises
3. Evaluate agency emergency operations plans
4. Ensure that administrative procedures are in place to aid control during emergency operations

Response

1. Select and contact appropriate personnel
2. Designate personnel authorized to enter the affected area and provide this information to the Arapahoe County Sheriff's Office OEM.
3. Provide a representative to the EOC.
4. Confirm and report the level, severity and extent of involvement.
5. Coordinate with the public information officer to communicate emergency public information and external communications (ESF 15 - External Affairs).
6. Coordinate with law enforcement personnel to maintain security of facilities and supplies (ESF 13 - Public Safety and Security).

Recovery

1. Coordinate and organize long-term plans for safe movement of the public and emergency service resources.
2. Provide documentation of damage to City and County communications systems.
3. Develop and enact a plan to repair or replace any damaged communications equipment.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's Office OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Lead Agency	Actions
<p>Arapahoe County Sheriff's Office Communications Section</p>	<ul style="list-style-type: none"> • Provide day-to-day communications to emergency responders. • Establish communications with requested agencies via designated radio frequencies and/or telephone systems. • Maintain communication links among ambulances, fire districts, county and State agencies via designated radio frequencies. • Establish and maintain memorandums of understanding for emergency communications with adjacent cities, counties and states. • Establish plans for emergency public information utilizing the Automated Notification System and Media Information Reporting System indicating: <ul style="list-style-type: none"> • Personnel authorized to activate the systems. • A prioritized utilization plan based on life safety. • A plan for staffing communications facilities with trained auxiliary personnel during extended operations. • Communications Center personnel and message runners.
<p>Arapahoe County OEM</p>	<ul style="list-style-type: none"> • Coordinate the activities specified in this annex • Identify areas of the public to be warned. Coordinate and initiate emergency public notification utilizing the Automatic Notification System and Emergency Alert System.
<p>City of Centennial Communications Department</p>	<ul style="list-style-type: none"> • Coordinate with the public information officer to communicate emergency public information and external communications (ESF 15 - External Affairs). • Coordinate and initiate emergency public notification utilizing the City's Electronic Message Center (EMC) Digital Billboard on Arapahoe Road, if appropriate.

Emergency Support Function (ESF) 3– Public Works and Engineering Annex

ESF Coordinator:

City of Centennial Public Works Director
Arapahoe County Office of Emergency Management

Lead Agencies:

City of Centennial Public Works

Supporting Agencies:

Arapahoe County Public Works & Development, Utility Services, Sheridan Public Works, Littleton Public Works, Greenwood Village Public Works, Xcel Energy, IREA, ACWWA Fire Departments having jurisdiction, South East Metro Storm Water Association (SEMSWA), State agencies, USACE, Federal agencies and military installations.

INTRODUCTION

Purpose

The City of Centennial will manage its public works needs during an emergency significance by providing technical advice, assessments and engineering services, contracting for engineering assessments, design services, construction management and inspection and contracting for emergency repair of facilities.

If the scope expands beyond the City's ability to respond, the Arapahoe County Public Works Department will provide support to assist the city and county in meeting goals related to life saving and life-sustaining actions, damage mitigation, and recovery efforts.

Scope

The policies and concepts addressed in this annex are structured to provide public works and engineering-related support for the changing requirements of incident management to include preparedness, prevention, response, recovery and mitigation actions. Activities within the scope of this function include: performing pre- and post incident assessments of public works and infrastructure; providing technical assistance including engineering expertise such as structural assessments and design services, construction management, and providing for emergency repair of damaged infrastructure and critical facilities.

In the event that City resources are exhausted, the City may request emergency response activities be coordinated by the Arapahoe County Sheriff's Office of Emergency Management. This ESF is a partnership between the City and ACSO, where appropriate.

Situation Overview

An incident of significance may cause unprecedented property damage. Structures may be destroyed and/or severely weakened. Homes, public buildings and other facilities will have to be reinforced and/or demolished to ensure public safety. Public utilities will be damaged and may be partially or completely inoperable. An incident may affect the lives of city and county personnel preventing them from performing their prescribed duties.

Access to the affected area will be dependent upon the establishment or opening of ground transportation routes. In many instances, debris clearance and emergency road repairs will be given top priority to support lifesaving efforts. Equipment in the affected area may be damaged and/or inaccessible. Sufficient resources to meet the demand of emergency

response personnel may not be available locally.

Assistance may be required to identify and deploy resources from outside the affected area to insure a timely, efficient and effective response. Existing landfills are likely to be overwhelmed by debris and may need to be augmented by areas designated in advance for temporary "clean" debris disposal.

Assistance from outside agencies, both government and private, may be needed to conduct damage assessment, coordinate debris removal, provide structural assessments, make emergency repairs to public and private facilities, reduce hazards by stabilizing or demolishing structures and providing emergency water for human consumption. Rapid damage assessment of the affected area is critical for the coordination of resources and to begin the process for declaring an emergency and requesting appropriate environmental waivers and legal clearances for the demolition of private structures and the disposal of related debris.

Significant numbers of personnel with engineering and construction skills, along with construction equipment and materials, will be required from outside the affected area. Depending upon the size and complexity of the situation, reassessments of affected structures may have to be done within days of the initial assessment.

Planning Assumptions

It is assumed that the City and the County have EOPs and will enact those plans in support of this annex, if necessary, and all City and county Departments have established continuity of operations plans.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Most incidents will initiate at a City level. During this response phase, the City will evaluate the scenario and activate its emergency response procedures as appropriate. As the incident grows, the City will coordinate activity with its department operations center (DOC).

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

Mitigation

1. Review and update emergency procedures
2. Maintain utilities and public works maps as appropriate
3. Maintain sufficiency ratings and other data such as built plans for primary bridges and critical transportation

Preparedness

1. Train personnel in emergency procedures

2. Organize and train damage survey teams
3. Ensure that barrier, roadblock materials, light sets, mobile signs and other necessary equipment is available
4. Keep debris removal equipment in good repair
5. Participate in emergency preparedness planning and exercises
6. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations
7. Ensure that on-call contracts with engineering companies and construction contractors include provisions for emergency services

Response

1. Participate in the DOC and, if appropriate, the EOC by providing necessary staffing and liaison positions as dictated by the incident or at the request of the incident commander and/or county emergency manager
2. Survey disaster areas and evaluate in terms of engineering estimates
3. Assess damage
4. Repair critical facilities and equipment as necessary
5. Clear roads, construct temporary bridge repairs and/or channel crossings, coordinate and provide technical assistance for restoring water supply and sewage systems
6. Barricade damaged areas as directed
7. Determine ability to adequately respond and/or the need to request Federal assistance

Recovery

1. Repair roads and coordinate repair of utilities as necessary
2. Coordinate private and volunteer repairs to utilities
3. Assist in providing potable water and sanitary facilities as needed
4. Participate in compiling after-action reports and critiques
5. Make necessary changes and improvements to EOPs

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the City EOP during periods of activation
2. Coordinate activities through the City's DOC.
3. Maintain communication with the City PIO.
4. Coordinate activities and maintain communication with the EOC, if activated, during all emergency operations
5. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location
6. Provide information and coordinate any public announcement, statement or press release through the City's Public Information Officer
7. If appropriate, provide information to Arapahoe County Sheriff's OEM, the EOC, and the JIC, if activated
8. Provide program assistance and expertise as appropriate and in coordination with other agencies
9. Activate agency, city and or county department or enterprise continuity of operations and recovery plans, as needed
10. Provide all requested information prior to, during and following any incident to the Office of Emergency Management

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Lead Agency	Actions
City of Centennial Public Works	<ul style="list-style-type: none"> • Identify and provide a liaison in the EOC should it be activated, who would be able to provide direct coordination to the field lead • Identify and provide a field lead for coordination with the EOC liaison, which may take over the Infrastructure Branch role in the ICS Command Structure • Determine the resources, staff and vehicles or resources may be deemed necessary to perform public works services • Removal of debris, clearance of public right-of-ways and planning for street/route recovery operations, with priority assigned to critical emergency services lifelines. • Provision of personnel and heavy rescue equipment in support of search and rescue operations. • Provide 24-hour coverage as needed. • Provision of personnel, equipment, supplies and materials for flood control and flood hazard mitigation measures. • Restoration of damaged roads and bridges and other public services and facilities. • Participation with other departmental representatives on City and County Damage Assessment Team at EOC and on local/state field damage survey teams, as needed. • Partner with external agencies such as SEMSWA as necessary
Arapahoe County Public Works and Development	<ul style="list-style-type: none"> • Provide technical assistance in personnel, equipment, supplies and other resources to assist in emergency operations • Ensure roadways are maintained and cleared of debris. Make repairs to damaged streets and drainage structures in order to provide for emergency access and other relief efforts • Work with industry partners to assess the damage to roadways and analyze the impact of the incident on transportation operations regionally and report promptly as changes occur • Assess and ensure buildings are safe to occupy. Work with other agencies to make emergency repairs to critical facilities • Perform emergency demolition or stabilization of damaged structures (both roads and drainage structures) • Assist in determining suitable sites for waste and debris • Direct Arapahoe County Public Works and Development management staff to allocate personnel, equipment and other resources for the support of response activities on a local level • Create an expanded workforce through emergency contracts • Maintain a communications network with local, City and county officials within the region to provide a communication link to the EOC • Evaluate the availability of personnel, materials, supplies and equipment that can be provided to respond and commit available resources • Provide personnel for 24-hour coverage as needed • Secure and obtain Federal emergency replacement funding as may be available for infrastructure • Prepare for potential public works and engineering requirements, including

	<p>providing public information, contributing situational awareness, establishing response teams, leveraging technological tools, training and exercising with partners, establishing private sector contracts and agreements, and coordinating with volunteer organizations and other nongovernmental partners</p>
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Emergency Support Function (ESF) 4– Firefighting Annex

ESF Coordinator

Arapahoe County Office of Emergency Management

Primary Agency:

Fire Protection District with Jurisdiction of the Event

Secondary Agency:

Other Fire Protection Districts, Arapahoe County Office of Emergency Management

Supporting Agencies:

South Metro Fire Rescue, Littleton Fire, Englewood Fire, Cunningham Fire, Deer Trail Fire, Bennett Fire, Littleton Fire Dispatch, Englewood Dispatch, Arapahoe County Sheriff's Office Dispatch, Xcel Energy, IREA, City of Centennial Community Development

INTRODUCTION

Purpose

The purpose of this annex is to establish an effective system for coordination of resources utilized for combating urban and wildland fires, emergency medical incidents, hazardous materials incidents and other special rescue operations on public and private property resulting from, or occurring coincidentally with, an incident of significance.

Scope

Fire Protection Districts have jurisdiction over all incidents related to fire. The City of Centennial may coordinate communication of an incident with a Fire District, but it would not take on a role in overall fire response.

The policies and concepts in this annex apply to the Fire Protection District having jurisdiction and supporting agencies following an incident of national significance or a local disaster that affects resources utilized for combating urban and wildland fires, emergency medical incidents, hazardous materials incidents and other special rescue operations. Based on an assessment of incident impacts, the types and focus of support through this annex vary depending on the magnitude and type of incident and the potential for long-term and severe consequences.

Situation Overview

Both natural and technological emergencies may result in the need for large-scale fire suppression, emergency medical services or hazardous materials activities. Fire Protection District response to urban and wildland fires, emergency medical incidents, hazardous materials incidents and other special rescue operations must be rapid to be effective. These events may be widespread and all available fire protection forces may be committed very quickly and for extended periods of time.

Planning Assumptions

Fire or hazardous materials incidents may be a primary issue causing a disaster declaration or may be secondary to another situation.

Fire or hazardous materials incidents may be contained within a structure, transportation container, fixed containment and/or may occur in vegetation.

Other emergencies require the use of fire suppression forces such as mass casualty incidents, all types of physical rescue, weather emergencies and hazardous materials releases into the environment caused either naturally or as a result of human activity.

CONCEPT OF OPERATIONS

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

All agency, city and county department operations centers (DOCs) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

Mitigation

1. Identify threats to system and resources
2. Develop plans, procedures and organizational structure needed to ensure continuation and coordination of communication during an incident
3. Identify and secure equipment required to maintain system reliability and continuation of operations during an incident
4. Identify alternate agencies to assist in firefighting, emergency medical services or hazardous materials incidents

Preparedness

1. Identify and maintain a network of available local, county and state resources to aid in firefighting, emergency medical services or hazardous materials incidents
2. Participate in training sessions and exercises
3. Evaluate Emergency Operations Plans
4. Ensure that administrative procedures are in place to aid control during emergency operations.
5. Establish intergovernmental agreements (mutual or automatic aid) with other fire departments and fire protection districts in order to provide mutually beneficial fire protection, emergency medical services and hazardous materials response services.

Response

1. Select and contact appropriate personnel.
2. Designate personnel authorized to enter the affected area and provide this information to the Office of Emergency Manager
3. Provide a representative to the EOC when requested
4. Confirm and report the level, severity and extent of involvement
5. Coordinate with the public information officer to communicate emergency public information and external communications
6. Coordinate with law enforcement personnel to maintain security of facilities and supplies

7. Fire suppression activities remain under the control of the Fire Chief
8. When fire suppression units respond to or receive mutual-aid requests, the responding agencies act as units of the requesting jurisdiction during such service and utilize standard incident management system
9. Federal agencies may provide support during fire suppression activities, particularly in the area of wildfire suppression. Federal agencies may assist with recovery operations during times of declared disaster

Recovery

1. Coordinate and organize long-term plans for the continued operation of emergency service resources
2. Provide documentation on damage to Fire Protection District having jurisdiction and affected buildings, lands or other structures
3. Develop and enact a plan to repair or replace any damaged communications equipment
4. Develop a plan to replace or supplement personnel required to maintain operations

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location
4. Provide information and coordinate any public announcement, statement or press release through the county's Public Information Officer (PIO)
5. Provide program assistance and expertise as appropriate and in coordination with other agencies
6. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Fire Protection District Having Jurisdiction

1. Respond to life and property threatening fires, emergency medical incidents, hazardous materials incidents and other incidents requiring special rescue operations with available resources
2. Coordinate on-scene mass casualty incident activities with available resources
2. Establish a unified Incident Command System to effectively manage firefighting, emergency medical services, special rescue and other allied agency resources
3. Develop an Incident Action Plan and establish safety parameters
4. Conduct evacuation operations as needed
3. Determine additional resource needs and initiate requests in an expedient manner
4. Requests for support beyond those of routine mutual aid should be made through the Arapahoe County Sheriff’s Office OEM or by the Fire Chief or designee
5. Coordinate Fire Protection District Operations Center activities with the EOC, when activated

Other Fire Departments and Fire Protection Districts:

1. Provide support to the Fire Protection District having jurisdiction for activities addressed in this annex
2. Respond to mutual aid requests

Lead Agency	Actions
Fire protection district with jurisdiction to the event	<ul style="list-style-type: none"> • Obtains an initial fire situation and damage assessment through established intelligence procedures; determines the appropriate management response to meet the request for assistance; and obtains and distributes, through appropriate channels, incident contact information to emergency responders mobilized through ESF #4 • Analyzes each request before committing people and other resources; ensures employees will be provided with appropriate vaccinations, credentials, and personal protective equipment to operate in the all- hazard environment to which they are assigned; and ensures that all employees involved in all-hazard response will be supported and managed by an agency leader, agency liaison, or interagency incident management team • Ensures that an all-hazard incident-specific briefing and training are accomplished prior to task implementation. This preparation will usually occur prior to mobilization where incident description,

	<p>mission requirements, and known hazards are addressed. Key protective equipment and associated needs for tasks that employees do not routinely encounter or perform will be identified</p> <ul style="list-style-type: none"> • Provides command, control, and coordination resources, to include incident management teams, area command teams, and multi-agency coordination group support personnel, to local, state, tribal, territorial, insular area, and Federal agencies in support of emergency operations • Provides staff to support incident facilities, facility, property, telecommunications and transportation management • Provides direct liaison with local, state, tribal, territorial, or insular area emergency operations centers (EOCs) and fire chiefs in the designated area, as appropriate • Provides support to enhance the resilience of local, state, tribal, territorial, and insular area firefighting agencies • Provides engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and repair of roads and bridges • Provide resources (personnel and equipment) necessary to clear fallen trees, brush and debris from city, county, and state roads to facilitate emergency access in disaster area • Provides engineering and contracting/procurement personnel and equipment to assist in emergency removal of debris, demolition, and temporary repair of essential public facilities, water supply, and sanitation • Provides expertise and personnel to assist with assessment of emergency services sector critical infrastructure
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Emergency Support Function (ESF) 5– Emergency Management Annex

ESF Coordinator:

Arapahoe County Office of Emergency Management

Lead Agency:

Arapahoe County Office of Emergency Management

Co-Lead Agency:

City and Municipality Emergency Management personnel

Supporting Agencies:

Arapahoe County Board of County Commissioners, All City of Centennial Departments, Centennial City Council, Utility Services, Tri- County Health Department, American Red Cross, Salvation Army, Medical Reserve Corps, Amateur Radio Emergency Services District 22, Arapahoe County Sheriff's Office Public Safety Bureau, Arapahoe County Communications Section, emergency medical services agencies, local hospitals, area school districts, Colorado Division of Emergency Management, State agencies, Federal agencies and military installations

INTRODUCTION

Purpose

The purpose of this annex is to identify Emergency Management functions as they relate to preparedness, response, recovery and mitigation for incidents of significance, emergencies and disasters.

Scope

The City of Centennial has an intergovernmental agreement with Arapahoe County Sheriff's Office to provide public safety services, which include emergency management. The City coordinates consistently with ACSO in trainings and preparedness, and would work in connection with ACSO in the event of an emergency. ACSO understands that the City may request assistance and/or for ACSO to take over as the lead of an event.

The scope of this annex is to describe the overall emergency management activities of ACSO in response to a City incident of significance, emergency or a disaster, including:

1. Coordinate the Emergency Operations Center (EOC) while the City manages, organizes and coordinates the Department Operations Center (DOC)
2. Assess and consolidate information to support the action planning process at the EOC and in the field.
3. Maintain displays of pertinent information by using computer system displays, maps, charts, status boards, etc.
4. Collect and process information from local, county and state jurisdictions and other sources. Process and disseminate information for use by response operations; provide the information, as appropriate, as input for reports, briefings, displays, public information activities and plans.

5. Consolidate information into reports and other materials describing and documenting overall response activities and keeping local, county, State and Federal officials informed of the situation.
6. Ensure implementation of the Incident Command System (ICS) and National Incident Management System (NIMS)
7. Assist local government, public and private sector organizations in the coordination of their emergency operations plans (EOPs), procedures and checklists; and
8. Serve as intergovernmental liaison and initiate formal requests for outside assistance from other jurisdictions

Situation Overview

Potential or actual incidents of significance may occur within the City of Centennial, County of Arapahoe, State or Federal lands that will impact County and or City operations and the resources assigned to the incident. In order to provide an effective response and mitigate potential problems, coordination of resources, communications, planning, logistical needs, State and Federal assets will need to be coordinated through an EOC.

1. An incident requiring response could occur during an extended period of time; i.e. greater than eight (8) hours, thereby requiring a shift-type organizational capability.
2. Permanent residents, tourists or other transients may be affected by an incident occurring within the County and or City.
3. A need for public information and/or instruction will exist.
4. Communications and media capabilities may be impacted into and within the affected area.
5. Situation, impact and damage assessment activities may be restricted by communications.

Planning Assumptions

It is assumed that all agencies have emergency operations plans and will enact those plans in support of this annex, if necessary, and all City departments have established continuity of operations plans. It is further assumed that all supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

The City of Centennial Department Operations Centers (DOC) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

General

1. The legally constituted officials (elected authorities of the county and city, including the City Management, City Council, Mayor and County Commissioners) will accomplish their emergency responsibilities under NIMS. The incident command post will be supported by the EOC and other emergency supporting agencies as needed. This emergency organization functioning within an EOC is designed to:
 2. Maintain existing leadership, response authority and responsibility when an incident is confined solely within a recognized jurisdiction
 3. Provide a leadership and response organization when an incident overlaps recognized jurisdictions
 4. Ensure a leadership and response organization when an incident requires expanded resource assistance within the City and County with the potential for State and possibly Federal assistance. A citywide leadership organization, structured with the NIMS, will assist in meeting resource utilization needs, as well as in determining when to request State and Federal assistance
 5. NIMS will be employed to control operations at the incident site through a standard "command" system that unifies rapid and effective interagency response within the perimeter of the incident. The Emergency Management Director will act as a liaison to the City Manager, City Council and County Commissioners. The Emergency Management Director will not direct field tactics or operations
 6. The EOC can be activated by Emergency Management or the Watch Commander on duty. Activation may be requested by other department officials when an incident:
 - a. May pose great danger of loss of lives or significant property damage
 - b. Begins or appears to exhaust mutual aid agreements and additional resources may be required
 - c. The incident may extend to multiple operational periods
 7. Department heads or designated representatives may be requested to report to the EOC to coordinate that agency's activities when the EOC is activated. When it appears the United States is involved in a national security emergency, all agencies will have their representative report immediately
 8. The Emergency Management Director or designee will activate alert procedures in accordance with standard operating procedures
 9. All department or enterprise operation centers will coordinate activity with and support the Arapahoe County Sheriff's Office OEM and EOC, if activated. The Arapahoe County Sheriff's Office OEM and/or EOC, if activated, will have authority over all operation centers during incidents of significance

Mitigation

1. Maintain high readiness posture of the EOC
2. Provide for adequate communications capabilities
3. Assign EOC staff positions to qualified personnel

Preparedness

1. The Arapahoe County Sheriff's Office OEM Director will ensure that the EOC staff organization with names, addresses and telephone numbers is maintained at all times
2. Inform officials of EOC operations
3. Obtain and maintain emergency supplies including food, water, blankets, electrical generators, communications, etc. to ensure continued operations in the event of an incident
4. Prepare and review all plans and conduct exercises

Response

1. Activate the EOC, as required
2. Respond to the incident, as required
3. Coordinate all emergency operations within the scope of emergency management
4. Coordinate with State and Federal agencies in support of ESF 5 of the National Response Plan and the Colorado State EOP
5. Collate and consolidate incoming situation reports pertinent to the respective agency, department or enterprise
6. Maintain a situation status account
7. Brief the appropriate government officials on the respective situations
8. Provide information on respective situations and any problems when assistance is needed to carry out responsibilities
9. Provide a gross assessment of incident impacts including the identification of boundaries of the damage area and the distribution, type and severity of damages including the status of lifesaving activities and critical facilities
10. Provide validated information to the EOC from all activated departments, responders and City and or County entities to support overall operational and planning activities
11. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations
12. Maintain copies of all information to be compiled into a master log of the event

Recovery

1. Continue long-term response and coordination of resources
2. Plan for release of operations personnel
3. Provide required briefings and submit reports

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. All agencies, City and or County Departments and Enterprises, and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:
2. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation.
3. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
4. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
5. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
6. Provide program assistance and expertise as appropriate and in coordination with other agencies.
7. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
8. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Lead Agency	Actions
Office of Emergency Management	<ul style="list-style-type: none"> • Coordinate the overall effort of the city and/or county response and recovery through the EOC. • Process, report and display essential elements of information both for emergency response use and for public information. • Maintain the Arapahoe County EOP and provide assistance to other agencies with their related planning responsibilities.

Emergency Support Function (ESF) 6 - Mass Care and Sheltering Annex

ESF Coordinator:

Arapahoe County Office of Emergency Management

Lead Agency:

Arapahoe County Office of Emergency Management

Co-Lead Agency:

American Red Cross

Arapahoe County Human Services

County Human Services

Supporting Agencies:

Arapahoe Douglas Mental Health, Aurora Mental Health, American Red Cross, Salvation Army, Arapahoe County Sheriff's Office Communications, Centennial Communications Department, Pet Aid Colorado

INTRODUCTION

Purpose

The purpose of this annex is to establish a procedure for providing sheltering, feeding, emergency first aid, bulk distribution and victim registration to meet the immediate needs of the victims during and after the occurrence of an incident of significance. This includes the activation of the Disaster Welfare Inquiry system to collect, receive and report information about the status of victims and assist with family reunification within the affected area. The Arapahoe County Sheriff's Office of Emergency Management will coordinate with the Federal government for assistance provided in the National Response Plan ESF 6 - Mass Care, Housing and Human Services.

Scope

Mass care is not a service provided by the City of Centennial. The City of Centennial may coordinate communication of an incident regarding mass care, but it would not take on a role in overall mass care response.

The scope of this annex is to describe the operational and information activities of a local response to an incident of significance. Coordination activities will take place at the Arapahoe County Sheriff's Office Emergency Operations Center (EOC) through a cooperative effort between representatives of the American Red Cross and the Arapahoe County Sheriff's Office OEM and other supporting agencies to support activities in the field.

Initial response activities will focus on meeting urgent needs of disaster victims on a mass care basis. In addition, initial recovery efforts, such as American Red Cross emergency assistance, may commence as response activities are taking place. Other recovery assistance, such as temporary housing, and loans and grants for individuals under the traditional government assistance programs of the Federal Emergency Management Agency (FEMA) and other Federal agencies, will be at the request of the City of Centennial and or Arapahoe County and under the management of the State Coordinating Officer, subject to the guidelines provided by the Colorado Division of Emergency Management.

Situation Overview

An incident may result from natural or technological hazards, civil disturbance or act of terrorism, and cause extensive damage and human suffering. Victims may be forced from their homes depending on such factors as time of occurrence, area demographics, building construction and existing weather conditions. Family members may be separated immediately following an incident, such as children in school and parents at work. Transient populations, such as tourists, students, and the pre-disaster homeless, may be involved. Arrangements will be made for special populations such as elderly and handicapped individuals. The national American Red Cross headquarters must approve all American Red Cross assistance in civil disorders.

The Arapahoe County Office of Emergency Management (OEM) activates the American Red Cross when needed and controls shelter management within the city and county. The American Red Cross, through its Federal role, independently provides mass care to emergency and disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United States Congress, Act of January 5, 1905, and the Disaster Relief Act of 1974 (Public Law 93288 as amended by the Stafford Act of 1988). The Mile High Chapter of the American Red Cross closely coordinates the provision of services with local government.

American Red Cross operated shelters are designated for displaced families and individuals. The ARC does not provide shelter conditions for agencies and organizations with residents that require special considerations (i.e. assisted living facilities, daycare centers, etc.). American Red Cross shelters will accept service animals only. Companion animals must be sheltered separately. Under the Pets Evacuation and Transportation Standards Act of 2006 (42 U.S.C. 5196(b) and 5170(b)), an amendment to the Robert T. Stafford Disaster Relief and Emergency Assistance Act, FEMA is required to ensure state and local plans take into account needs of individual with household pets and service animals prior to, during and following a major disaster and emergency. Arapahoe County Office of Emergency Management, in conjunction with multiple agencies including Arapahoe County Open Space, Arapahoe County Animal Control, and the Colorado Humane Society, has developed animal sheltering plans which are housed in the Animal Sheltering Annex.

Planning Assumptions

Private and volunteer organizations (including, but not limited to, the American Red Cross, Salvation Army, and Colorado Voluntary Organizations Active in Disaster) will provide immediate shelter, feeding and emergency first aid relief to individuals and families. These local organizations will work in cooperation with County and Jurisdiction governments in preparing for, responding to and recovering from the effects of an incident.

Each level of government, private, and volunteer organizations will respond to an incident within the limits of its available resources, including pre-arranged mutual aid. The organization subsequently may request assistance from its next highest level of support if required.

Not all disaster victims will require mass care services. Some victims will go to mass shelters and others will find shelter with friends and relatives. Many victims will remain with or near their damaged homes.

Mass care shelter facilities will receive priority consideration for structural inspections to ensure safety of occupants. They will also receive priority consideration for restoration of utilities or support by temporary means, i.e., portable generators, portable toilets and potable water.

Inquiries regarding individuals residing within the affected area will begin immediately after the general public is made aware of the incident by the media or other means. An initial moratorium may be issued to activate the system and determine the boundaries of the affected area.

All agencies have emergency operations plans (EOPs) and will enact those plans in support of this annex, if necessary, and all City and County Departments and Enterprises have established continuity of operations plans.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

This annex activates when an incident occurs in Arapahoe County that requires evacuation of citizens to emergency shelters. When the Incident Commander or other recognized authority responding to the incident recommends an evacuation, the ACOEM will communicate these needs to the American Red Cross Emergency Services Director or designee via the 24-hour American Red Cross telephone line. The American Red Cross will activate the resources necessary to satisfy the immediate needs of the victims, including sheltering and feeding as necessary.

Different shelter facilities may be selected for each type of incident. The Incident Commander or other authorized person will coordinate with the EOC or the ACOEM designee to provide locations of emergency shelters to the evacuees at the time of evacuation. Shelters should be established where companion animal shelters can be co-located. Anyone utilizing an American Red Cross shelter must be self-sufficient or have a caregiver accompany him or her. The American Red Cross does not have medical staff to support shelters designed for special needs populations; therefore, these locations must be identified and staffed separately.

Disaster victims not requiring medical care should be sheltered in accordance with the standard procedures outlined in the protocols of the American Red Cross procedures. Victims requiring medical care should be directed to the nearest available facility.

An agreement to use each facility or structure as a shelter should be confirmed in writing. An inventory of emergency shelters is maintained in the National Shelter System database. The regular maintenance force should continue to serve and the agreements should provide for reimbursement of utilities and repair of damage. There should be a written survey of the building and equipment prior to shelter occupancy. All parties involved should have copies of the survey.

Shelters do not remain open any longer than absolutely required. Shelter operational considerations include: sanitation, behavior problems, overcrowding, supply exhaustion, excessive cost and limited participation of families in rehabilitation.

If the magnitude of the incident is such that the services of other volunteer groups are needed to mitigate the suffering and aid in shelters and mass care, the American Red Cross will contact other organizations for assistance.

An Incident Command System in compliance with the National Incident Management System (NIMS) is established at all incidents to coordinate on-scene incident response activity.

All agencies, City, County department and enterprise operations centers will coordinate activity, maintain communication with and support the ACOEM and EOC, if activated. The ACOEM will have authority over all operations centers during incidents.

Activation of the ACEOC may be required during an incident. The EOC may consist of one person, such as the Emergency Coordinator (in small events) or a full activation of the organizational structure for a large incident. Emergency response activities are conducted with overall coordination by the Arapahoe County Sheriff's Office OEM and EOC, if activated. If the EOC is activated during an event that requires ESF #6, the function will be staffed at the EOC level.

General

1. Department heads or designated representatives may be requested to report to the EOC to coordinate that agency's activities when the EOC is activated. When it appears the United States is involved in a national security emergency, all agencies will have their representative report immediately.
2. All participating agencies, City, County Departments and Enterprises will coordinate and maintain communication with the Arapahoe County Sheriff's Office OEM or the EOC, if activated, during all emergency operations.
3. Coordination with all supporting agencies will be performed to ensure continual operational readiness.

Mitigation

1. Provide for adequate communications capabilities
2. Provide public information to include pre-disaster preparation and checklists
3. Preparedness
4. Obtain and maintain emergency supplies including food and water
5. Review and update emergency services disaster plans to include written agreements as necessary
6. Participate in disaster exercises
7. Establish agreements with agencies to provide shelters
8. Ensure an inventory of emergency shelters has been made and copies are provided to all agencies impacted by shelter activation
9. Identify shelters for persons with companion animals
10. Ensure adequate written agreements are in place with support organizations to provide food commodities to support shelter and mass feeding plans
11. Coordinate plans for sheltering and feeding services with the Arapahoe County Sheriff's Office OEM as well as other support organizations and groups to meet the needs of disaster victims
12. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations

Response

1. Respond to the incident as required
2. Coordinate the activation, staffing and management of shelter and feeding sites as needed
3. Coordinate the provision of food, shelter, disaster welfare inquiry and bulk distribution of relief supplies
4. Coordinate the identification, staffing and management of disaster Family Service Centers to provide information regarding emergency financial assistance based on disaster-caused needs
5. Coordinate with State and Federal agencies in support of this annex, the Colorado State EOP and the National Response Plan
6. Provide information on respective situations as well as outline any problem area when assistance is needed to carry out responsibilities related to the response
7. Maintain copies of all information to be compiled into a master log of the event

Recovery

1. Provide briefings and submit reports
2. Publish information on emergency services, locations and hours of operation in cooperation with all service providers
3. Coordinate with other agencies and organizations to provide assistance to meet disaster-related needs
4. Coordinate with Colorado Voluntary Organizations Active in Disaster to provide assistance staffing for the Disaster Recovery Centers in cooperation with voluntary agencies

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic, underlying responsibilities assigned to ensure preparedness and an effective response. Each agency, jurisdiction and County entity is tasked to accomplish, to the best of their ability, the assigned responsibilities.

All Stakeholders

All agencies, City, County Departments and Enterprises, and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's Office OEM or the EOC, if activated, during all emergency operations
3. Provide an agency representative to the EOC, as requested

4. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's Office OEM or the EOC and Joint Information Center, if activated
5. Provide program assistance and expertise as appropriate and in coordination with other agencies
6. Activate agency, City, County department or enterprise continuity of operations and recovery plans, as needed Establish emergency supplies including food, water, blankets, electrical generators, communications, etc to provide continued operations and shelter employees as necessary
7. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's Office OEM

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with ESF #6. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Lead Agency	Actions
Arapahoe County Office of Emergency Management	<ul style="list-style-type: none"> • Coordinate the overall city and county wide response and recovery efforts through the EOC • Process, report and display essential elements of information both for emergency response use and for public information • Maintain the Arapahoe County EOP and provide assistance to other agencies with their related planning responsibilities • Identify shelter locations and facilities within the City and County • Establish use agreements for identified shelter locations • Identify number and locations of persons to be sheltered, in coordination with other agencies • Coordinate shelter and mass care activities

Co-Lead Agency	Actions
American Red Cross	<ul style="list-style-type: none"> • Identify shelter locations and coordinate these locations with the Arapahoe County Sheriff's Office OEM prior to an incident • Coordinate with the EOC Operations Section to determine which facilities are suitable for use as shelters Facilities will need to be rapidly inspected by damage assessment teams for structural integrity prior to use • Establish shelters for persons with companion animals • Coordinate with the American Humane Association to provide

	<p>locations and facilities to shelter displaced or stray animals</p> <ul style="list-style-type: none"> • Assist in determining if geographical shelter assignments will be required based upon the magnitude of the situation and number of shelters activated • Activate and staff shelters Establish registration at each facility and receive evacuees as they arrive • Determine resource needs at each facility based upon duration of operational periods Anticipate future needs for extended operations Channel all resource requests through the EOC • Establish a Disaster Welfare Inquiry service An initial moratorium may be required to allow system activation and determination of the affected area • Disseminate disaster assistance and recovery information • Maintain records of shelter operations and resource expenditures Provide records to the Finance Section at the EOC, as needed • Demobilize the shelter when no longer needed
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Emergency Support Function (ESF) 7 – Logistics

ESF Coordinator:

City of Centennial Finance Director
Arapahoe County Office of Emergency Management

Lead Agency:

City of Centennial Finance Department

Co-Lead Agency:

Arapahoe County Finance Department
Purchasing Division

Supporting Agencies:

Arapahoe County Sheriff's Office Public Safety Bureau, Colorado Division of Emergency Management, American Red Cross, Salvation Army, Colorado Volunteer Organizations Active in Disasters (VOAD), All City of Centennial Departments, Amateur Radio Emergency Service Region 1 District 2 (ARES), State agencies, Federal agencies and military installations

INTRODUCTION

Purpose

The purpose of this annex is to establish effective procedures to coordinate support responses of the City of Centennial (City) and to preserve the continuity of City functions. It also provides for the resumption of such functions with minimal interruption in the event of a natural or manmade incident of significance.

Scope

Resource support involves the provision of logistical and resource support through City departments and ACSO. This coordination includes, space and office equipment, office supplies, access to telecommunications equipment, contracting services and procurement personnel required to support immediate response and recovery activities.

Situation Overview

Incidents of significance will readily overwhelm the capabilities and exhaust the resource capacity of the City. Large numbers of personnel and equipment will be needed to sustain extended emergency and recovery operations. The City, when notified of an incident at the local level, will monitor the situation, conduct pre-planning and, if necessary, provide assistance. This assistance may be in the form of additional resources and personnel.

As City resources may be exhausted in a large event. In that case, the City may request additional support from its contracted Emergency Manager, the Arapahoe County Sheriff's Office.

Planning Assumptions

The City will continue ensure continual operational readiness. The City will develop inter-agency and inter jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified by the ACSO OEM.

There will be shortages of a wide array of supplies necessary for basic survival such as cots, blankets, tents for temporary shelter, construction materials, water and food for mass feeding. Local vendors of goods and services may be impacted by the incident and may be unreliable or inoperable.

Off-duty personnel from numerous departments will be recalled to supplement staffing levels, although their response may be impaired due to road closures or personal losses from the disaster. Damage assessment teams will also conduct rapid assessments to measure preliminary damages. Agencies, cities, and county departments will request a variety of raw construction materials and heavy equipment to perform temporary repairs to critical buildings, roadways, and other infrastructure. Non-conventional equipment resources may be needed to conduct difficult rescues and debris removal operations.

The City Manager is authorized to declare an emergency for the City, and County Commissioners are authorized to make that declaration for Arapahoe County. Mutual aid assistance for law enforcement, fire and other public safety services will be ordered through existing agreements. State and Federal assistance will be requested for additional operative goods, services and funding support.

Transport of personnel and resources may require a mobilization center. Staging areas for personnel and equipment may be established to accommodate mutual aid resources. A combination of public and private transportation and delivery services may be utilized to accomplish material handling.

Local warehouses within the affected area may suffer major structural damage. Supplies contained within these warehouses may be inaccessible during the initial post-disaster operations but may become available at a later time as debris is cleared.

A large influx of donated goods, including perishable food items, may begin to arrive from citizens wishing to assist with the relief efforts. Persons wishing to offer financial assistance will inquire how to donate funds.

CONCEPT OF OPERATIONS

Most incidents will initiate at a City level. During this response phase, the City will evaluate the scenario and activate its emergency response procedures as appropriate. As the incident grows, the City will coordinate activity with its Department Operations Center (DOC).

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

General

1. The City will furnish required resources to support the resource management function. This shall include any necessary preparatory actions as required.
2. Supplies and equipment will be provided from State, Federal and/or volunteered stocks from local governments, the private sector or individuals. Certain goods may be stockpiled (i.e. sandbags).
3. All procurement will be made according to the City of Centennial Purchasing Policy and Procedure Manual; per section 5.4 the City's manual exempts purchases from formal competitive bidding and allows the City Manager authorization of procurement through informal procedures.
4. City support personnel assigned to the EOC shall have access to all materials

necessary to perform their function and shall work under the supervision of the EOC.

Mitigation

1. Support and plan for mitigation measures.
2. Support requests and directives resulting from the City and/or the Arapahoe County Sheriff's Office OEM concerning mitigation and redevelopment activities.

Preparedness

1. Develop methods and procedures for responding to and complying with requests for resources.
2. Develop procedures for reimbursing private vendors for services rendered.
3. Develop lists of private vendors and suppliers and their available resources.
4. Establish pre-planned contracts where necessary to ensure prompt support from vendors during incidents of significance.
5. Develop and train personnel on emergency procurement procedures for acquiring supplies, resources and equipment.
6. Participate in and conduct exercises to validate this annex and supporting standard operating procedures.
7. Develop a logistics plan and coordinate with logistical support operations.
8. Ensure personnel integrate National Incident Management Systems (NIMS) principles into planning. Supporting personnel will complete required NIMS training, as outlined in the 2006 Department of Homeland Security training guidance.

Response

1. Alert agencies whose personnel, equipment or other resources may be used.
2. Establish a resource tracking and accounting system, including management reports.
3. Assess initial reports to identify potential resource needs.
4. Identify procurement resources and potential facility locations in the affected area of operations.
5. Provide data for dissemination to the public.
6. Locate, procure and issue resources to appropriate agencies necessary to support emergency operations to necessary agencies.

Recovery

1. Continue to conduct procurement activities as long as necessary and until needs have been met.
2. Anticipate and plan for the arrival of and coordination with Federal Emergency Management Agency (FEMA) personnel in the State EOC and the Joint Field Office. Coordinate with Real Estate Services to assist FEMA in locating office space suitable for operations.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the City EOP during periods of activation.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information for any public announcement, statement or press release through the City's Communication office.
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate City continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The City is responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. Other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions.

Lead Agency	Actions
City of Centennial Finance Department	<ul style="list-style-type: none"> • Coordinate the logistical and resource support for an incident through the EOC. • Participate in training and exercises to facilitate EOC activities. • Utilize the command structure identified through the NIMS to coordinate activity. • Provide liaison for logistical and resource support from state and federal governments. • Develop a list of critical service and resource vendors available during an incident. • Locate and procure the necessary supplies and equipment to support emergency response activities. • Coordinate with other agencies, County Departments and Enterprises to apply for State and Federal disaster relief funds. Maintain proper documentation in accordance with State and Federal regulations. • Identify and establish alternate operational facilities for the City. • Provide resources to departments in support of business continuity and disaster recovery. • Coordinate with nonprofit organizations to establish and maintain accounts for financial donations.

Emergency Support Function (ESF) 8a – Public Health - Human Services Annex

ESF Coordinator:

Arapahoe County OEM

Lead Agency:

Tri-County Health Department

Co-Lead Agency:

Area hospitals, emergency care centers, EMS providers and other healthcare networks

Supporting Agencies:

Arapahoe County Sheriff's Office of Emergency Management (OEM), Arapahoe County Communications Services Department, City of Centennial Communications Department, Colorado Department of Public Health & Environment, American Red Cross, State agencies, Federal agencies and military installations

INTRODUCTION

Purpose

The purpose of this annex is to ensure an efficient, coordinated, effective response to a public health emergency or to address public health concerns during an incident of significance. This annex enables Arapahoe County to maximize the use of personnel, facilities, and other resources in providing and supporting the public health and medical needs for victims of an incident, whether natural or man-made, including response to an emergency epidemic.

Scope

Public health is not a service provided by the City of Centennial. The City of Centennial may coordinate communication of an incident regarding public health, but it would not take on a role in overall response.

This annex has been developed in an "all-hazards" format. It identifies likely incident scenarios and attaches, where possible, probabilities of occurrence. It encompasses, as far as is applicable, human health surveillance, intervention and control, environmental health assessment and technical support, medical care resource evaluation for surge capacity or emergency medical providers, transport, or pharmaceuticals.

Situation Overview

This planning effort defers to the plan housed within the Tri County Health Department, which outlines their emergency response plan guidelines relative to ESF 8 functions.

Emergency Support Function (ESF) 8b – Fatalities Management

ESF Coordinator:

Arapahoe County OEM

Lead Agency:

Arapahoe County Coroner's Office

Co-Lead Agency:

Area hospitals, emergency care centers, EMS providers and other healthcare networks

Supporting Agencies:

Arapahoe County Sheriff's Office of Emergency Management (OEM), Arapahoe County Communications Services Department, City of Centennial Communications Department, Colorado Department of Public Health & Environment, American Red Cross, State agencies, Federal agencies and military installations

DEFERRAL TO REGIONAL PLAN

The actions of the Arapahoe County Coroner's Office in relation to the occurrence of mass fatalities management are contained within the North Central Region's Mass Fatality Incident Response Plan. That plan is maintained by the Mass Fatality Committee. A copy of the plan follows this section, but may fall under different distribution or public record requirements.

The Coroner or the Sheriff of the affected jurisdiction may activate the plan.

The plan is in compliance with the following statutes and authorities:

Federal

Robert T. Stafford Disaster Relief & Emergency Assistance Act of 1988, *Public Law 93-288* – Authorizes federal resources to supplement state and local efforts; defines the intent of federal disaster aid; establishes federal assistance programs and procedures; establishes federal and state disaster preparedness programs.

State

C.R.S. §30-10-606—The Coroner's Office has authority over the care and handling of the deceased.

The Colorado Disaster Emergency Act of 1992, *C.R.S §24-32-2104* —“The Governor, as the executive head of state, has the inherent responsibility, constitutional and statutory authority, to commit state and local resources (personnel, equipment and financial) for the purpose of meeting the dangers to the state and its people presented by disasters.”

C.R.S. §25-2-103 designates the state registrar as responsible for maintaining and administering vital statistics, including death certificates.

C.R.S. §25-2-110 promulgates timelines and procedures regarding the filing of death certificates.

C.R.S. §25-2-111(1) defines burial practices, and requires that any person requested to act as a funeral director for a dead body or otherwise whoever first assumes custody of a dead body shall obtain authorization for disposition of the dead body from either the local health department or the county coroner, as may be applicable, before burial.

C.R.S. §15-19-104 authorizes a person to declare, through writing, the disposition of that person's last remains. If there is no written document, *C.R.S. §15-19-106* sets forth the persons who are entitled to control disposition of a decedent's last remains.

C.R.S. §15-10-106.5—Petition to determine the cause and date of death directly resulting from a disaster.

C.R.S. §15-10-107—Evidence of Death.

G.E.E.E.R.C.—*C.R.S. §24-32-2104(8)(a)* "There is hereby created a governor's expert emergency epidemic response committee. The duties of the committee shall be to develop by July 1, 2001, a new supplement to the state disaster plan that is concerned with the public health response to acts of bioterrorism, pandemic influenza, and epidemics caused by novel and highly fatal infectious agents and to provide expert public health advice to the governor in the event of an emergency epidemic. The committee shall meet at least annually to review and amend the supplement as necessary. The committee shall provide information to and fully cooperate with the council."

The [Colorado State Emergency Operations Plan](#), maintained by the Colorado Division of Emergency Management, defines the roles and responsibilities of state agencies during a disaster. These responsibilities are assigned in the form of Emergency Support Functions (ESF). The Colorado Department of Health and Environment is responsible for ESF 8: Health, Medical and Mortuary. ESF 8 provides supplemental assistance to local governments in identifying and meeting the public health and medical needs of victims of a disaster. CDPHE coordinates Colorado health, medical, and mortuary resources that may be needed to supplement depleted county and municipal assets in response to emergency public health, medical care, and mortuary needs following a significant natural or manmade disaster.

Emergency Support Function (ESF) 8c – Public Mental Health Services Annex

ESF Coordinator:

Arapahoe County OEM

Lead Agency:

Arapahoe-Douglas Mental Health Network

Co-Lead Agency:

Aurora Mental Health Center

Supporting Agencies:

Arapahoe County Sheriff's Office of Emergency Management (OEM), Arapahoe County Communications Services Department, All City of Centennial Departments, Tri-County Health Department, American Red Cross, State agencies, Federal agencies and military installations

INTRODUCTION

Purpose

The purpose of this annex is to ensure an efficient, coordinated, effective response to the mental health and substance abuse needs of the affected population in time of an incident of significance. This annex allows Arapahoe County to maximize the use of personnel, facilities, and other resources in providing disaster mental health intervention, mental health and substance abuse assistance to disaster survivors, emergency response personnel and the community-at-large.

Scope

Public mental health is not a service provided by the City of Centennial. The City of Centennial may coordinate communication of an incident regarding public mental health, but it would not take on a role in overall response.

This annex has been developed in an "all-hazards" format. It identifies likely incident scenarios and attaches, where possible, probabilities of occurrence. It delineates the responsibility of local and State mental health services in responding to incidents of significance.

Situation Overview

Emergencies, disasters, and terrorist events raise the stress levels in victims. A disaster survivor is capable of resuming a productive and fulfilling life following the disaster experience if given support, assistance, and information in a timely manner. Disaster mental health responders help disaster survivors to understand reactions such as anger, displacement, etc., and to maximize skills in such domains as communication, problem solving, resource linkage, conflict resolution, time management, stress management and the grieving process.

It is important that crisis counseling be provided to survivors of an incident soon after the event to mitigate acute stress reactions. However, the public mental health system must react in a coordinated, practiced manner to be effective. The time immediately after an incident is often chaotic, and the intervention by the mental health system must be well ordered. Many elements in this document are directed at coordinating the efforts of multiple systems during a difficult time period.

The rescue phase begins at the onset of the incident once the incident command structure is firmly established. At this point, likely responses of the victims/survivors include:

1. Fight/flight/freeze/faint
2. Shock-stunned/dazed/numbed
3. Denial or disbelief
4. Fear *due* to uncertainty or lack of warning
5. Disorientation
6. Panic
7. Overwhelming pain/anguish

Following an incident, people often lament that they want life to return to "normal." Functioning after an incident may include changes to lifestyle and daily routine, resulting in a new "normal." The experience of the incident will have an influence on behavior, yet functioning can still be within the parameters of "normal" while the person goes through the grief and adjustment process. It is important that counseling be provided to survivors of an incident soon after the event to mitigate acute stress reactions. However, the mental health system within the community must react in a coordinated, practiced manner to be effective.

Planning Assumptions

It is assumed that all agencies have emergency operations plans (EOPs) and will enact those plans in support of this annex, if necessary, and all City and County Departments have established continuity of operations plans.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified.

Incidents have psychological impacts on their victims.

Emotional distress is usually apparent at the time of the critical incident. Mental health interventions may be required immediately.

Outreach and crisis counseling interventions can assist survivors to meet new challenges and offer support in their recovery process to return to pre-disaster performance and functioning levels.

Incidents of significance create an emotional impact on victims, survivors, and responders by affecting their mental and emotional well-being, and may potentially result in a decreased ability to carry out daily life and work related functions. No one who sees or experiences an incident is unaffected by it. First responders may require crisis intervention. The level of exposure, level of interpersonal intent, level of suddenness, shock, and horror all directly impact the long-term individual and community impact.

Emotional stability may be achieved by utilizing existing support structures. Individuals, families and communities return to pre-disaster modes of functioning within a few months to a year following an incident.

Psychological reactions to the traumatic event can be observed through cognitive, emotional, physical and behavioral manifestations for several weeks, months and even years following the incident.

Inability to adequately process and problem-solve the psychological impacts of the incident can cause significant individual and relationship problems. Consequently, individuals, families and communities will experience conflict and performance deterioration. Professional services, including mental health interventions and treatment, may be necessary.

CONCEPT OF OPERATIONS

The Arapahoe County EOP identifies Arapahoe Douglas Mental Health Network for locally declared disasters and for State declared disasters as the lead agencies to coordinate the disaster mental health response. The primary responsibility is to provide support, assessment, and referral to individuals and groups impacted by natural and human-caused disasters. The purpose of the disaster mental health response is to prevent future mental health problems by providing immediate intervention support and to assist victims and responders to regain a pre-disaster level of functioning.

Arapahoe Douglas Mental Health Network maintains a disaster response plan and designates a staff member to serve as the Mental Health Disaster Coordinator. The plan outlines the essential responsibilities for the mental health system response. The response system is based on collaborative interaction with local, State and Federal government, law enforcement, emergency management entities, mental health agencies and Managed Services Organizations.

Arapahoe Douglas Mental Health Network coordinates planning and implements activities with State agencies and hospitals, Mile High Chapter of the American Red Cross, Critical Incident Stress Management Teams, the Colorado Office of Victims Assistance and faith-based communities.

The disaster response plan also includes a strong cultural competency component to ensure that the needs of Centennial and Arapahoe County's culturally diverse population are met. The Mental Health Disaster Coordinator's primary role is to activate and coordinate the local, public and private mental health disaster response systems. Additional activities include coordinating the release of public information with the designated public information officer and disaster relief resource contacts.

Activation of the Emergency Operations Center (EOC) may be required during an incident. The EOC may consist of one person, such as the Emergency Manager (in small events) or a full activation of the organizational structure for a large incident. Emergency response activities are conducted with overall coordination by the Arapahoe County Sheriff's OEM and EOC, if activated.

All agency, City or County department and enterprise operations centers will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's OEM and EOC, if activated. The Arapahoe County Sheriff's OEM and/or EOC, if activated, will have authority over all operations centers during incidents of significance.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

Mitigation

1. Identify mental health issues in response to incidents of significance.
2. Identify resources available to deal with possible incidents.
3. Develop plans, procedures and organizational structure needed to ensure the continuation and coordination of public mental health services.
4. Identify agencies and facilities to assist in mental health care during an incident.

Preparedness

The goal of planning for disaster response is to improve the public and private mental health systems' ability to respond to victims/survivors of incidents of significance who need services. This is accomplished by building collaborative relationships and through training.

Colorado is home to a culturally diverse population. Issues that must be addressed in the service delivery process are language, immigration status, family values (how family is defined), and views related to loss, grief, property, religion, mental health, healers and helpers.

1. Identify and maintain a network of available local, county, and State resources to aid in public health and medical care.
2. Participate in training sessions and exercises.
3. Evaluate agency EOPs.
4. Ensure that administrative procedures are in place to aid control during emergency operations.

Response

During this phase, the role of the mental health professional includes ongoing needs assessment and continuation of psychological triage. Outreach may begin during this phase. Initial outreach consists of walking around and connecting with those not requesting help. It continues with passing out information on stress management, coping skills, resource lists, grief, age specific reactions and self-care.

1. Select and contact appropriate personnel.
2. Designate personnel authorized to enter affected area and provide this information to the Arapahoe County Sheriff's OEM.
3. Confirm and report the level, severity, and extent of involvement.
4. Coordinate with the public information officer to communicate emergency public information and external communications (ESF 15 - External Affairs).
5. Determine what additional resources may be required.
6. Request State and Federal assistance through the EOC.
7. Activate mutual aid agreements, if required.
8. Notify appropriate agency staff.

Recovery

The recovery phase begins the process of moving victims or survivors back to normal life functions. In this phase, the role of the mental health professional includes safety and primary support, triage support and referral, psychological first aid, needs assessment and data collection.

Outreach is a critical part of this phase and includes material distribution as well as individual and group educational services. Ongoing crisis counseling and mental health services dominate this phase. Steps should be taken to provide on-going support to people who are in recovery, or who had never experienced problem use prior to an incident, and now are coping with the stress by increased use of alcohol or other drugs.

After the initial response to an incident, it is important to continually monitor needs. Needs assessment continues through the impact, rescue, recovery, and return to life phases of the disaster response. Local mental health disaster coordinators will direct efforts to address mental health needs in the affected area, and should communicate this information to the State Mental Health Disaster Coordinator or the State Substance Abuse Disaster Coordinator on a regular basis during the disaster response.

1. Coordinate and organize long term plans for the continued operation of emergency service resources.
2. Provide documentation on community health status including victim and fatality totals.
3. Develop and enact a plan to provide continued medical support.
4. Develop a plan to replace or supplement personnel required to maintain operations.

Legal Issues (Consent and Confidentiality)

Crisis management services will follow established protocols for consent and confidentiality as required under the Health Insurance Portability and Accountability Act.

Record Retention

Response records will be retained for three years. Federal Emergency Management Agency (FEMA) summary reports and financial statements will be retained for five years. Specific client information, including client treatment records, will not be gathered by the City or County.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic, underlying responsibilities assigned to ensure preparedness and an effective response. Each agency, City and or County department and enterprise is tasked to accomplish, to the best of their ability, the assigned responsibilities.

All Stakeholders

All agencies, departments, and organizations within Arapahoe County with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this ESF. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Lead Agency	Actions
Arapahoe Douglas Mental Health Network	<ul style="list-style-type: none"> • Identify and document number of victims. • Coordinate identification of appropriate Federal and State programs to support implementation of long-term recovery plans. • Provide adequate staff to respond to the incident. • Assess public mental health needs of the community.

Emergency Support Function (ESF) 9a– Search and Rescue Annex

ESF Coordinator:

Arapahoe County Sheriff's Office

Lead Agency:

Arapahoe Rescue Patrol

Co-Lead Agency:South Metro Fire Rescue Authority
Cunningham Fire Protection District
Littleton Fire Department
Denver Fire Department
Colorado Task Force One**Supporting Agencies:**Arapahoe County Sheriff's Office of
Emergency Management (OEM),
Buckley Air Force Base Fire
Department, Tri-County Department of
Health, and other fire departments and
fire protection districts, Arapahoe
County Sheriff's Office, all City and or
County departments or enterprises,
local emergency medical service
agencies, State agencies, Colorado
National Guard, Colorado Search &
Rescue Board, Airlife Denver Flight for
Life, Federal agencies and military
installation

INTRODUCTION

Purpose

This annex defines procedures for the use of personnel, equipment, services and facilities to aid in search, rescue and recovery of lost persons during or after an incident of significance in Arapahoe County.

Scope

Search and rescue is not a service provided by the City of Centennial. The City of Centennial may coordinate communication of an incident regarding search and rescue, but it would not take on a role in the immediate response.

The Fire Agency with jurisdiction and the Arapahoe County Sheriff's OEM will coordinate the request to activate Urban Search and Rescue assets.

The National Incident Management System (NIMS) will be the on-scene management system used by all participating agencies, departments or divisions.

Search and rescue activities include the following heavy rescue disciplines:

- A. Structural collapse incidents involving trapped persons in debris.
- B. Underwater searches in lakes, ponds or rivers, to include dive rescue and/or recovery.
- C. Swift water and/or flooding incidents involving persons missing or lost in and around moving water.

Situation Overview

A major incident of significance may cause conditions involving structural collapse resulting in large numbers of victims requiring extraction from confined spaces or other unstable environments. Rescue personnel will encounter extensive damage to buildings, roadways and various public works infrastructures. Secondary events (such as

earthquake aftershocks) will compound problems and threaten both surviving victims and rescue personnel alike.

Immediately following the incident, local fire and rescue assets will be fully committed and unable to respond to all needs due to the lack of specialized equipment, training and personnel to perform comprehensive urban search and rescue operations. Because the mortality rate among trapped victims rises dramatically after the initial 72-hours, this annex must be initiated promptly.

After rapid assessment, the City of Centennial and or Arapahoe County will declare a local disaster or emergency and request State or Federal assistance and Urban Search and Rescue activation. The State will typically initiate immediate deployment while simultaneously requesting Federal Emergency Management Agency (FEMA) authorization for complete Federal support.

Large numbers of unsolicited volunteers will initiate rescue attempts and may enter confined spaces in an effort to assist and become entrapped in the process. Establishment of a restricted perimeter around the incident site(s) will be critical. Some sites may only be accessible by foot, aircraft or watercraft. Large amounts of debris may need to be cleared prior to initiation of rescue efforts.

Planning Assumptions

It is assumed that all agencies have emergency operations plans (EOPs) and will enact those plans in support of this annex, if necessary, and all City and or County Departments and Enterprises have established continuity of operations plans. These plans may include emergency plans for various buildings or structures.

A missing or lost person is always considered to be alive and needing rescue until such time that a person of authority (such as in the Fire Agency with jurisdiction) concludes there is no chance of survival.

Fire Agency's Heavy Rescue Teams will operate and organize rescue efforts within City limits, and or Arapahoe County. Heavy Rescue Teams specializes in multiple forms of rescue to include swift water, dive rescue, structural collapse, confined space, trench rescue, surface ice rescue, high angle rescue and complicated extrication. On occasion, the Heavy Rescue Teams may need assistance to handle complicated rescue situations, and will rely on professional cooperation with regional supporting agencies.

The safety of the rescue personnel is foremost in all operations.

Inclement weather may be a factor in any search and rescue activity restricting the types of resources to be used, the length of time they can be used and even the locations to be searched.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support, facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

All agency, city and county department operations centers (DOCs) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

Requests for Urban Search and Rescue response will typically be issued from the scene command post to the Operations Section of the EOC. Fire and rescue personnel will serve as the liaison and will coordinate a staging location for Urban Search and Rescue task forces to establish an operational base camp, such as a stadium or other large assembly facility. Upon arrival, a briefing will be conducted involving the Incident Commander, staff from the EOC Operations Section and the Urban Search and Rescue task force leader(s) to develop an appropriate Incident Action Plan. Urban search and rescue operations will augment local rescue operations already in progress.

The Heavy Rescue Teams, through their authority as associated with the Fire Agency and the Arapahoe County Sheriff's OEM, will provide assistance, coordination and command of search and rescue efforts.

Mitigation

1. Develop plans, procedures and organizational structure needed to ensure the continuation and coordination of rescue operations during an incident.
2. Identify and secure equipment required to address rescue problems.
3. Identify alternate agencies to assist in search and rescue incidents

Preparedness

1. Identify and maintain a network of available local, county and State resources to aid in search and rescue incidents.
2. Participate in training sessions and exercises
3. Evaluate agency EOPs.
4. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations.
5. Ensure that administrative procedures are in place to aid control during emergency operations.
6. Establish intergovernmental agreements (mutual or automatic aid) with other agencies in order to provide mutually beneficial search and rescue services.

Response

1. Select and contact appropriate personnel.
2. Designate personnel authorized to enter affected area and provide this information to the Arapahoe County Sheriff's OEM.
3. Confirm and report the level, severity and extent of involvement.
4. Act as unit(s) of the requesting jurisdiction when responding to or receiving mutual-aid requests.
5. Operate under the local Incident Commander while providing assistance to the Heavy Rescue Teams.
6. Notify the Arapahoe County Sheriff's OEM if any air operation assets are requested or used in a search and rescue mission.
7. Coordinate with law enforcement personnel for maintaining security of facilities and supplies (ESF 13 - Public Safety and Security).

Recovery

1. Coordinate and organize long-term plans for the continued operation of emergency service resources.
2. Provide documentation of damage and affected buildings, lands or other structures.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to

the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Heavy Rescue Team

The Heavy Rescue Team is responsible for search and rescue within City limits of Centennial and parts of Arapahoe County. All Urban Search and Rescue disaster activities will normally be coordinated from the EOC.

1. Respond to life incidents requiring special rescue operations with available resources.
2. Establish a unified Incident Command System to effectively manage special rescue and other allied agency resources.
3. Develop an Incident Action Plan and establish safety parameters.
4. Determine additional resource needs and initiate requests in an expedient manner. Requests for support beyond those of routine mutual aid should be made through the Arapahoe County Sheriff's OEM or by the Fire Chief or designee.
5. Maintain accurate contact lists for the Heavy Rescue Teams, and for the Fire Agency groups involved in the search and rescue incident.

Emergency Support Function (ESF) 9 – Urban Search and Rescue Annex

ESF Coordinator:

Arapahoe County Sheriff's Office

Lead Agency:

Arapahoe Rescue Patrol

Co-Lead Agency:

South Metro Fire Rescue Authority
Cunningham Fire Protection District
Littleton Fire Department
Denver Fire Department

Supporting Agencies:

Arapahoe County Sheriff's Office of Emergency Management (OEM), Buckley Air Force Base Fire Department, Tri-County Department of Health, and other fire departments and fire protection districts, Arapahoe County Sheriff's Office, all City and or County departments or enterprises, local emergency medical service agencies, State agencies, Federal agencies and military installation

INTRODUCTION

Purpose

This annex defines procedures for the use of personnel, equipment, services and facilities to aid in search, rescue and recovery of lost persons during or after an incident of significance in Arapahoe County.

Scope

Search and rescue is not a service provided by the City of Centennial. The City of Centennial may coordinate communication of an incident regarding search and rescue, but it would not take on a role in the emergency response.

The Fire Agency with jurisdiction and the Arapahoe County Sheriff's OEM will coordinate the request to activate Urban Search and Rescue assets.

The National Incident Management System (NIMS) will be the on-scene management system used by all participating agencies, departments or divisions.

Search and rescue activities include the following heavy rescue disciplines:

- A. Structural collapse incidents involving trapped persons in debris.
- B. Underwater searches in lakes, ponds or rivers, to include dive rescue and/or recovery.
- C. Swift water and/or flooding incidents involving persons missing or lost in and around moving water.

Situation Overview

A major incident of significance may cause conditions involving structural collapse resulting in large numbers of victims requiring extraction from confined spaces or other unstable environments. Rescue personnel will encounter extensive damage to buildings, roadways and various public works infrastructures. Secondary events (such as earthquake aftershocks) will compound problems and threaten both surviving victims and rescue personnel alike.

Immediately following the incident, local fire and rescue assets will be fully committed and unable to respond to all needs due to the lack of specialized equipment, training and personnel to perform comprehensive urban search and rescue operations. Because the mortality rate among trapped victims rises dramatically after the initial 72-hours, this annex must be initiated promptly.

After rapid assessment, the City of Centennial and or Arapahoe County will declare a local disaster or emergency and request State or Federal assistance and Urban Search and Rescue activation. The State will typically initiate immediate deployment while simultaneously requesting Federal Emergency Management Agency (FEMA) authorization for complete Federal support.

Large numbers of unsolicited volunteers will initiate rescue attempts and may enter confined spaces in an effort to assist and become entrapped in the process. Establishment of a restricted perimeter around the incident site(s) will be critical. Some sites may only be accessible by foot, aircraft or watercraft. Large amounts of debris may need to be cleared prior to initiation of rescue efforts.

Planning Assumptions

It is assumed that all agencies have emergency operations plans (EOPs) and will enact those plans in support of this annex, if necessary, and all City and or County Departments and Enterprises have established continuity of operations plans. These plans may include emergency plans for various buildings or structures.

A missing or lost person is always considered to be alive and needing rescue until such time that a person of authority (such as in the Fire Agency with jurisdiction) concludes there is no chance of survival.

Fire Agency's Heavy Rescue Teams will operate and organize rescue efforts within City limits, and or Arapahoe County. Heavy Rescue Teams specializes in multiple forms of rescue to include swift water, dive rescue, structural collapse, confined space, trench rescue, surface ice rescue, high angle rescue and complicated extrication. On occasion, the Heavy Rescue Teams may need assistance to handle complicated rescue situations, and will rely on professional cooperation with regional supporting agencies.

The safety of the rescue personnel is foremost in all operations.

Inclement weather may be a factor in any search and rescue activity restricting the types of resources to be used, the length of time they can be used and even the locations to be searched.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support, facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

All agency, city and county department operations centers (DOCs) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

Requests for Urban Search and Rescue response will typically be issued from the scene command post to the Operations Section of the EOC. Fire and rescue personnel will serve as the liaison and will coordinate a staging location for Urban Search and Rescue task forces to establish an operational base camp, such as a stadium or other large assembly facility. Upon arrival, a briefing will be conducted involving the Incident Commander, staff from the EOC Operations Section and the Urban Search and Rescue task force leader(s) to develop an appropriate Incident Action Plan. Urban search and rescue operations will augment local rescue operations already in progress.

The Heavy Rescue Teams, through their authority as associated with the Fire Agency and the Arapahoe County Sheriff's OEM, will provide assistance, coordination and command of search and rescue efforts.

Mitigation

1. Develop plans, procedures and organizational structure needed to ensure the continuation and coordination of rescue operations during an incident.
2. Identify and secure equipment required to address rescue problems.
3. Identify alternate agencies to assist in search and rescue incidents

Preparedness

1. Identify and maintain a network of available local, county and State resources to aid in search and rescue incidents.
2. Participate in training sessions and exercises
3. Evaluate agency EOPs.
4. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations.
5. Ensure that administrative procedures are in place to aid control during emergency operations.
6. Establish intergovernmental agreements (mutual or automatic aid) with other agencies in order to provide mutually beneficial search and rescue services.

Response

1. Select and contact appropriate personnel.
2. Designate personnel authorized to enter affected area and provide this information to the Arapahoe County Sheriff's OEM.
3. Confirm and report the level, severity and extent of involvement.
4. Act as unit(s) of the requesting jurisdiction when responding to or receiving mutual-aid requests.
5. Operate under the local Incident Commander while providing assistance to the Heavy Rescue Teams.
6. Notify the Arapahoe County Sheriff's OEM if any air operation assets are requested or used in a search and rescue mission.
7. Coordinate with law enforcement personnel for maintaining security of facilities and supplies (ESF 13 - Public Safety and Security).

Recovery

1. Coordinate and organize long-term plans for the continued operation of emergency service resources.
2. Provide documentation of damage and affected buildings, lands or other structures.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to

the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Heavy Rescue Team

The Heavy Rescue Team is responsible for search and rescue within City limits of Centennial and parts of Arapahoe County. All Urban Search and Rescue disaster activities will normally be coordinated from the EOC.

1. Respond to life incidents requiring special rescue operations with available resources.
2. Establish a unified Incident Command System to effectively manage special rescue and other allied agency resources.
3. Develop an Incident Action Plan and establish safety parameters.
4. Determine additional resource needs and initiate requests in an expedient manner. Requests for support beyond those of routine mutual aid should be made through the Arapahoe County Sheriff's OEM or by the Fire Chief or designee.
5. Maintain accurate contact lists for the Heavy Rescue Teams, and for the Fire Agency groups involved in the search and rescue incident.

Emergency Support Function (ESF) 10 – Hazardous Materials Annex

ESF Coordinator:

Arapahoe County OEM

Lead Agency

Arapahoe County Sheriff's Office – Environmental Crimes Unit and Hazardous Materials Response Team

Co-Lead Agency:

South Metro Fire Rescue Authority

Cunningham Fire Protection District

Littleton Fire Department

Sable Altura Fire Department

Bennett Fire Department

Byers Fire Department

Deer Trail Fire Department

Supporting Agencies:

Arapahoe County Sheriff's Office of Emergency Management (OEM), Arapahoe County Sheriff's Office Public Safety Bureau, All City of Centennial Departments, Utilities Companies providing service to affected area, Arapahoe County Public Works and Development, Arapahoe County Communication Services Department, Tri-County Department of Health, Arapahoe Douglas Hazardous Materials Response Team, 8th Civil Support Team, Colorado Department of Public Health and Environment, Environmental Protection Agency, facility emergency coordinators, State agencies, Colorado State Patrol, Federal agencies and military installations

INTRODUCTION

Purpose

This annex is intended to provide a coordinated local response to an actual or potential release of hazardous materials resulting from a transportation incident, fixed facility incident or natural disaster which results in an incident of significance. The term "hazardous material" is synonymous with "hazardous substance." As such, hazardous materials are those materials, wastes, substances and mixtures that are inclusive within the definition of a "Hazardous Substance" as provided under Colorado Revised Statutes Section 29-22-101 (1).

Scope

Hazardous material response is not typically a service provided by the City of Centennial. The City of Centennial may coordinate communication or declaration of an incident regarding hazardous response, but the Arapahoe County Hazardous Materials Response Team will take on the role of immediate response.

Hazardous materials are manufactured, stored, distributed, utilized and disposed of at numerous fixed facilities located throughout the City of Centennial and Arapahoe County. Large quantities of hazardous materials are transported via highway, rail, air freight and pipeline within and through the City and County on a daily basis. A high probability exists for an actual release occurring on any given day as a result of a transportation accident or fixed facility incident.

Any facility that produces, uses or stores "Hazardous Substances" or "Extremely Hazardous Substances" listed by the Environmental Protection Agency is required to fulfill the Emergency Planning and Community Right-to-Know provisions of Title III of the Superfund Amendments and Reauthorization Act of 1986. Emergency planning, under the Local Emergency Planning Committee, and data on such substances will be of great value to the

local government, the Designated Emergency Response Authority and the hazardous materials emergency response agencies.

All facilities subject to the provisions of Superfund Amendment and Reauthorization Act Title III must immediately notify the Local Emergency Planning Committee, the National Response Center and the Colorado Department of Public Health and Environment if there is a release of an Environmental Protection Agency listed hazardous substance that exceeds the "reportable quantity" for that substance. The initial notification can be by telephone, radio or in person. Emergency notification requirements involving transportation incidents can be satisfied by dialing 911, or in the absence of a 911 emergency number, by calling the operator.

Situation Overview

A major incident of significance may cause conditions involving structural collapse resulting in large numbers of victims requiring extrication from confined spaces or other unstable environments. Rescue personnel will encounter extensive damage to buildings, roadways and various public works infrastructures. Secondary events (such as earthquake aftershocks) will compound problems and threaten both surviving victims and rescue personnel alike.

Immediately following the incident, local fire and rescue assets will be fully committed and unable to respond to all needs due to the lack of specialized equipment, training and personnel to perform comprehensive urban search and rescue operations. Because the mortality rate among trapped victims rises dramatically after the initial 72-hours, this annex must be initiated promptly.

After rapid assessment, the City of Centennial and/or Arapahoe County may declare a local disaster or emergency and request State or Federal assistance and Urban Search and Rescue activation. The State will typically initiate immediate deployment while simultaneously requesting Federal Emergency Management Agency (FEMA) authorization for complete Federal support.

Planning Assumptions

It is assumed that all agencies have emergency operations plans (EOPs) and will enact those plans in support of this annex, if necessary, and all City and or County Departments and Enterprises have established continuity of operations plans

Actual or potential releases of hazardous materials may occur on a daily basis, either by accident or as a result of an intentional act.

A hazardous materials incident may progress to a point where it becomes a serious threat to the public's health and safety, and to the environment.

Multiple hazardous materials incidents may occur simultaneously following an incident.

Exceptions to current disposal practices may be necessary during an incident.

Local, State and Federal hazardous materials response teams and other support agencies will respond with technical expertise and resources when requested by local officials.

Fire Agencies' emergency response personnel are trained in hazardous materials incident containment and vehicles are equipped with reference materials, guidebooks and specialized equipment. Technicians are trained and equipped for mitigation.

Facilities subject to reporting under the Emergency Planning and Community Right To-Know Act of 1986 have provided Material Safety Data Sheets or a list of chemicals found on the

Material Safety Data Sheets, to the Fire Agencies, the Local Emergency Planning Committee (Sara Title III Website) and the Colorado Emergency Planning Commission.

Private agencies involved in the manufacture, use, storage and transport of hazardous materials will cooperate with local governments in preparing for response to hazardous materials incidents. Companies with an Emergency Response Team will assist when called upon by providing technicians and equipment. This will take a collaborative effort from all involved agencies. Joint training must be accomplished to provide a pool of response personnel. The Local Emergency Planning Committee membership should be called upon to support this process.

Large numbers of unsolicited volunteers will initiate rescue attempts and may enter confined spaces in an effort to assist and become entrapped in the process. Establishment of a restricted perimeter around the incident site(s) will be critical. Some sites may only be accessible by foot, aircraft or watercraft. Large amounts of debris may need to be cleared prior to initiation of rescue efforts.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified

CONCEPT OF OPERATIONS

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

All agency, city and county department operations centers (DOCs) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

General

1. Unless otherwise specified, the response to hazardous materials incidents within the City of Centennial and or portions Arapahoe County is handled by the Designated Emergency Response Authority which is the Fire Agency with jurisdiction. If called upon, members of the Arapahoe Douglas Hazardous Materials Response Team may assist.
2. A Fire Agency and or Arapahoe County Sheriff's Office (ECU) is responsible for the response to hazardous materials incidents that occur within portions of Arapahoe County and the Town of Deer Trail. If called upon, members of the Arapahoe Douglas Hazardous Materials Response Team may assist.
3. Local government officials will, to the extent of available resources and capabilities, isolate and restore the area affected by hazardous materials incidents to normal. Local government officials will rely on the owner, supplier, vendor, shipping agent, carrier or other appropriate individual to remove the hazard if feasible.

Mitigation

1. Identify threats from hazardous materials.
2. Develop plans, procedures, and organizational structures needed to ensure the continuation and coordination of hazardous materials response efforts during an incident.
3. Identify and secure equipment required to maintain hazardous materials incident readiness and continuation of operations during an incident.
4. Identify alternate agencies to assist in hazardous materials incidents.
5. Identify fixed facilities and transportation routes that possess process, manufacture or convey hazardous materials.

Preparedness

1. Identify and maintain a network of available local, county and State resources to aid in hazardous materials incidents.
2. Participate in training sessions and exercises.
3. Develop and evaluate EOPs for dealing with hazardous materials.
4. Ensure that administrative procedures are in place to aid control during emergency operations.
5. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations.
6. Establish intergovernmental agreements (mutual or automatic aid) with fire departments, districts, authorities and other specialty agencies in order to provide mutually beneficial hazardous material response services.

Response

1. Select and contact appropriate personnel.
2. Designate personnel authorized to enter the affected area and provide this information to the Arapahoe County Sheriff's OEM.
3. Develop a plan to deal with the hazardous materials and provide this information to the EOC.
4. Confirm and report the level, severity and extent of involvement.
5. Identify additional resources required to mitigate the incident.
6. Coordinate with public information operations to communicate information as outlined in ESF 15 - External Affairs.
7. Coordinate with law enforcement personnel to maintain security of facilities and supplies (ESF 13 - Public Safety and Security).
8. Act as unit(s) of the requesting jurisdiction when responding to or receiving mutual-aid requests.
9. Maintain records of individual employees exposed to chemicals at incident sites and provide for follow-up monitoring and/or treatment, if required.

Recovery

1. Coordinate and organize long-term plans for the continued operation of emergency service resources.
2. Provide documentation on damage to resources and affected buildings, lands or other structures.
3. Develop and enact a plan to repair or replace any damaged hazardous materials response equipment.
4. Develop plan to replace or supplement personnel required to maintain operations.
5. Monitor incident location and determine when the area is safe to allow public access.
6. Oversee disposal mid site clean up of hazardous materials waste.
7. Provide documentation of damage and affected buildings, lands or other structures.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead

or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Fire Agencies

Fire Agencies have the capability of responding to major incidents as a task force as well as with other local, State or Federal agencies. Federal agencies may provide support during hazardous materials response activities during times of declared disaster and will assist with recovery operations.

Disposal of hazardous materials waste will be handled by a private clean up contractor, with the responsible transporter, fixed facility or property owner being liable for the costs of the response and recovery of the affected area. The Arapahoe County Sheriff’s Office Environmental Crimes Unit and Fire Agencies have the authority to oversee clean up measures and determines when the process is complete.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Lead Agency	Actions
Arapahoe County Environmental Crimes And Hazardous Materials Response Team	<ul style="list-style-type: none"> • Respond to hazardous materials incidents with available resources. • Possess the statutory responsibility as the Designated Emergency Response Authority and perform the associated functions utilizing its "Technician Level" Hazardous Materials Response Team. • Provide technical assistance when requested by surrounding jurisdictions or the incident command authority. • Mitigate an actual or potential release of hazardous materials at a fixed facility or a transportation incident or accident. • Establish a unified Incident Command System to effectively manage a hazardous materials incident and other allied agency resources. • Develop an Incident Action Plan and establish safety parameters. • Recommend evacuation area's as needed. • Develop and establish priorities for resource deployment when multiple incidents are involved. • Determine additional resource needs and initiate requests in an expedient manner. Requests for support beyond those of routine mutual aid should be made through the Arapahoe County Sheriff’s OEM or by the Fire Chief. • Provide a current listing of persons and organizations reporting

	<p>possession of hazardous substances to the Local Emergency Planning Committee (Sara Title III Website).</p> <ul style="list-style-type: none">• For incidents where transportation infrastructure or routes are contaminated by oil or hazardous materials: Help to identify safe evacuation and ingress routes; assess the nature and extent of contamination; and clean up and/or decontaminate infrastructure and routes.
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Emergency Support Function (ESF) 11 – Agriculture and Natural Resources Annex

ESF Coordinator:

Arapahoe County Office of Emergency Management

Lead Agency:

Colorado Department of Agriculture

Co-Lead Agency:

Colorado Department of Public Health and Environment

Arapahoe County Fairgrounds

Supporting Agencies:

Tri-County Department of Health, Arapahoe County Attorney's Office, All City of Centennial Departments, Arapahoe County Communication Services Department, Arapahoe County Sheriff's Office Public Safety Bureau, Domestic Water Suppliers, South Suburban Parks and Recreation, Arapahoe County Public Works and Development/ Open Space Program, Salvation Army, State agencies, Federal agencies and military installations

INTRODUCTION

Purpose

The purpose of this annex is to describe those organizations, responsibilities and resources available to assist the City of Centennial and Arapahoe County in responding to incidents of significance that threaten the food and water supply, or natural, cultural and historic resources.

Scope

Agriculture and natural resources are not a services provided by the City of Centennial. The City of Centennial may coordinate communication of an incident regarding environmental health, but it would not take on a role in emergency response.

The policies and concepts in this annex apply to agencies, City and or County Departments and Enterprises following an incident of national significance or local incident that affects the safety and security of the domestic food supply, domestic water supply or natural, cultural or historic resources of the City of Centennial and or Arapahoe County. Based on an assessment of incident impacts, the types and focus of support for this annex vary depending on the magnitude and type of incident and the potential for long-term and severe consequences.

Situation Overview

The food and water supply to the City of Centennial and or Arapahoe County may be affected by acts of terrorism or natural occurrences. The food supply may be affected by local contamination or food shortages may be caused by an incident of significance. Although no agricultural areas lie within the city limits of Centennial, agricultural enterprise is a major use of land in eastern Arapahoe County.

The City's water supply is primarily received and stored in above-ground systems extending beyond the city limits. The water supply is affected by drought, wildfire or contamination at source or treatment facilities. Multiple natural, cultural and historic resources that may be affected by a variety of incidents are located within the City limits and areas of the county.

Planning Assumptions

It is assumed that all agencies have emergency operations plans (EOPs) and will enact those plans in support of this annex, if necessary, and all City and or County Departments and Enterprises have established continuity of operations plans.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support, facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

All agency, city and county department operations centers (DOCs) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

General

1. Unless otherwise specified, the response to hazardous materials incidents within the City of Centennial and or portions Arapahoe County is handled by the Designated Emergency Response Authority which is the Fire Agency with jurisdiction. If called upon, members of the Arapahoe Douglas Hazardous Materials Response Team may assist.
2. A Fire Agency and or Arapahoe County Sheriff's Office (ECU) is responsible for the response to hazardous materials incidents that occur within portions of Arapahoe County and the Town of Deer Trail. If called upon, members of the Arapahoe Douglas Hazardous Materials Response Team may assist.
3. Local government officials will, to the extent of available resources and capabilities, isolate and restore the area affected by hazardous materials incidents to normal. Local government officials will rely on the owner, supplier, vendor, shipping agent, carrier or other appropriate individual to remove the hazard if feasible.

Mitigation

1. Identify threats to systems and resources.
2. Develop plans, procedures, and organizational structures needed to ensure continuation of a safe food and water supply during an incident.

Preparedness

1. Identify and maintain a network of available local, county and State resources to aid in protection and recovery from an incident which would threaten food and water supplies.
2. Participate in training sessions and exercises.
3. Evaluate agency EOPs.
4. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations.

Response

1. Select and contact appropriate personnel.
2. Designate personnel authorized to enter the affected area and provide this information to the Arapahoe County Sheriff's OEM.
3. Provide a representative to the EOC, as requested.
4. Confirm and report the level and extent of involvement.
5. Coordinate with other governmental authorities in the establishment of emergency water or food supplies.
6. Coordinate with the public information officer to communicate emergency public information and external communications (ESF 15 - External Affairs).
7. Coordinate with law enforcement personnel to maintain security of facilities and supplies (ESF 13 - Public Safety and Security).
8. Temporarily arrange for or provide food, water, shelter, and medical care for all affected persons (ESF 6- Mass Care and Sheltering).

Recovery

1. Coordinate and organize long-term plans to secure a safe water or food supply and treat affected persons.
2. Provide documentation on injuries and/or deaths of persons resulting from the incident.
3. Coordinate the distribution of any remaining supplies received solely for the purpose of the incident.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Office of Emergency Management

1. Coordinate mitigation and recovery efforts between agencies.
2. Notify all agencies supporting this annex, upon activation.
3. Coordinate with agencies to address key issues for incidents of significance such as securing a safe drinking water and food supply, and protecting natural, cultural and historic resources.
4. Assign staff to identify and document economic impact and losses avoided due to previous mitigation projects and establish new priorities for mitigation in affected areas.
5. Develop and organize damage assessment teams and plans to obtain and analyze damage assessment data.
6. Coordinate identification of appropriate Federal and State programs to support implementation of long-term recovery plans.
7. Coordinate assessment and revision of existing risk analysis and mitigation plans.

Emergency Support Function (ESF) 12 – Energy Annex

ESF Coordinator:

Arapahoe County OEM
City of Centennial Public Works Director

Lead Agency:

Colorado Department of Energy
City of Centennial Public Works

Co-Lead Agency:

Xcel Energy, Intermountain Rural
Electric Association (I.R.E.A.)

Supporting Agencies:

Arapahoe County Office of
Emergency Management (OEM),
Arapahoe County Sheriff's Office
Public Safety Bureau, City of
Centennial Communications
Department, Arapahoe County
Communication Services
Department, Kinder Morgan Pipeline,
Anadarko, State agencies, Federal
agencies and military installations

INTRODUCTION

Purpose

The purpose of this annex is to provide for the coordination and response of Xcel Energy and Intermountain Rural Electric Association, City of Centennial and Arapahoe County resources during an incident of significance caused by natural, manmade or terrorist acts.

Xcel Energy provides electric services to the City, and Intermountain Rural Electric Association and Xcel are responsible for providing electric services. The City is responsible for providing fuel for its fleet, and through the City's IGA with ACSO for public safety services, Arapahoe County Facilities and Fleet Management are responsible for providing a fuel supply for City emergency vehicles.

Scope

A natural or manmade incident of significance may affect energy and fuel resources for the City and County. If this occurs, it will be necessary to assess damages to the County's and City's energy and fuel resources and distribution systems, and to mitigate the impact of shortages or outages within affected areas. This includes developing plans and procedures to implement conservation measures in response to energy outages. Power and fuel resources are critical to saving lives and protecting health, safety and property, as well as enabling other emergency support functions to respond more effectively. Efforts to restore the City's and County's energy systems following a major incident, shortage or outage are essential to disaster recovery.

For City-specific incidents, the City would first respond as its own entity. In the event that the City requests additional resources, or if the City's help is requested by Arapahoe County, response activities will take place in the field and will be coordinated through the Emergency Operations Center (EOC) at the Arapahoe County Sheriff's Office. The City of Centennial Public Works Department and the Arapahoe County Public Works and Development Department have operational multifunctional abilities and can provide the citizens with quick responses to transportation-related emergencies.

Situation Overview

Severe weather conditions, such as extreme heat and thunderstorms, may cause shortages in energy supplies by disrupting transportation and transmission services,

interfering with delivery through transmission lines, or by creating higher than normal energy usage for heating or cooling. Various technological, manmade or natural incidents, such as pipeline failure, terrorism, international conflict or earthquakes could cause complete outages in energy and fuel distribution systems.

Electricity failures will entrap people in elevators and other spaces creating requests for rescues and other emergency services. Surges produced while systems transfer to backup power sources will cause fire and intruder alarm systems to activate creating a demand for Fire Agency and Sheriff's Office responses.

A shortage of energy in one form (such as natural gas) can impact and cause shortages in other fuels (i.e., propane, heating oil, etc., which are substitutes for natural gas).

Categories of energy contingencies may include:

- Electrical power shortages or outages.
- Natural gas shortages.
- Petroleum fuel shortages.

Xcel Energy and Intermountain Rural Electric Association may implement tiered conservation measures based upon the magnitude of the situation. As the situation escalates in urgency, national or statewide rationing or strict conservation may be imposed.

Response priorities will be decided on a case-by-case basis. Generally, service priorities will address the following critical areas:

1. Essential life and safety facilities such as hospitals, first responder resources and buildings, and critical infrastructure assets
2. Essential government functions
3. Remaining service outages

It is essential that the energy sector representatives be tied into EOC operations to ensure that they can get into the affected areas. Credentialing will be accomplished through the ESF-12 lead and other emergency management personnel.

Planning Assumptions

It is assumed that all agencies have EOPs and will enact those plans in support of this annex, if necessary, and all City and or County Departments and Enterprises have established continuity of operations plans.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Most incidents will initiate at a City level. During this response phase, the City will evaluate the scenario and activate its emergency response procedures as appropriate. As the incident grows, the City will coordinate activity with its Department Operations Center (DOC).

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

Mitigation

1. Develop, review and update emergency energy plans and procedures.
2. Maintain and update energy transportation pipeline and power transmission maps as appropriate.
3. Identify threats to systems and infrastructure.
4. Establish and maintain directory of energy suppliers' emergency liaison personnel.
5. Ensure critical operations centers have emergency power supplies.

Preparedness

1. Train personnel in emergency procedures.
2. Organize and train damage survey teams.
3. Participate in emergency preparedness exercises.
4. Evaluate agency EOPs.
5. Ensure security measures are adequate.
6. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations.
7. Identify and maintain a network of available local, county and state resources to aid safe and timely delivery of energy and fuel resources.
8. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations.
9. Ensure that on-call contracts with vendors include provisions for emergency services.

Response

1. Enact agency EOPs.
2. Select and contact appropriate personnel.
3. Designate personnel authorized to enter affected area and provide this information to the Arapahoe County Sheriff's Office OEM,
4. Provide a representative to the EOC, as requested.
5. Survey the affected area, evaluate the situation and submit a situation report outlining damage to immediate and long-term energy needs to the EOC.
6. Confirm and report the level, severity and extent of involvement.
7. Determine the ability to adequately respond and assess the need to request federal assistance.

8. Repair and restore system operations as soon as possible with consideration for safety.
9. Coordinate with appropriate agencies to determine if repair efforts will be adequate or if additional assistance from state or federal resources will be required for damaged facilities.
10. Determine fuel availability and need.
11. Provide emergency fuel and energy suppliers to provide services to critical resources and structures.
12. Provide the established tiered level conservation measures to provide the most efficient service delivery.
13. Provide public information regarding alternate energy use methods, affected areas, etc. (ESF 15 - External Affairs)
14. Coordinate with law enforcement personnel to maintain security of facilities and supplies (ESF 13 - Public Safety and Security).

Recovery

1. Continue to coordinate repair of utilities as necessary.
2. Determine long-term energy requirements for the affected area and initiate long term recovery plan.
3. Coordinate private and volunteer resources for repairs to utilities.
4. Assist in providing potable water and sanitary facilities as needed.
5. Participate in compiling after action reports and critiques.
6. Make necessary changes and improvements to agency EOPs.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework used and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders and or organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the City of Centennial EOP and the Arapahoe County EOP (if necessary) during periods of activation.
2. Coordinate activities through the City's DOC.
3. Maintain communication with the City PIO.
4. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
5. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.

6. Provide information and coordinate any public announcement, statement, or press release through the City PIO
7. If appropriate, provide information to the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
8. Provide program assistance and expertise as appropriate and in coordination with other agencies.
9. Activate agency, City and County departments or enterprise continuity of operations and recovery plans, as needed.
10. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Lead Agency	Actions
<p>City of Centennial Public Works</p>	<ul style="list-style-type: none"> • Respond to incidents threatening the energy resources of the City. • Activate the EOP. • Coordinate energy system repair and security activities with available resources. • If necessary, request support beyond those of routine mutual aid should be made through the Arapahoe County Sheriff's Office OEM or the EOC, if activated. • Provide personnel to aid with EOC operations • Evaluate the availability of personnel, materials, supplies and equipment that can be provided to respond and to commit available resources. • Provide 24/7 response
<p>Colorado Department of Energy, Arapahoe County Facilities and Fleet Management</p>	<ul style="list-style-type: none"> • Respond to incidents threatening the energy resources of the City and County. • Activate the Emergency Response Plan. • Coordinate energy system repair and security activities with available resources. • Determine additional resource needs and initiate requests in an expedient manner. Requests for support beyond those of routine mutual aid should be made through the Arapahoe County Sheriff's Office OEM or the EOC, if

	<p>activated.</p> <ul style="list-style-type: none"> Analyze incident or potential incident conditions, City and County wide needs and requirements. Recommend functions that should be reduced, strengthened or maintained during the emergency period to the EOC.
Co-Lead Agency	Actions
<p>Xcel, IREA</p>	<ul style="list-style-type: none"> Respond to incidents involving fuel supply security and continuity. Prioritize essential services. Determine additional resource needs and initiate requests in an expedient manner. Requests for support beyond those of routine mutual aid should be made through the Arapahoe County Sheriff’s Office OEM or the EOC, if activated. Develop an Incident Action Plan and establish safety parameters. Analyze incident or potential incident conditions, City and County wide needs and requirements. Recommend functions that should be reduced, strengthened or maintained during the emergency period to the EOC.

Emergency Support Function (ESF) 13 – Public Safety and Security Annex

ESF Coordinator:

Arapahoe County OEM

Lead Agency:

Arapahoe County Sheriff's Office: Public Safety Bureau

Co-Lead Agency:

Englewood Police

Sheridan Police

Littleton Police

Greenwood Village Police

Cherry Hills Village Police

Supporting Agencies:

Arapahoe County Sheriff's Office of Emergency Management (OEM), All City of Centennial Departments, Arapahoe County Attorney's Office, Eighteenth Judicial District Attorney, Arapahoe County Communication Services Department, Utility Companies, Arapahoe County Public Works and Development, local law enforcement agencies, State law enforcement agencies, Federal law enforcement agencies and military installations

INTRODUCTION

Purpose

This annex describes the law enforcement measures provided during an incident of significance, or when available intelligence indicates the potential for a situation that would require mobilization of law enforcement resources to preserve peace and public safety within the service areas of the Arapahoe County Sheriff's Office.

Scope

The City of Centennial has an intergovernmental agreement with Arapahoe County Sheriff's Office to provide public safety and security services, which includes law enforcement. The City will coordinate with ACSO to support its services however necessary, but the City would not take a role in immediate public safety response.

The scope of this annex is to outline the responsibilities and activities relating to law enforcement in the event of an incident of significance. The Arapahoe County Sheriff's Office Public Safety Bureau and supporting agencies will perform law enforcement, peacekeeping and other related public safety functions. These functions are to prevent an incident or stop an undesirable situation before it occurs, respond to a major incident or incident in progress, and restore the peace and public safety of the community. This annex shall also serve as the general planning utility for incidents involving workplace and school violence.

Service Areas indicates all areas within Arapahoe County where the Arapahoe County Sheriff's Office has jurisdiction for law enforcement activity.

Situation Overview

During and after an incident of significance, law enforcement and safety measures will be needed to protect life and property. Because the Sheriff's Office conducts routine patrols within the community, deputies may be the first responders to arrive on the scene of an incident. Traffic control and enforcement will be needed to ensure orderly flow of traffic on roadways and evacuation corridors. Sheriff's patrols will be needed in evacuated areas to prevent looting and to protect property from intruders and vandalism. Evacuations of prisons, jails and detention facilities will require additional personnel. The concentration of large numbers of people at

shelters will require the presence of deputies to preserve orderly conduct. Security will be needed to protect emergency supplies, food and equipment at shelters and other storage locations.

Incidents of bomb threats, arson and threats against individuals or groups to achieve political concessions and/or public notoriety may cause disastrous results including public panic. Civil disturbances may result in widespread injuries and damage to property and may require the mobilization of large numbers of law enforcement resources.

Detailed law enforcement responses are outlined in the Arapahoe County Sheriff's Office Policy and Procedure Manual, which establishes the framework for Command Staff to most effectively utilize the available resources. This manual is for authorized personnel only.

Planning Assumptions

It is assumed that all agencies have emergency operations plans (EOPs) and will enact those plans in support of this ESF if necessary, and all agencies, departments and enterprises within the service areas have established continuity of operations plans.

All supporting agencies will ensure continual operational readiness. Agencies will develop inter-agency and inter-jurisdictional agreements with similar agencies to expedite resource mobilization when additional assistance is needed. Mobilization centers, staging areas, receiving and distribution sites, key operational support facilities and necessary staffing will be identified.

CONCEPT OF OPERATIONS

Activation of the Emergency Operations Center (EOC) may be required during an incident. Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management.

All agency, city and county department operations centers (DOCs) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction.

An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

General

1. Arapahoe County service area and county law enforcement activities remain under the control of the Arapahoe County Sheriff.
2. The State of Colorado has concurrent responsibility with local jurisdictions for certain offenses.
3. The Federal government has responsibility for enforcement of Federal laws, though local and State officers have authority to enforce and make arrests for certain Federal violations.
4. During an incident of significance, the Governor may assume authority within the affected area to exercise all law enforcement power constitutionally vested in the State of Colorado.

Mitigation

1. Identify threats to service area assets and resources.
2. Develop plans, procedures and organizational structures needed to ensure the continuation and coordination of law enforcement and security of service area resources during an incident.
3. Identify and secure equipment required to maintain readiness and the continuation of operations during an incident.
4. Identify alternate agencies to assist in law enforcement and security during an incident.

Preparedness

1. Identify and maintain a network of available local, county and State resources to aid in law enforcement and security.
2. Participate in training sessions and exercises.
3. Evaluate agency EOPs.
4. Ensure that administrative procedures are in place to aid control during emergency operations.
5. Ensure that administrative and accounting procedures are in place to document actions taken and all costs incurred during emergency operations.

Response

1. Select and contact appropriate personnel.
2. Designate personnel authorized to enter the affected area and provide this information to the Arapahoe County Sheriff's OEM.
3. Provide a representative to the EOC, as requested.
4. Confirm and report the level, severity and extent of involvement.
5. Coordinate with the public information officer to communicate emergency public information and external communications (ESF 15 - External Affairs).
6. Coordinate with law enforcement personnel in maintenance of security of facilities and supplies.
7. Make requests for law enforcement support beyond those of routine mutual aid.
8. Act as officers of the requesting jurisdiction when responding to mutual-aid requests and utilize the National Incident Management System.

Recovery

1. Coordinate and organize long term plans for the continued operation of emergency service resources.
2. Provide damage documentation on affected Sheriff's Office buildings, lands, or other structures to the Damage Assessment Unit in the EOC.
3. Develop and enact a plan to repair or replace any damaged equipment.
4. Develop plans to replace or supplement personnel required to maintain operations.

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to execute missions in support of the Arapahoe County EOP during periods of activation.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information and coordinate any public announcement, statement or press release through the Arapahoe County Sheriff's OEM or the EOC and JIC, if activated.
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate agency, City and or County department or enterprise continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident to the Arapahoe County Sheriff's OEM.

Lead Agencies

The lead agencies are responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, they may have specific response-based activities or duties as dictated by the nature of the organization. Finally, other ESFs may be activated concurrently with this document. In this case, the organizations here may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

Lead Agency	Actions
<p>Arapahoe County Sheriff's Office</p>	<ul style="list-style-type: none"> • Respond to incidents threatening the security of City and or County assets or resources with available resources. • Coordinate law enforcement and security activities with available resources. • Enforce all laws, regulations, and ordinances as authorized and/or mandated by legislation. • Establish a unified Incident Command System to effectively manage law enforcement incidents. • Develop an Incident Action Plan and establish safety parameters. • Determine additional resource needs and initiate requests in an expedient manner. Requests for support beyond those of routine mutual aid should be made through the Arapahoe County Sheriff's OEM or the EOC, if activated. • Analyze disaster or potential disaster conditions, city and county wide needs and requirements, and recommend to the Sheriff and/or County Commissioners and or City Mayor those functions that should be reduced, strengthened, or maintained during the emergency period. • Prepare and conduct the evacuation of all or part of an area in coordination with the EOC and provide security for the evacuation

Emergency Support Function (ESF) 14 – Community Recovery, Mitigation and Economic Stabilization Annex

ESF Coordinator:

Arapahoe County Office of Emergency Management

Lead Agency:

Arapahoe County Office of Emergency Management

Co-Lead Agency:

Arapahoe County Health and Human Services

Supporting Agencies:

Clerk and Recorder's Office, Arapahoe County Public Works and Development Department, City of Centennial Public Works, Utility Companies, Arapahoe County Facilities and Fleet Management Department, Fire Agencies with jurisdiction, City of Centennial Community Development Department, Tri-County Department of Health, American Red Cross, Salvation Army, State agencies, Federal agencies and military installations

INTRODUCTION

Purpose

The purpose of this annex is to provide the framework for the City of Centennial and Arapahoe County to coordinate the local government, State, Federal and private sector recovery from long term consequences of an incident of significance affecting part or all of the City and or County.

Scope

The Colorado Division of Emergency Management (CDEM) has developed a State-level recovery plan that provides guidance for emergency management personnel to develop recovery planning efforts. Arapahoe County is in the process of developing a long-term recovery plan that also addresses pre-disaster planning and short term recovery mechanisms. The Arapahoe County long-term recovery committee is made up of county stakeholders, local partners, volunteer organizations, and private sector partners in order to involve all organizations that would participate in recovery. The Arapahoe County Recovery plan can be found in the annexes.

Emergency Support Function (ESF) 15 – External Affairs Annex

ESF Coordinator:

City of Centennial Communications Director

Lead Agency:City of Centennial Communications
Department**Supporting Agencies:**Arapahoe County Sheriff's Office Public
Information & Office of Emergency
Management

INTRODUCTION

Purpose

The purpose of this annex is to set forth the procedures for communicating emergency public information and protective action guidance to the public, media and other community agencies in the event of a threatened or actual emergency situation, in order to coordinate outreach and ensure consistent public information.

Scope

The scope of this annex is to describe the communication methods and tools that will be employed by the City of Centennial and supporting agencies prior to, during and after a disaster or emergency. ESF 15 resources coordinate actions to provide public information support to local incident management operations and elements. These methods include, but are not limited to:

- A. Public Information: to provide information and direction to the public via multiple communications means, including news media, electronic (web, e-notification) and social media channels.
- B. Media information and relations: to provide up-to-date, accurate, and properly approved information to the news media and to ensure that media participation aids, rather than hinders, emergency response and long-term mitigation during a disaster.
- C. Intergovernmental relations: to facilitate communication among municipal, county and state entities, both in coordinating efforts by governmental agencies in the affected areas as well as engaging mutual aid and support from non-affected governmental agencies.

Situation Overview

The City of Centennial is vulnerable to a variety of hazards. Media outlets exist which, if effectively employed, can be used to inform the population of the events that are occurring and how they may best take action to them. During periods of emergency, the public needs and generally desires detailed information regarding protective action to be taken for minimizing loss of life and property. There are times, however, when disaster strikes without warning and the public information system cannot react rapidly enough to properly inform the public about the hazard. For this reason, it is important that prior to the occurrence of an emergency, the public is made aware of potential hazards and the protective measures that can be employed.

Planning Assumptions

It is assumed that all agencies have emergency operations plans (EOPs) and will enact those plans in support of this annex if necessary, as well as continuity of operations plans. During a city-wide or large disaster, a Joint Information Center (JIC) may be established to coordinate the dissemination of information about all county, state and federal disaster response and recovery programs.

CONCEPT OF OPERATIONS

The City of Centennial will serve as the Lead Agency in communicating public information about City-specific incidents; unless the incident is criminal in nature in which case the City would defer to the lead of the Arapahoe County Sheriff's Office. The City would also default to ACSO if activation of the Emergency Operations Center (EOC) is required during an incident.

Emergency response activities are coordinated by the Arapahoe County Sheriff's Office of Emergency Management, and the City would then play a supporting role in communicating public information, as needed.

In that case, all agency, city and county department operations centers (DOCs) will coordinate activity, maintain communication with and support the Arapahoe County Sheriff's EOC. The EOC, if activated, will have coordinating responsibilities over all DOCs within Arapahoe County's jurisdiction. An Incident Command System in compliance with the National Incident Management System (NIMS) will be established. This system will be utilized to coordinate on-scene incident response activity.

General

The City of Centennial is committed to a proactive public information program before, during and after a disaster or emergency. The magnitude of an incident determines the extent of the emergency response and the need for specialized or additional communications. The degree to type of communications is directly related to the scope of the incident.

When an incident occurs, emergency notification to citizens should be made as soon as possible via the automated Emergency Alert System (EAS) provided by Arapahoe County. Additionally, the City will send out alerts via target notifications, the City's EMC digital billboard on Arapahoe Road and local radio/TV broadcasts. As soon as possible, updates and important information should also be shared via the City's website and social media.

The City of Centennial's public information and education programs will endeavor to:

- Provide support during the four phases of emergency management: mitigation, preparedness, response, and recovery operations.
- Provide the public with accurate, timely, and easily understood event-related information concerning protective actions, route restrictions, health notices, and emergency assistance information.
- Control rumors.
- Coordinate information releases with all participating public and private agencies, emergency responders, and all levels of government to support public officials and media representatives in satisfying the public's demand for accurate and consistent information.
- Limit public information activities to City-specific events and actions.

The designated City PIO or an alternate may serve as spokesperson for the City during an emergency situation. Organizations affiliated with the City, such as outside contractors, may

use their own PIO but should coordinate messages through the City as appropriate.

The designated City PIO should issue news releases after coordinating current information with other agencies. All involved and cooperating partners should receive copies of all releases. Council approval may be required before issuing policy-related news releases. All press releases will also be posted to the City's website (www.centennialco.gov).

Joint Information System (JIS)

The Joint Information System (JIS) describes all public information activities being conducted regarding the event, including public information functions being carried out at the scene and from departmental offices or other remote offices and locations.

As the City's ESF 15 Coordinator, the City's Communications Director should work to establish communications with all Joint Information System (JIS) components to facilitate the exchange of information. The use of an organized JIS should help to ensure interagency communication and the release of consistent information. As part of the JIS, the on-scene PIO should address media representatives at the incident site and keep the City and the JIC informed of these briefings. Contact with JIS components will be maintained primarily by telephone and text messaging.

Joint Information Center (JIC)

The Joint Information Center (JIC) is a physical location where PIOs from organizations with primary involvement (such as our partner contractors) come together to coordinate and disseminate information. The purpose of JIC is to:

- Gather and coordinate information and serve as the "hub" for the release of timely, accurate, consistent and useful disaster related information
- Allow all involved organizations to speak with "one voice" providing consistent messages to the public
- Enable City Management to concentrate on emergency decision-making and refer all media and public inquires to the JIC
- Ensure the ability exists to answer direct inquiries from the public
- Monitor media coverage to verify the accuracy of information being disseminated
- Be proactive in responding to the disaster related information needs of all audiences
- Develop and implement a comprehensive public information strategy to gain and maintain public trust and confidence.

The JIC may be located anywhere to support emergency activities. For example, this may mean relocating operations to the City's Eagle Street Facility or other appropriate site. Wherever it is located, it is imperative that the JIC maintain contact with decision makers via telephone, radio, the internet, and/or face-to-face communications. Once a JIC is established, news releases, instructions, or official information originated by the various participating organizations should be channeled and verified through the JIC to ensure less risk of conflicting statements.

The JIC is designed to be flexible to accommodate the unique requirements of any emergency or disaster situation and its structure and staffing should be customized for each response. For example, a major event would require JIC activation and full staffing, while a smaller event might only require one or two people performing all of the necessary tasks.

Regardless of the incident, the function of the JIC remains essentially the same, while the number of departments and agencies involved as well as the location and the quantity of information to be disseminated will vary greatly.

At a minimum, the following functions must be performed regardless of these variables:

- Establish and maintain contact with local radio, television and print media;
- Develop and disseminate written information such as news releases, fact sheets and other reports as needed;
- Schedule news conferences or interviews with department heads and other officials; brief them if appropriate;
- Provide interview opportunities that meet the unique needs of each medium (television, radio, print);
- Establish and maintain a communications link or a Joint Information System (JIS) with field PIOs and all remote sites performing public information activities;
- Monitor the information being released by the media to ensure appropriate information is being released and take steps to correct any inaccurate information;
- Exchange information with City elected officials, contractors and City staff, voluntary organizations, industry representatives, State and Federal PIOs and all other involved agencies as the situation dictates;
- Provide ongoing information to and coordination with County, State and Federal elected officials, if appropriate.

PIOs working in the JIC retain the autonomy to represent the public information needs of their respective agencies, while working closely to ensure consistent information is being disseminated in a timely manner by all departments.

The PIOs working in the JIC have two primary functions: (1) carry out the public information activities of their respective departments and agencies and (2) provide support to and assist with the overall JIC mission. Designated departmental PIOs may be asked to staff various JIC functions regardless of the level of involvement of their respective departments. This should ensure an adequate number of PIOs are available to support emergency public information activities.

The JIC should be declared operational when the designated City PIO, or alternate, is present, as well as sufficient personnel to perform incoming inquiries and administrative functions. The JIC, when operational, should serve as a location where most incident-related inquiries from the citizenry may be directed. Some inquiries, such as those involving claims, may be routed to another location.

Public Inquiry

If a JIC is not operational, a Public Inquiry Center (PIC) should be established to provide a single point of contact for the general public to call and receive current, accurate information regarding a specific event or threat. For example, the City of Centennial operates a 24/7 Citizen Resource Center which can be utilized as a PIC, and is accessible by calling 303-325-8000.

The PIC serves a dual purpose. It disseminates information by responding to requests from the public and gathers information by identifying trends, inaccurate information, misunderstandings, or misperceptions reported by the public or reflected by their inquiries. If

the misunderstanding indicates an isolated concern, the PIC staff should address the matter directly with the caller.

If a pattern of confusion emerges, they should notify the JIC (if operational), which then addresses the situation through the news media using traditional tools such as news releases and news conferences. The telephone number for the PIC Hotlines should be released to the local news media. Emergency information should also be posted and updated regularly on the City's website and social media.

Rumor Control

Rumor control is vital during emergency operations. Sensitive or critical information must be authorized and verified before release. Unconfirmed rumors or information from unauthorized sources may be responded to in the following manner: *"We will not confirm until we have been able to check out the information through authorized sources. Once we have confirmed information, we will release it to all members of the press at the same time."*

Confidential Information

Confidential information is not to be released. This includes:

- The names of victims or fatalities prior to notification of next-of-kin.
- Home phone numbers of city/county personnel and volunteer emergency workers and unpublished city/county numbers.

Neither should information be released that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:

- Personal conjecture about the course of the emergency or the conduct of response.
- Speculation.
- Demeaning information/statements.
- Information that might compromise the effectiveness of response and recovery.

Media Access to the Scene

Every effort should be made to allow the media access to the scene, consistent with safety. In cooperation with City management and on-scene personnel, media representatives may be allowed restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with regard to the safety of media personnel and the impact on response, and only with prior approval. An example would be granting photo access to view flooding of the building.

If it is not safe or practical to admit all media representatives to the scene, a media "pool" may be created, where media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a "staged" photo opportunity to tape response vehicles or support activities may satisfy the media's need for video footage.

The media may be allowed access to City personnel at the discretion of the City Public Information Officer, only if such an interview does not interfere with the response effort.

Responding personnel should not comment on the incident without the knowledge and consent of the Public Information Officer or City Management.

Mitigation

1. Identify threats to systems and resources.
2. Develop plans, procedures and organizational structure to ensure continuation and coordination of communications during an incident.
3. Identify and secure equipment required to maintain public communications
4. Identify alternate agencies to assist in public communications

Preparedness

1. Develop plans, procedures/guidelines, and policies for coordinating, managing, and disseminating public information effectively under all hazards and conditions.
2. Develop programs and systems to process the inflow of public-related information from all sources in a timely fashion.
3. Develop plans, procedures/guidelines, programs and systems to rapidly control rumors by correcting misinformation.
4. Develop community-based mechanisms to support providing prompt, accurate information to the public in the dominant languages of the community and languages and formats appropriate for those with limited language competence, disabilities, cultural or geographic isolation, or vulnerabilities due to age.
5. Develop emergency plans that are community-based and include outreach and education to the public, through community and faith-based organizations and other institutions, to promote individual preparedness based on the risks in their communities.
6. Establish neighborhood pre-disaster and post-disaster information centers at schools, the work place, libraries, shopping centers, places of worship, and other community institutions, to provide information on evacuations and the location of disaster assistance sites.
7. Develop and implement public information, alert/warning, and notification training and exercise programs.
8. Ensure lead agency personnel are trained in their responsibilities and duties.
9. Develop pre-scripted messages in multiple formats.
10. Identify possible locations for a JIC and press conferences.
11. Develop staffing procedures/guidelines and checklists for the JIC.

Response

1. Select and contact appropriate personnel
2. Designate personnel authorized to enter the affected area and provide this information to the Arapahoe County Sheriff's Office OEM.
3. Provide a representative to the EOC.
4. Conduct rapid assessments for immediate response objectives.
5. Coordinate with primary and supporting agencies to develop a flow of information, including situation reports, health advisories, and other public information releases concerning the response efforts.
6. Inform the public of health and/or safety concerns and ways to reduce or eliminate the

associated dangers.

7. When appropriate, coordinate with the Arapahoe County Sheriff's Office and EOC Team, and release emergency information as dictated by the situation, such as providing evacuation instructions and shelter locations.
8. Implement a proactive public information strategy to ensure the media's needs are being met.
9. Conduct media briefings on a regular basis.
10. If the situation dictates, activate and staff the JIC.
11. After coordination with involved parties, release information regarding the situation to other City elected officials, City staff, City contractors, the media and the public.
12. Resolve any conflicting information & dispel rumors.

Recovery

1. Provide public information on recovery efforts.
2. Continue to utilize multiple means of communicating public information and education.
3. Provide news releases with major emphasis on:
 - Types and locations of emergency assistance available including contacts, phone numbers, location(s) (e.g. food and water points), information concerning disaster recovery centers (DRC), and trash and debris disposal instructions;
 - Public health notices;
 - Restricted areas;
 - Movement or travel restrictions;
 - Contacts and phone numbers for missing persons information;
 - Contacts and phone numbers for local non-emergency assistance; and
 - Public safety notices.
4. Coordinate with the appropriate agencies to deactivate the JIC.
5. Inform public of any additional recovery programs that may be available.
6. Return staff and equipment to regularly assigned locations.
7. Provide critical payroll and other financial information for cost recovery through appropriate channels.
8. Participate in after action critiques and reports.
9. Updates plans and procedures/guidelines based on critiques and lessons learned during an actual event

ASSIGNMENT OF RESPONSIBILITIES

Regardless of the management framework utilized and the individual tasks assigned, the following activities are the basic underlying responsibilities assigned to ensure preparedness and an effective response.

All Stakeholders

All agencies, departments, critical stakeholders or and organizations with responsibilities identified in this section of the EOP are responsible for developing internal procedures and standard operating procedures for carrying out the following assigned lead and support functions:

1. Identify, train and assign personnel to maintain contact with and prepare to carry out the duties of the City's EOP when necessary.
2. Coordinate activities and maintain communication with the Arapahoe County Sheriff's Office OEM or the EOC, if activated, during all emergency operations.
3. Provide an agency representative to the EOC, as requested or if unable to attend in person utilize communications tools from a satellite location.
4. Provide information and coordinate any public announcement, statement or press release
5. Provide program assistance and expertise as appropriate and in coordination with other agencies.
6. Activate City continuity of operations and recovery plans, as needed.
7. Provide all requested information prior to, during and following any incident

Lead Agency

As the lead agency and ESF 15 Coordinator, the City of Centennial's Communications Director/Department is responsible for assuming additional responsibilities related to the planning, execution, testing, and revision of the policies and procedures necessary to execute this ESF. In addition, there may be specific response-based activities or duties as dictated by the nature of the incident. Finally, other ESFs may be activated concurrently with this document. In this case, others may also have responsibility as lead or support agencies as well. Staffing should remain scalable to accommodate the different needs of the organization.

Co-lead and Support Agencies

Entities with co-lead and support responsibilities should familiarize themselves with lead agency actions. Because supporting agencies may be comprised of specialized units, actions are not explicitly listed here.

CITY OF CENTENNIAL,
COLORADO

ORDINANCE NO. 2014-O-40

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF
CENTENNIAL, COLORADO AMENDING CHAPTER 2 OF THE
CENTENNIAL MUNICIPAL CODE CONCERNING THE AUTHORITY
OF THE CITY MANAGER TO DECLARE AN EMERGENCY**

WHEREAS, C.R.S. § 24-33.5-709 states that the Principal Executive Officer of a political subdivision may declare a local disaster; and

WHEREAS, the City Council hereby desires to clarify that in cases of emergency, the City Manager is the principal executive officer of the City pursuant to C.R.S. § 24-33.5-709.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF CENTENNIAL,
COLORADO, ORDAINS:**

Section 1. Amendments to Section 2-2-130 of Chapter 2 of the Centennial Municipal Code, entitled “General and specific authority: limitations.” Section 2-2-130 of Chapter 2 of the Centennial Municipal Code, entitled “General and specific authority: limitations” is hereby amended with the addition of a new Subsection (2) to Section 2-2-130 to replace the existing Subsection (2) and to read in full as follows:

(2) Emergencies.

a. Contracting. During an emergency and unless otherwise restricted by the City Council, to incur financial obligations and execute contracts and agreements on behalf of the City for expenditures that shall not exceed the City's total restricted and unassigned funds that are not otherwise committed to another purpose by law or contract. The City Manager shall immediately notify the City Council of any financial obligations entered into under this emergency authority. For purposes of this Paragraph, an *emergency* shall be a situation involving or threatening the health and safety of persons or the imminent damage or destruction of property. By way of examples of emergencies only and not as a limitation, an emergency may include road or bridge collapse; flood or tornado event; or disaster involving aircraft crash, act of terrorism or hazardous material spill.

b. Local declaration authority. The City Manager, as Principal Executive Officer pursuant to state law, shall have the power to declare that a state of disaster exists when he or she is of the opinion that a disaster or extraordinary emergency has occurred or the threat of such event is imminent. The issuance of a declaration of disaster or emergency shall automatically empower the City Manager to exercise all disaster and emergency powers permitted by state and local law.

Section 2. Severability. If any provision of this Ordinance should be found by a court of competent jurisdiction to be invalid, such as invalidity shall not affect the remaining portions or applications of this Ordinance that can be given effect without the invalid portion, provided that such remaining portions or applications of this Ordinance are not determined by the court to be inoperable. The City Council declares that it would have adopted this Ordinance and each section, subsection, sentence, clause, phrase, or portion thereof, despite the fact that any one or more section, subsection, clause, phrase, or portion would be declared invalid or unconstitutional.

Section 3. Codification Amendments. The codifier of the City's Municipal Code, Colorado Code Publishing, is hereby authorized to make such numerical and formatting changes as may be necessary to incorporate the provisions of this Ordinance within the Centennial Municipal Code.

Section 4. Effective Date. Except as otherwise expressly provided herein, the provisions of this Ordinance shall become effective thirty (30) days after publication following final passage.

INTRODUCED, READ, AND ORDERED PUBLISHED BY THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO, UPON A MOTION DULY MADE, SECONDED AND PASSED AT ITS REGULAR MEETING HELD ON THE 4TH DAY OF AUGUST, 2014.

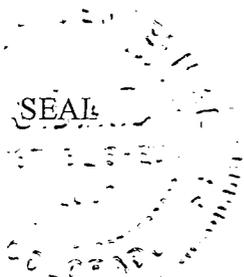
CITY OF CENTENNIAL

By: Cathy A. Noon
Cathy A. Noon, Mayor

Approved as to Form:

Jill Hansen
For City Attorney's Office

I hereby certify that the above Ordinance was introduced to the City Council of the City of Centennial at its meeting of August 4, 2014 and ordered published one time by title only in *The Villager* newspaper on August 7, 2014, and in full on the City web site in accordance with Section 2-1-110 of the Municipal Code.



ATTEST:

By: Brenda Madison
City Clerk or Deputy City Clerk

FINALLY ADOPTED, PASSED, APPROVED WITH AMENDMENTS, IF ANY, AND ORDERED PUBLISHED BY TITLE ONLY, IN *THE VILLAGER* NEWSPAPER AND IN FULL ON THE CITY WEB SITE IN ACCORDANCE WITH SECTION 2-1-110 OF THE MUNICIPAL CODE BY THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO, UPON A MOTION DULY MADE, SECONDED AND PASSED AT ITS MEETING HELD ON THE 2nd DAY OF September, 2014, BY A VOTE OF 9 IN FAVOR AND 0 AGAINST.

CITY OF CENTENNIAL

By: Cathy A Noon
Cathy A. Noon, Mayor

I hereby certify that the above Ordinance was finally adopted by the City Council of the City of Centennial at its meeting of September 2, 2014, and ordered published by title only, one time by *The Villager* newspaper on September 11, 2014 and in full on the City web site in accordance with Section 2-1-110 of the Municipal Code.



ATTEST:

By: Dorenda J Madison
City Clerk of Deputy City Clerk

CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE DIRECTIVE
No. 2014-CM-AD-04

EMERGENCY DECLARATION ORDER OF SUCCESSION

I. AUTHORITY:

Article 2 of Chapter 2 of the City's Municipal Code provides the City Manager with the authority to carry out the administrative affairs of the City including promulgating administrative policies consistent with federal, state and local laws.

II. PURPOSE OF THE DIRECTIVE:

The purpose of this directive is to identify the order of succession for the City of Centennial to declare a local emergency in the event of the City Manager's absence.

III. SCOPE:

This Directive applies to all employees of the City of Centennial.

IV. DIRECTIVE:

Pursuant to Section 2-2-130 of the Centennial Municipal Code, the City Manager has the authority to declare a local emergency; activating specific response efforts of the City of Centennial.

In the event that the City Manager is absent, designated positions are granted the authority to declare a local emergency on behalf of the City Manager.

In the absence of the City Manager, the order of succession for disaster declaration shall be as follows:

1. Deputy City Manager, followed by
2. Assistant City Manager, followed by
3. Finance Director

This directive shall constitute a letter as contemplated in Section 8.2 of the Centennial Home Rule Charter for the limited purpose of declaring a local emergency in the absence of the City Manager.

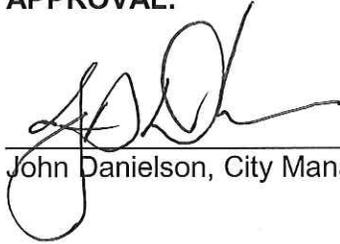
V. EXCEPTIONS

The City Manager may grant exceptions to this directive at his/her discretion.

VI. EFFECTIVE DATE:

This directive shall be effective upon signature by the City Manager.

VII. APPROVAL:



A handwritten signature in black ink, appearing to read 'JD', is written over a horizontal line.

John Danielson, City Manager

10/13/14

Date



Crisis Communications Plan

Introduction

A crisis is any situation in which the community looks to the City of Centennial for help, resolution and leadership. This can be a weather event such as tornado, flood or fire; it can be any kind of accident or public safety emergency; or a pandemic or manmade disaster that happens in the community. It can also be a situation where, in the eyes of the media or general public, the City did not react to one of the above situations in the appropriate manner.

If left unattended, a crisis has the potential to:

- Escalate in intensity
- Damage the reputation or positive public opinion of the City or its elected officials
- Interfere with the normal operations of business
- Fall under close government or media scrutiny
- Damage the bottom line¹

¹ From “Crisis Communications; The Definitive Guide to Managing the Message”, by Fink, Steven, p. 45. Copyright 2013 by McGraw Hill.

The Difference between Emergency Management and Crisis Communications

Emergency management is the actual management of the situation that is unfolding. It is making swift decisions, gathering resources, implementing a response and so on. It is the reality of dealing with what is going on, and taking action to prevent the situation from escalating. Crisis communications on the other hand is managing the perception of that same reality. It involves the use of effective communication strategies to share the facts, address and correct misinformation and rumors, and to create a positive perception of how the City handles the crisis.

Before communicating during a crisis it is important to identify the crisis—there are different protocols in place depending upon the type of situation. These protocols are identified in the City’s emergency management plan. In situations that require emergency management, the Arapahoe County Sheriff’s Office will take the lead role. However there may be other occasions that call for crisis communications in which the City would take the lead, such as unfavorable media attention surrounding a Council policy or decision.

The Crisis Communication Team

The Crisis Communication Team is a group of individuals, key to the situation, who help identify what crisis communication actions should be taken to restore confidence and minimize disruptions to other aspects of overall business operations. The team should include, at a minimum, the City Manager, the City's Communication Director, the senior manager(s) of any department or contract area involved in the crisis, the City Attorney; and others as warranted, such as a representative of the Sheriff's Office, the City's Emergency Management Coordinator, etc. depending upon the type of crisis.

The role of the Crisis Communication Team is to come up with a plan of action and decide on key messages, which will then be conveyed to Council, staff, media and the public at large. The City's Communications Department will be responsible for implementing and managing this plan of action. Depending upon the size and scope of the crisis, the Communications Department may be supplemented with competent people who can answer phones and escort media, or take on other duties as needed.

One of the first duties of the Crisis Communications Team is to develop a message statement that can be used by the Citizen Response Center and other points of contact. A contact log will be established to record all telephone calls from the media or other parties inquiring about the crisis. This will help ensure that the many callbacks required are not overlooked, and assist in the post-crisis analysis. Emails and social media will also be monitored and tracked. The Communications Department will coordinate these efforts with other staff and contractors, including the Citizen Response Center (CRC).

All messaging needs to be cleared through the processes outlined in the City's Emergency Management Plan (i.e. approved and authorized by the incident commander and lead Public Information Officer in the case of an emergency); or by the City Manager and City's Communications Director in the case of a non-public safety crisis.

Designated Spokesperson

One individual will be designated as the primary spokesperson to represent the City, make official statements and answer media questions throughout the crisis.

A back-up to the designated spokesperson will also be identified to fill the position in the event that the primary spokesperson is unavailable. In addition to the primary spokesperson and the backup spokesperson, individuals who will serve as technical experts or advisors will be designated and prepped as needed.

These resources might include the Mayor or City Council Member, an engineer or technical expert, a leader in the community or anyone deemed necessary during a specific kind of crisis.

It can be anticipated that other parties involved in the crisis; police, fire department, health officials, etc., may also have a spokesperson. The Crisis Communication Team will coordinate with those individuals as early as possible so all statements and contacts with the media present a unified message.

Media Policies and Procedures

The City's Communications Department will facilitate and control interviews and press briefings by coordinating locations, times and messaging with designated spokesperson(s). If there are special circumstances that require the media to be escorted such as a safety hazard, they will be advised appropriately. All media will be treated equally. What is given to one (such as access to an area affected by the crisis) will be available to all.

The Communications Department will also be responsible for preparing and distributing media releases, updating the City's website and EMC signs (if appropriate), and posting and tracking social media comments. Electronic copies of all media articles and other relevant information will be gathered and distributed for use in ongoing efforts to address public perception; and for use in post-crisis debriefing.

Additional materials will be developed as needed to help explain the crisis. This may include photos, GIS maps, background information or fact sheets about the City or the area in which the crisis has occurred, or materials that explain technical systems or in-house procedures. All additional materials will be coordinated by the City's Communication Department and vetted through the same approval system as key messages.

Practicing Tough Questions

It is important at the onset of the crisis for the spokesperson, backup and advisors to spend rehearsing key messages and preparing to handle questions that may be asked by reporters. The City's Communications Department will help coordinate this process, and assist spokesperson(s) in anticipating and responding to difficult questions.

As the crisis progresses and new information becomes available, the Crisis Communications Team will update any messages to be shared with Council, staff, media and the public. The spokesperson(s) will be briefed by the Communications Department, prior to any media interview, briefing or news conference. Set times for news updates will be announced (such as 9am and 4pm), in order to give the media a time-certain to get their information and minimize inquiries.

Post-Crisis or Recovery Period

Follow-up is critical to the communications process. In a large-scale event, international, national and local media may continue to follow the story even after the crisis has passed. In addition, media may appear for anniversaries of the crisis and/or maintain an interest during the long-term recovery period. The City's Communications Department will continue to coordinate information flow to Council, staff, media and the public as appropriate.

**INTERGOVERNMENTAL AGREEMENT
BETWEEN ARAPAHOE COUNTY
AND THE CITY OF CENTENNIAL
TO PROVIDE LAW ENFORCEMENT AND
PUBLIC SAFETY SERVICES**

THIS AGREEMENT ("Agreement") is entered into between **ARAPAHOE COUNTY**, a political subdivision of the State of Colorado (herein referred to as "**COUNTY**"), and the **CITY OF CENTENNIAL**, a municipal corporation of the State of Colorado (herein referred to as "**CITY**"), effective as of January 31, 2008, and is applicable to all property located within the municipal boundaries of the CITY, as the boundaries may be changed from time to time ("**Incorporated Area**"). The **ARAPAHOE COUNTY SHERIFF**, an elected official of the COUNTY ("**SHERIFF**"), is also a party to this Agreement only for the purposes of fulfilling those obligations imposed directly on the SHERIFF under this Agreement.

WHEREAS, the CITY incorporated in February 2001 within an area which was previously unincorporated Arapahoe County; and

WHEREAS, on or about May 8, 2001, the CITY and the COUNTY entered into an intergovernmental agreement whereby the COUNTY agreed to provide certain municipal services to the CITY through February 8, 2002 ("**IGA**"); and

WHEREAS, the relationship between the Parties has continued in effect since the date of the original and subsequent IGAs until the present; and

WHEREAS, the CITY has determined that it is in the CITY's interest to continue to contract with the COUNTY to provide law enforcement and public safety services for the term set forth herein; and

WHEREAS, the COUNTY, through the SHERIFF's Office, is capable of continuing to provide law enforcement and public safety services to the CITY; and

WHEREAS, the Parties are authorized by Article XIV, Section 18(2)(a) of the Colorado Constitution and Section 29-1-203, C.R.S., to cooperate and contract with each other to provide any function, service or facility lawfully authorized to each.

NOW, THEREFORE, in consideration of the terms and conditions contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, it is mutually agreed by and between the Parties as follows:

SECTION 1. PURPOSE – PROVISION OF SERVICES AND COOPERATION.

The purposes of this Agreement are to:

- Memorialize the agreement between the CITY and the COUNTY for the provision of certain services by the COUNTY, through its SHERIFF's Office, to the CITY and its residents in the Incorporated Area. The services to be provided hereunder are law enforcement, public safety and related services as more fully described

in **Exhibit A ("Services")**. Additional Services may be added to this Agreement by written amendment or memorandum of understanding signed by both the CITY and the COUNTY.

- Memorialize the agreement between the Parties to cooperate and coordinate at all times to ensure that the development and implementation of the policies of any Party which relate to law enforcement, public safety, community outreach and budgeting or any Services contemplated by this Agreement are undertaken with input and consideration of the effect of such policy on all other Parties.
- Memorialize the agreement between the Parties that each Party will take an active role in seeking the input of the other Parties prior to adopting or implementing any such policy which relates to law enforcement, public safety, community outreach and budgeting or any of the Services contemplated by this Agreement.

SECTION 2. EXHIBITS.

Exhibits referenced herein shall be incorporated into this Agreement for all purposes. Exhibits C, D and E of this Agreement shall be replaced annually and incorporated into this Agreement by adoption of such annually amended Exhibits C, D and E by resolution or such other formal action of the CITY Council and the COUNTY Board of County Commissioners.

SECTION 3. DEFINITIONS.

3.1 "All Hazards/Disaster/Emergency" shall mean any exceptional (statistically rare) or unforeseen incident or situation, natural or manmade, accidental or criminal, that produces serious local impacts upon the community and threatens the safety of people and property and warrants responsive action to protect life, property, environment, public health or safety and to minimize disruptions of government, social or economic activities and that requires stepped up capacity and capability to meet expected outcomes and which may require outside assistance from other jurisdictions and levels of government.

3.2 "CITY Primary Representative" shall mean the CITY Manager or his or her designee.

3.3 "COUNTY Primary Representative" shall mean the SHERIFF or his or her designee.

3.4 "Incorporated Area" shall have the meaning set forth in the opening recital of this Agreement.

3.5 "Key Personnel" shall mean those SHERIFF's Office employees in executive command staff at the level of Bureau Chief or above who are acting as representatives to the CITY in the provision of Services under this Agreement.

3.6 "Parties" or, individually, "Party" shall mean all or any of the COUNTY, the CITY and, only for the purpose of those provisions which place a direct obligation on the SHERIFF, the SHERIFF.

3.7 "Risk Sharing Costs" shall have the definition set forth in Section 11 and **Exhibit E**.

3.8 "Services" shall have the definition set forth in Section 1 and **Exhibit A**.

3.9 "Significant Criminal Occurrence or Incidents" include violent crimes against a person such as first degree assault or homicide, large fires or multi-car motor vehicle accidents involving significant injury or death, or other crimes of significant public interest or issues significantly affecting the CITY.

3.10 "Total Annual Fees" shall mean the amount set forth on the last line of **Exhibit D** under the heading "Grand Total", which shall include the Risk Sharing Costs amount set forth on **Exhibit E** or the amount shown on the CITY's annually adopted budget for the following year, whichever is lower, as each shall be revised annually for each year of Services to be provided for the term of and in accordance with this Agreement. Total Annual Fees shall exclude amounts paid by the CITY for costs incurred by the COUNTY and reimbursed by the CITY in accordance with this Agreement for managing and intervening in any All Hazards/Disaster/Emergency.

SECTION 4. COUNTY AND CITY COORDINATION.

4.1 Representatives

4.1.1 CITY Representatives. The CITY Primary Representative shall be the point of contact for all monthly reports, work orders and amendments to this Agreement in the agreed-upon format between the COUNTY and CITY. The CITY Finance Director shall serve as the CITY's representative for all invoices.

4.1.2 COUNTY Representatives. The COUNTY Primary Representative shall serve as the point of contact for all Service matters and amendments to this Agreement. The SHERIFF may appoint an additional representative to serve as a representative and point of contact to the CITY for the purposes of incident and monthly reporting and other matters related to the Services to be provided under this Agreement. The COUNTY Finance Director shall serve as the COUNTY'S representative for all invoices, and the COUNTY'S Special Assistant to the Board of County Commissioners shall serve as the COUNTY's representative for amendments to this Agreement. The COUNTY Board of County Commissioners shall designate a COUNTY liaison to coordinate all communications between the Parties concerning matters not specifically covered by the representation described above.

4.1.3 Notification of Changes in Representatives. In the event that either a COUNTY or a CITY designated representative is changed or replaced, the Parties shall notify the other in writing of such change.

4.2 Representatives Meetings

4.2.1 Regular Meetings. CITY and COUNTY Primary Representatives shall meet together no less than once a month to review performance compliance with

this Agreement. The frequency of such meetings may be altered by mutual agreement of the two representatives.

4.2.2 Schedule of Meetings. Such time and regular place for the regular meetings shall be scheduled at the initial meeting within the first month following execution of this Agreement. Modifications to the scheduled meetings may occur upon agreement of the CITY and the COUNTY Primary Representatives.

4.2.3 Responsibility for Scheduling. The CITY and the COUNTY Primary Representatives shall each alternately be responsible for ensuring that the regular meetings are held.

4.3 Reporting

4.3.1 Significant Occurrences. The SHERIFF or his or her designee will notify the City Manager and Mayor or the CITY's designee in the event of a Significant Criminal Occurrence or Incident within the CITY.

4.3.2 Report Format. The COUNTY will report monthly on criminal activity and on Services provided under this Agreement. The format for the reporting required hereunder shall be as mutually agreed upon by the CITY and by the COUNTY Primary Representatives at the first regular meeting following execution of this Agreement. Any changes in the report format shall be mutually agreed upon in the same manner. The COUNTY agrees to fulfill any additional reasonable reporting requests made by the City Council through the Primary Representative in accordance with the provisions of **Exhibit B, Paragraph B.**

4.4 Key Personnel

4.4.1 Vacancies in Key Personnel. The SHERIFF shall notify the CITY in writing immediately of any vacancies in any Key Personnel position. As soon as practicable after becoming aware of a vacancy or pending vacancy in a Key Personnel position, the CITY, through its Primary Representative, may provide the SHERIFF with input concerning the qualifications and characteristics desired by the CITY in filling such position. Nothing in this Section shall be construed to abrogate in whole or in part the right of the SHERIFF to hire, discipline, fire, assign or otherwise manage his or her workforce.

4.4.2 Personnel Issues. The CITY shall notify the SHERIFF should any personnel problem arise with regard to any personnel performing Services under this Agreement. The notification shall include the known facts which give rise to the problem, and may include a request by the CITY that the SHERIFF transfer or otherwise reassign such employee out of service to the CITY when such employee is failing to effectively perform Services hereunder. The SHERIFF may address the problem within the requirements of the law and the SHERIFF's policies and may, if the situation warrants in the SHERIFF's sole discretion, reassign such employee or take other appropriate action. Nothing in this Section shall be construed to abrogate in whole or in part the right of the SHERIFF to hire, discipline, fire, assign or otherwise manage his or her workforce. To the extent legally permissible, the SHERIFF shall provide the CITY Manager with a

report outlining the actions taken, if any, by the SHERIFF to redress the personnel problem.

4.4.3 Internal Investigations In the event that COUNTY personnel performing Services hereunder are involved in an incident for which an internal investigations complaint is received, such complaint shall be investigated according to then - current SHERIFF's policies. To the extent legally permissible, the COUNTY Primary Representative shall notify the CITY Manager of the complaint and status of the investigation as soon as practical. To the extent legally permissible, the notice shall provide the CITY with sufficient detail to allow the CITY to render decisions about potential CITY liability or risk associated with the incident. Nothing in this Section shall be construed to abrogate in whole or in part the right of the Sheriff to hire, discipline, fire, assign or otherwise manage his or her workforce.

4.5 Key Subcontractors. The CITY may provide input to the SHERIFF on the qualifications and characteristics desired by the CITY for any key subcontractors who perform either regular or costly services under the direction of the SHERIFF pursuant to this Agreement. The SHERIFF will provide the CITY with advance notice, whenever practical, of the SHERIFF's intent to engage a key subcontractor and the CITY may provide the SHERIFF with input concerning the qualifications and characteristics desired by the CITY in engaging such subcontractor.

SECTION 5. COUNTY RESPONSIBILITIES.

5.1 COUNTY to Provide Services. The COUNTY, through the SHERIFF, will provide the Services within the Incorporated Area. The description and level of the Services shown on Exhibit A may be modified, increased or decreased only by written agreement of the COUNTY and CITY, except that the Services or levels of Service shall not be decreased if such action shall result in the SHERIFF's Office being unable to (a) adequately protect the public safety or the safety of any law enforcement or public safety personnel, or (b) meet minimum requirements imposed by federal, state or local law for law enforcement or public safety. During the course of any calendar year for which Exhibits C and D were finalized in the preceding year, any increase or decrease in Services or the level of Services will result in a corresponding increase or decrease in the cost to the CITY, and the Parties must agree in writing to any such amendment to the costs, Services or Service levels associated with any such change prior to such modification. Nothing in this Section shall be construed to require the CITY to pay any amounts in excess of Total Annual Fees without its prior written agreement.

5.2 Services Delivery Standards. Delivery of Services shall at all times conform to the Performance Standards set forth in **Exhibit B** and will generally be, at a minimum, consistent with COUNTY's and the SHERIFF's adopted policies and service standards and with the provision of law enforcement and public safety services to the unincorporated areas of the COUNTY, unless otherwise provided herein. In performing the Services, the COUNTY shall use that degree of care and skill ordinarily exercised under similar circumstances by members of the same profession in the State of Colorado. Periodically, the COUNTY or the SHERIFF may modify policies and service standards, so long as the modifications do not decrease the level or standards of Service without written consent of the CITY's Primary Representative.

5.3 COUNTY to Process Certain Citizen Inquiries. The COUNTY shall address all citizen inquiries in a timely and responsive manner.

5.4 COUNTY to Furnish Personnel and Equipment. The COUNTY shall furnish all personnel, facilities, equipment and such resources, materials, overhead, administrative and other support deemed by the COUNTY as necessary to provide the Services herein described. The Services are to be provided by the assignment of COUNTY personnel to serve the CITY generally in conformity with **Exhibit C**. The COUNTY shall also provide fleet management, risk management, legal, information management, finance, human resources, and community relations services so as to allow the COUNTY to provide the Services to be provided to the CITY under this Agreement in a professional and workmanlike manner and in compliance with all local, state and federal laws.

5.5 Identification of Equipment. The COUNTY shall identify vehicles, equipment and uniforms of personnel that regularly provide Services within the CITY under this Agreement with the insignia of the CITY, in a design and format as reasonably agreed to by the CITY and COUNTY Primary Representatives. For uniforms, references to the CITY attached by service tab to the employee's name badge shall be deemed acceptable. The employees of the COUNTY performing Services hereunder shall distribute business cards referencing the employee's name (which may be handwritten) and stating "Serving the City of Centennial." Additional costs associated with use of the CITY logo shall be paid for by the CITY. The COUNTY may also identify such vehicles, equipment and personnel with the COUNTY's standard insignia.

5.6 Written Releases. On all program and other written materials developed as part of the performance of Services hereunder and related programs, the COUNTY shall utilize CITY letterhead or logo, as appropriate, in a design and format as reasonably agreed to by the CITY and COUNTY Primary Representatives. Additional costs, if any, associated with use of the CITY logo shall be paid for by the CITY.

5.7 Fee Collection. Any fees and amounts which are due to the CITY's law enforcement provider under C.R.S. §42-4-1409(9), as amended, if collected by the COUNTY or SHERIFF, shall either be remitted to the CITY or credited against the payments due from the CITY, as determined appropriate by the accountants and auditors of the Parties.

5.8 Credits. In the event that the COUNTY or SHERIFF receives grants or other rebates, incentives, restitution, insurance proceeds or other funds from any source, which funds are used to pay for the provision of Services or any other costs for which the CITY is otherwise directly obligated to pay hereunder, the COUNTY shall disclose receipt of such funds to the CITY Finance Director and, unless restricted by law or the terms of the grant or other funding source, shall credit the CITY with such amount against any payments due to the COUNTY hereunder.

5.9 New or Amended Ordinances. The CITY may adopt or amend, from time to time, in its sole discretion, such ordinances, regulations, codes or other restrictions of a general law enforcement nature, which shall be enforced by the COUNTY. Prior to the CITY passing a new ordinance or amending an existing ordinance to be enforced by the COUNTY, the CITY and the COUNTY shall consult on the impact and additional costs, if any, for such enforcement. The expectation of the Parties is that the CITY will not incur

any cost increase from the adoption of any new ordinance or amendment of any existing ordinance that creates or governs an offense which is already enforced by the SHERIFF under any local, state or federal law or regulation. It is expected that the City will incur additional costs from the adoption of a new ordinance or amendment of an existing ordinance if additional training, equipment or other direct costs must be incurred by the SHERIFF in order to enforce such law.

SECTION 6. CITY DELEGATION OF RESPONSIBILITY.

The CITY hereby confers the authority on the COUNTY to perform the Services described in Exhibit A of this Agreement, within the Incorporated Area. The CITY confers municipal police authority on such COUNTY deputies as might be engaged hereunder in enforcing CITY ordinances within the Incorporated Area for the purposes of carrying out this Agreement. Authority to perform additional services may be granted to the COUNTY and added to this Agreement by written amendment or memorandum of understanding signed by the Parties. The City hereby designates the SHERIFF as the All Hazards/Disaster/Emergency Manager for the CITY with full authority to act in that capacity pursuant to all federal, state, and local contracts, agreements, plans, grants, laws, rules and regulations. Nothing contained herein shall be construed as a delegation of the responsibilities placed on the CITY under C.R.S. §24-32-2109 (as may be amended), or (a) to otherwise abrogate the CITY's authorities and responsibilities to declare local CITY emergencies or disasters or to otherwise act in accordance with the adopted Arapahoe County Emergency Operations Plan or revise the provisions of such plan when such revision is agreed to in writing by the COUNTY and the CITY, or (b) to otherwise act in accordance with such other local emergency management plan or amendment thereto as may be adopted from time to time with the written approval of the SHERIFF and the CITY.

SECTION 7. OWNERSHIP OF DOCUMENTS AND WORK PRODUCT.

All criminal and internal affairs investigation and other personnel records produced as part of the provision of Services hereunder and any other records required by law to be in the ownership of the SHERIFF shall be owned by the SHERIFF. All SHERIFF's Office administrative or operational reports and compilations of data otherwise related to the provision of Services hereunder shall be owned by the CITY. If a transition plan should be implemented at any time in accordance with this Agreement, all records, documents and electronic data owned by the CITY related to the provision of Services hereunder shall be made available to the CITY at no cost to the CITY until the date that the transition takes effect. After such date, copies of all such records, documents and electronic data shall be made available to the CITY at the actual cost (including staff time) incurred by the COUNTY in preparing, gathering and copying such records. At all times, the SHERIFF shall treat any CITY law enforcement agency as may come into existence in a like manner as the SHERIFF would treat any other similar law enforcement agency concerning the sharing of criminal records.

SECTION 8. COMPENSATION AND BILLING PROCEDURE.

8.1 Compensation. In consideration for the provision of Services described herein, including all support services as outlined in this Agreement, the CITY agrees to pay the

COUNTY the Total Annual Fees as set forth on **Exhibit D** to this Agreement. The Parties agree that the Total Annual Fees on **Exhibit D** (and the Risk Sharing Costs on **Exhibit E**) shall be re-negotiated each year in accordance with the provisions of Section 8.3.

8.2 Billings.

8.2.1 Total Annual Fees shall be allocated and invoiced to the CITY equally over a twelve-month period for every calendar year this Agreement remains in effect. Any other amounts due to the COUNTY in accordance with this Agreement shall be billed and paid as and if incurred pursuant to the timeframes and billing procedures set forth in this Section 8.2.

8.2.2 The allocated Total Annual Fees will be billed by the COUNTY no later than the thirtieth (30th) day of the month. Payments by the CITY will be due within thirty (30) days of receipt of the billing.

8.2.3 All COUNTY invoices shall be sent directly to the CITY Finance Director or his/her designee for review and submission to the CITY Council for final approval.

8.2.4 The CITY Manager or his/her designee shall contact the COUNTY's Finance Director should there be any discrepancies in the invoice or invoices submitted. The CITY may dispute any invoiced amount and may request additional information from the COUNTY substantiating any and all invoiced amounts before accepting the invoice. When additional information is requested by the CITY, the CITY shall advise the COUNTY in writing, identifying the specific item(s) that are in dispute and giving specific reasons for any request for information. If the CITY disputes an item or invoice and additional information is requested, the CITY shall pay the invoiced amount within thirty (30) days of acceptance of the item or invoice by the CITY following receipt of the information requested and resolution of the dispute. To the extent possible, undisputed charges within the same invoice as disputed charges shall be timely paid in accordance with this Agreement.

8.3 Future Billing Rates.

8.3.1 Development of Annual Budget and Exhibits C, D and E. The Total Annual Fees for Services outlined on **Exhibit D** (incorporating the Risk Sharing Costs outlined on **Exhibit E**) are for anticipated costs and Service levels for 2008. For 2009 and other years that this Agreement is in effect, the CITY and COUNTY representatives shall jointly develop a budget, including discretionary budget additions ("**Decision Packages**") and changes to Services or Service levels, if any, and changes to Risk Sharing Costs as outlined on **Exhibit E** in accordance with Section 11 of this Agreement, if any. Final adoption of the budget (and corresponding **Exhibits C, D and E**) as outlined in this Section shall be effected by official action of approval by the CITY and the COUNTY as set forth in Section 2 of the Agreement, and **Exhibits C, D and E** shall then be replaced and superseded. Throughout the budgeting process, the COUNTY shall allow the CITY's representatives to participate in COUNTY processes for determining the cost of providing Services and Risk Sharing Costs, and the CITY

shall allow the COUNTY representatives to participate in the CITY'S determination of available funding and Service needs. The schedule for development of the annual budget (and resulting **Exhibits C, D and E**) shall be:

(a) No later than August 1 of each year, the COUNTY and CITY representatives shall meet to discuss current budget and Services, preliminary revisions to Services and Service levels, if any, preliminary revisions to Risk Sharing Costs, if any, and preliminary budget impacts, with a written proposal related to these Services and Service levels (a proposed **Exhibits C, D and E** for the ensuing year) to be prepared by the COUNTY in advance of the meeting.

(b) Based on such discussions, the COUNTY Primary Representative will provide a preliminary budget to the CITY Primary Representative no later than September 15th of each year.

(c) In order to allow the Parties to adopt annual budgets by December 15th of each year, a final annual budget for the ensuing year shall be agreed to no later than November 15th of the year by the CITY Council and the COUNTY Board of County Commissioners by such action as is contemplated under Section 2 of this Agreement and in accordance with the considerations and obligations set forth in Sections 8.3.3 and 8.3.4 of this Agreement.

8.3.2 Biannual Market Compensation Survey. Commencing for Service year 2009 (to be conducted in 2008), the CITY and COUNTY will jointly engage in and equally share costs of a biannual market compensation survey of law enforcement positions matching as closely as possible the duties of SHERIFF's office personnel providing Services to the CITY hereunder. The Parties agree that attracting and retaining qualified and quality SHERIFF's personnel is in the best interest of both Parties and the Parties will strive to increase compensation as needed to remain reasonably competitive and attract and retain such personnel. The survey contemplated hereunder shall be completed by August 1st of each year in which it is to be conducted.

8.3.3 Future Annual Budgetary Amounts. The Parties acknowledge that changes in Services or Service levels or changes in costs to the COUNTY of providing the same Services or Service levels may affect future amounts of Total Annual Fees to be paid by the CITY hereunder (either by increasing or decreasing in correspondence with the changes in costs, Services or Service levels). The Parties acknowledge that the CITY and the COUNTY, as governmental entities, must operate within budgetary limitations that require both entities to reasonably fund the Services contemplated hereunder while being at all times conscious of costs and of the responsibility to maintain the level and quality of the Services as contemplated by this Agreement. The expectation of the Parties is that the costs to the CITY for each personnel position or for each item of budgeted equipment will be the same as the cost paid by the COUNTY per position or item. Any increase in the Total Annual Fees as adopted on **Exhibit D** for any year of Services hereunder over prior year budgeted Total Annual Fees shall be at all times limited to a percentage no greater than the percentage increase over previous year budget amounts that the COUNTY will

approve for its own COUNTY budget for SHERIFF Services. This COUNTY percentage increase limit shall not be applicable to any new costs that are required because federal or state law imposes a law enforcement or public safety obligation on municipalities not otherwise imposed on counties. Any changes in the Risk Sharing Costs as adopted on **Exhibit E** for any year of Services over prior year budget shall be determined in accordance with Section 11 of this Agreement.

8.3.4 Negotiation of Annual Budgetary Amounts. The Parties understand that preliminary budget estimates for the ensuing year from the COUNTY are subject to change prior to November 15th of each year. The preliminary budget (and corresponding preliminary Exhibit D outlining Total Annual Fees) shall be developed with full consideration of the CITY's available funding and Service needs, and the COUNTY's cost of providing Services. Upon receipt of the initial draft preliminary budget (which, in accordance with Section 8.3.1(b), is due to the CITY by the COUNTY by September 15th of each year), the Parties' Primary Representatives and Finance Directors will meet and attempt to negotiate any necessary revisions to Services or Service levels to accomplish decreases in Total Annual Fees requested by the CITY. If the above representatives of the Parties are unable to agree by November 1 of each year to revisions in Services or Service levels necessary in order to bring the budget figures within the targeted amount, the CITY shall pay the COUNTY whatever the COUNTY'S costs are for the provision of Services for the following year, subject only to the limitation set forth in Section 8.3.3, and with the level of Services remaining the same as the previous year.

8.3.5 Corrections to Budget. When the payment due hereunder for any budgeted item is based on an allocation of costs methodology and the allocation of costs methodology is determined to be incorrect, the amount paid by the CITY shall be adjusted accordingly for any year subject to the review and mutual consent of the Parties, which consent shall not be unreasonably withheld or denied.

8.3.6 Changes in Incorporated Area. The Parties agree that annexation of additional areas or disconnection will result in a change in the size of the Incorporated Area for Services, and perhaps unique Service needs, and will require the Parties to agree in writing to an adjustment, if any, in the costs to the CITY. The COUNTY and CITY will work together to determine in advance and memorialize in writing additional or decreased costs that may be incurred due to any annexation or disconnection.

8.4 Total Annual Fees. Unless there is mutual written agreement between the Parties, the fees to be paid by the CITY in any year for the Services to be provided by the COUNTY shall not exceed the Total Annual Fees, as such shall be adjusted annually for each year of Services hereunder (through adoption and incorporation of amended **Exhibits D and E**).

8.5 All Hazards//Disaster/Emergency Management Services.

8.5.1. Deployment of Assets in Emergency. The Parties recognize that certain All Hazards/Disaster/Emergencies may occur which result in the CITY's need for

the SHERIFF to provide emergency management or disaster services. In accordance with Section 6 of this Agreement, the CITY grants to the SHERIFF the authority, as the CITY's All Hazards/Disaster/Emergency Manager, to deploy any qualified and immediately available assets, to include public or private sector assets, which assets shall be accountable to the SHERIFF in the best public interests of the community, up to \$150,000 with the prior approval of the Mayor and/or City Manager whenever possible. Although every effort will be made to consult with the CITY prior to deploying such emergency asset(s), if circumstances so require, the deployment of available emergency assets up to \$150,000 may be accomplished immediately, with subsequent notification to the CITY Manager or the Mayor as soon as practicable. If funds in excess of such amount are required, in accordance with CITY policy, approval of City Council or such other officer of the CITY as the CITY Manager may designate by notice to the COUNTY is necessary. The CITY shall not be responsible for fees for any emergency services not authorized by the CITY in accordance with this paragraph.

8.5.2. Subcontracted Work During Emergency. In the event subcontracted work (from either the private sector or public sector, including the COUNTY) becomes necessary in times of All Hazards/Disaster/Emergency, subcontracted work shall be charged to the CITY based on the actual subcontract amount incurred and paid by the COUNTY (excluding amounts reimbursed by another entity). In addition, the CITY agrees to pay the actual administrative and other costs incurred by the COUNTY (and not paid or reimbursed by any other entity) for creating and monitoring all records generated during an All Hazards/Disaster/Emergency, as well as other reasonable and actual costs incurred by the COUNTY in service to the CITY during an All Hazards/Disaster/Emergency. The COUNTY will keep a record of the time spent by crews and the monies expended in providing services in accordance with this Section and the CITY shall have the right to audit as otherwise provided in this Agreement.

8.5.3 Impact on Budget. In the event the SHERIFF authorizes services in accordance with this Section, to the extent that the cost of such services is not reimbursed by another entity and to the extent possible and desired by the CITY, the Parties shall meet to discuss whether any approved budgeted amounts for Services could be reduced to compensate for All Hazards/Disaster/Emergency expenses which will cause the annual cost to the CITY for Services to exceed the Total Annual Fees. No modification of Services will be made which results in Services or Service levels not meeting the standard set forth in Section 5.1 of this Agreement or without the mutual written agreement of the Parties.

SECTION 9. DURATION.

9.1 Term and Termination. This Agreement shall remain in full force and effect from 12:01 a.m. on February 1, 2008 ("**Effective Date**") until midnight December 31, 2018. Thereafter, the Agreement shall be renewed automatically for one-year periods commencing January 1 and ending December 31 unless either the CITY or the COUNTY provides the other with written notice by December 31 of any year of its intent to terminate the Agreement commencing at the start of the next calendar year which

begins at least 365 days after the date of the notice of termination. Total Annual Fees for Services, including Risk Sharing Costs, during any automatic renewal period shall be determined in accordance with the provisions of Sections 8 and 11 of this Agreement.

9.2 Other Providers. Nothing herein shall prohibit the CITY, at any time, from pursuing any process for evaluating or selecting service providers to provide Services (including a CITY police force) upon the termination of this Agreement.

9.3 Transition. In the event Services covered hereby are not continued, the Parties agree to develop a transition plan which will govern the timing and process of transfer of responsibility for delivering Services from the COUNTY to the CITY or to another service provider. Issues to be addressed in the transition plan shall include, but not be limited to, determining the exact time at which the responsibility for providing Services transfers from the COUNTY to the new service provider and a mutually agreeable transition budget. The transition plan will be developed by the CITY and COUNTY Primary Representatives and will be ready for implementation prior to the date of termination. The transition plan will generally include reasonable costs agreed to by the Parties related to matters, including, without limitation, COUNTY staff time (including training time), data, and materials utilized to assist the CITY with the transition. The COUNTY shall use its best efforts to mitigate any costs incurred in the transition. All costs associated with the transition plan to be paid by the CITY shall be approved in writing by the CITY Manager and shall be actual costs to or incurred by the COUNTY without administrative mark-up.

SECTION 10. ANNUAL APPROPRIATION.

The Parties understand and acknowledge that each of the CITY and COUNTY is subject to Article X, § 20 of the Colorado Constitution ("**TABOR**"). The Parties do not intend to violate the terms and requirements of TABOR by the execution of this Agreement. It is understood and agreed that this Agreement does not create a multi-fiscal year direct or indirect debt or obligation within the meaning of TABOR and, therefore, notwithstanding anything in this Agreement to the contrary, all obligations herein are expressly dependent and conditioned upon the continuing availability of funds beyond the term of each Party's current fiscal period ending upon the next succeeding December 31. Obligations payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available in accordance with the rules, regulations, and resolutions of each of the Parties and other applicable law. Notwithstanding any other provision to the contrary, continuation of this Agreement beyond December 31, 2008, is dependent upon the CITY and the COUNTY appropriating sufficient funds for payment of fees due under this Agreement or necessary to perform the Services for such subsequent fiscal year.

SECTION 11. INDEMNIFICATION AND DEFENSE.

11.1 COUNTY Indemnity.

11.1.1 To the extent authorized by law and without waiving the provisions of the Colorado Governmental Immunity Act, Sections 24-10-101, et seq., C.R.S. ("**CGIA**"), the COUNTY shall defend, indemnify and save harmless the CITY, its

officers, employees and agents from any and all costs, including, but not limited to, attorneys fees, investigation fees or other costs of defense, claims, judgments, or awards of damages, whether in settlement of any claim or by order of any court, alleged to be or resulting from the acts or omissions of the COUNTY, its officers, employees, or agents associated with this Agreement, including but not limited to claims arising from or in any way related to the provision of Services hereunder, regardless of the standard of negligence or conduct alleged to have occurred, claims for failure to train, discipline or supervise or for ratification of the same or for improper hiring or retention or otherwise related to employment matters, contract matters, or arising from or in any way related to any incident or matter arising in or on COUNTY jail or detention facility property(ies).

11.1.2 The COUNTY shall copy the CITY Attorney on any correspondence or notices related to any potential claim or claim arising from the COUNTY's Services under this Agreement when the COUNTY can identify the claimant as a Centennial resident.

11.1.3 Whenever any third party (a) files a written notice of claim against the CITY or COUNTY as required under C.R.S. §24-10-109 (as may be amended from time to time). (b) serves the CITY or COUNTY with a summons and complaint or (c) otherwise makes any claim for which the COUNTY shall provide indemnification hereunder (such claim, notice of claim or service of a complaint shall be referred to jointly in this Section as a "Claim"), such Claim shall be received by and acted upon by the COUNTY's Risk Management and Legal Department. The COUNTY shall remain responsible for receiving and acting upon such claims even though it may assert a protection under the CGIA or other law. The CITY shall promptly forward all such Claims it may receive to the COUNTY Attorney.

11.1.4 In the event that the CITY, its employees, or elected officials are named in any Claim, the COUNTY shall be the responsible party for defense or indemnification under this Agreement. For Claims seeking damages in excess of \$50,000 or for which the COUNTY Attorney adjudges that costs of investigation, defense and damages, if any, may exceed \$50,000 ("**Major Claims**"), the COUNTY Attorney shall consult with the CITY Attorney's Office upon receipt of such Major Claim or potential Major Claim and shall report regularly to the CITY Attorney's Office the status of any investigation or positions taken in regard to same as agreed to by the CITY Attorney and the COUNTY. Action upon such Major Claims may include but not be limited to payment in whole or part, or denial, but only with the written consent of the CITY. The COUNTY may not agree to any settlement or compromise or pledge any funds in settlement of any Major Claim under \$600,000 without the written consent of the CITY.

11.1.5 In no event will the COUNTY be responsible for a claim against the CITY which arises from Services not performed by the COUNTY, as long as such Services are not the obligation of the COUNTY's to perform under this Agreement. In addition, nothing in this Agreement is intended to limit the COUNTY'S or the CITY's immunities or defenses. The COUNTY'S obligation to defend, indemnify and save harmless the CITY, its officers, employees and agents, as set forth in this Section, shall not extend to any costs, claims,

judgments, or awards of damages alleged to be or resulting from any acts or omissions for which it would have governmental immunity if the costs, claims, judgments or award of damages was asserted or made directly against the COUNTY, its officers, employees or agents.

11.2 CITY Indemnity. To the extent authorized by law, and without waiving the provisions of the CGIA, the CITY shall defend, indemnify and save harmless the COUNTY, its officers, employees and agents from any and all costs, claims, judgments or awards of damages, alleged to be or resulting from the acts or omissions of the CITY, its officers, employees or agents (other than the COUNTY or SHERIFF) associated with this Agreement. Any such claims by third parties based on the acts or omissions of the CITY, its officers, employees, or agents (other than the COUNTY or SHERIFF) shall be received and acted upon by CITY management. The COUNTY shall promptly forward all such claims it may receive to the CITY Attorney.

11.3 Damage to CITY Property. The COUNTY shall promptly provide notice to the CITY of damage or casualty to any CITY property not caused by the COUNTY, its officers, employees and agents, of which the COUNTY may become aware while providing Services under this Agreement, and all related claims against the CITY's insurers or third parties shall be handled through the CITY or its risk or other manager.

11.4 CITY Ordinances. In executing this Agreement, the COUNTY does not assume liability or responsibility for or in any way release the CITY from any liability or responsibility which arises in whole or in part from the existence or effect of CITY ordinances, policies, rules or regulations. If any cause, claim, suit, action or administrative proceeding is commenced in which the enforceability and/or validity of any such CITY ordinance, policy, rule or regulation is at issue, the CITY shall defend the same at its sole expense and, if judgment is entered or damages are awarded against the CITY, the COUNTY, or both, the CITY shall satisfy the same, including all chargeable costs and reasonable attorney's fees.

11.5 Risk Sharing Costs and Exhibit E. In consideration for the indemnification and defense obligations of the COUNTY contained herein, the CITY shall pay as part of the Total Annual Fees provided for under **Exhibit D**, an annual amount as set forth on **Exhibit E** ("**Risk Sharing Costs**"). Both **Exhibits D and E** shall be replaced and superseded annually in accordance with this Agreement.

11.5.1 Amount of Risk Sharing Costs. Such annual Risk Sharing Costs amount shall be paid to the COUNTY as in Section 8.2 and shall be based upon all of the following:

(A) Insurance costs: The CITY's allocation of the SHERIFF's Office allocation of total premium costs incurred by the COUNTY for the following insurance coverage plus a similarly allocated cost of a brokerage/consulting fee:

- Property
- Excess liability (after first \$400,000 per claim)
- Boiler & machinery
- Public dishonesty (crime) coverage
- Excess worker's comp
- Self Insurer's Bond

The CITY's allocation of premium costs (with the exception of premium costs related to Property insurance coverage) shall be shown on Section A of **Exhibit E** and shall be an amount determined by multiplying total COUNTY insurance costs for each coverage type listed above by a percentage (equal to the total number of full-time employees of the SHERIFF's Office divided by the total number of full-time employees for the COUNTY in the prior year) multiplied again by a percentage (equal to total amount charged to the CITY under **Exhibit D** of the relevant year divided by total SHERIFF's Office Budget in the relevant year). The CITY's allocation of premium costs related to Property insurance coverage shall be shown on Section A of **Exhibit E** and shall be an amount determined by multiplying total COUNTY premium cost for such coverage by a percentage determined by dividing total square footage of real property occupied by the SHERIFF's Office by the total square footage of all real property occupied by all COUNTY offices.

(B) **Minor Claims:** The CITY's allocation of the claims paid for which the total amount paid in settlement or as the result of a judgment was less than \$50,000 ("**Minor Claims**"). For Minor Claims, the CITY's annual Risk Sharing Costs shall be calculated as follows:

Average of the prior three years' total Minor Claims incurred by the COUNTY related to SHERIFF's Office services similar to the Services provided under the Agreement, multiplied by the percentage which is determined as follows:

Total amount payable to the COUNTY under **Exhibit D** divided by an amount (equal to the total SHERIFF's Office Budget minus the amount related to detention-related services).

(C) **Major Claims:** The CITY's allocation of the claims paid for which the total amount paid in settlement or as the result of a judgment and/or incurred in the defense or investigation thereof (staff risk management, paralegal and attorney time) was \$50,000 or more ("**Major Claims**"). For Major Claims, the CITY's annual Risk Sharing Costs shall be calculated as follows:

Average of the prior three years' total Major Claims incurred by the COUNTY related to the provision of Services under the Agreement.

(D) **Staff Time:** The CITY's allocation of the COUNTY's total cost for staff time involved in processing all claims except Major Claims (such staff time being included in the calculation under subsection (C) of **Exhibit E**) to include time spent by risk management, attorneys and paralegals. Risk management and paralegal time costs are based on total cost to the COUNTY for such positions multiplied by a percentage (equal to the total number of full-time employees of the SHERIFF's Office divided by the total number of full-time employees for the COUNTY in the prior year) multiplied again by a percentage (equal to total amount charged to the CITY under Exhibit D of the relevant year divided by total SHERIFF's Office Budget in the relevant year). Attorney time costs is based on an estimate of the average of the prior three years' total hours

spent by COUNTY Attorneys on non-detention related claims against the SHERIFF's Office multiplied by a percentage which is determined as follows:

Total amount payable to the COUNTY under Exhibit D divided by an amount (equal to the total SHERIFF's Office Budget minus the amount related to detention-related services).

11.5.2 Data Used in Calculating Exhibit E. Data used in calculating **Exhibit E** shall be actual or budgeted numbers for the last relevant calendar or budget year.

11.5.3 Limitation on Increase in Annual Risk Sharing Costs. At all times, for each ensuing year of Services hereunder, the annual Risk Sharing Costs shall not be increased beyond the prior year's Risk Sharing Costs subject to an annual limitation ("**Risk Sharing Cap**"). For Service year 2008, the Risk Sharing Cap shall be \$400,000. For each year of Service beyond Service year 2008, the annual Risk Sharing Cap shall be equal to the prior year's Risk Sharing Cap increased only by a percentage equal to the average by which the Insurance premium, minor claims and staff time costs used in calculating the **Exhibit E** Annual Risk Sharing Costs (under 11.5.1(A) (B) and (D) above) increased to the COUNTY. Any decreases in such costs to the County shall cause the annual Risk Sharing Cap to decrease proportionately.

11.5.4 Conference When Annual Risk Sharing Cap Reaches Threshold. The Parties acknowledge that the CITY and the COUNTY, as governmental entities, must operate to limit exposure to liability to ensure that both entities can continue to reasonably and responsibly fund all necessary governmental services. When and if the annual Risk Sharing Cap calculation performed annually under this Agreement reaches the \$650,000 threshold, the CITY and the COUNTY shall meet in good faith to discuss and evaluate methods and mechanisms to decrease or manage the risk and exposure to both parties, including an evaluation of the allocation of liability and defense obligations under this Agreement.

SECTION 12. NO THIRD-PARTY BENEFICIARY.

The COUNTY does not intend by this Agreement to assume any contractual obligations to anyone other than the CITY, and the CITY does not intend by this Agreement to assume any contractual obligation to anyone other than the COUNTY. The COUNTY and the CITY do not intend that there be any third-party beneficiary to this Agreement.

SECTION 13. INSURANCE.

To protect against certain liabilities that may arise while providing and receiving Services under this Agreement, and in part to assure that the Parties are capable of fulfilling the indemnification obligations specified herein, the Parties shall maintain the following insurance coverages.

13.1 Required Policies. Each of the CITY and the COUNTY shall procure and maintain the following insurance coverage, with insurers with an A- VII or better rating as

determined by Best Key Rating Guide, at their own expense. The CITY and COUNTY agree that the CITY'S participation in a public entity self-insurance pool shall satisfy this requirement.

13.1.1 Commercial General Liability insurance with minimum combined single limit of \$2,000,000 (two million dollars) each occurrence and \$2,000,000 (two million dollars) aggregate, covering all operations by or on behalf of each entity against claims for bodily injury, including death, personal injury, and property damage liability. The policy shall include products and completed operations liability, and blanket contractual liability coverage. The COUNTY's policies shall include law enforcement coverage.

13.1.2 Commercial Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than \$1,500,000 (one million five hundred thousand dollars) each occurrence for vehicles owned by each respective Party. The COUNTY shall insure vehicles owned by the COUNTY; the CITY shall insure vehicles owned by the CITY. Vehicles used in the provision of Services under this Agreement shall remain in the ownership of the COUNTY.

13.1.3 Public Officials' Liability Insurance to cover claims arising out of the discharge of public duties with minimum limits of \$2,000,000 per occurrence and aggregate.

13.1.4 The COUNTY shall make provisions for workers' compensation insurance, social security employment insurance and unemployment compensation for its employees performing Services under this Agreement as required by any law of the State of Colorado or the federal government and shall upon written request exhibit evidence to the CITY. Each of the CITY and the COUNTY is responsible for the required and necessary workers' compensation coverage on their respective employees.

13.2 Claims Made Policies. If coverage is provided for Commercial General Liability, Commercial Automobile Liability or Public Officials' Liability Insurance on a "Claims Made" policy, each of the CITY and the COUNTY agrees to maintain "tail" coverage for such policy for a two-year period following the expiration of this Agreement, subject to availability under and terms and conditions of existing policies. All "Claims Made" policies shall include a retroactive date of January 1, 2001 or earlier, subject to availability under and terms and conditions of existing policies.

13.3 Additional Insureds. All policies referenced in this Section shall be primary insurance with respect to the actions of the insured Party. Each Party is solely responsible for any deductible losses under any policy required. Except for Workers' Compensation, each Party's policies shall include the other Party as an additional insured for damage or injury arising out of the premises or operations of the Party that is the named insured under the Policy. The named insured's policy shall provide primary insurance for the additionally insured Party to the extent and in the manner provided in the applicable policy.

13.4 Certificates. Each Party shall provide the other with Certificates of Insurance for the coverages required under this Section at least thirty (30) days prior to the

beginning of the term of this Agreement, and notice at least thirty (30) days prior to any expiration of coverage. The Certificate will confirm that the carrier(s) will provide the Certificate holder with thirty (30) days written notice prior to the effective date of any cancellation, non-renewal or any other material change.

13.5 Governmental Immunity. Nothing in this Agreement is interpreted to waive the monetary limitations or any other rights, immunities, or protections ("**Protections**") provided by the Colorado Governmental Immunity Act, Sections 24-10-101, et seq., C.R.S., as amended from time to time ("**CGIA**") or otherwise available to the Parties for federal claims. If either the CITY or the COUNTY waives the Protections of the CGIA, or any protections available for defense of federal law claims, such waiver shall not without written consent extend to the Protections afforded the other; to the extent that such waiver does result in a waiver of the Protections afforded the non-waiving Party, the waiving Party shall indemnify and hold harmless the non-waiving Party.

SECTION 14. SUBROGATION.

The Parties agree to waive the right to subrogation to the limited extent of the obligations for indemnification and defense as provided in Section 11 of this Agreement.

SECTION 15. NON-DISCRIMINATION.

The COUNTY and the CITY certify that they are Equal Opportunity Employers.

SECTION 16. ASSIGNMENT.

Neither the COUNTY nor the CITY shall have the right to transfer or assign, in whole or in part, any or all of its obligations and rights hereunder without prior written consent of the other Party.

SECTION 17. NOTICE.

Formal notice or communication to be given by COUNTY or SHERIFF to CITY under this Agreement shall be deemed properly given if delivered, or if mailed postage prepaid and addressed to:

CITY OF CENTENNIAL
12503 East Euclid Drive, Suite 200
Centennial, Colorado 80111
Attention: City Manager

with a copy to be mailed to each the CITY Attorney and the Mayor at the same address

Formal notice or communication to be given by CITY to COUNTY or SHERIFF under this Agreement shall be deemed properly given if delivered, or if mailed postage prepaid and addressed to:

ARAPAHOE COUNTY
5334 South Prince
Littleton, Colorado 80166-0001
Attn: County Attorney
Attn: Special Assistant to the Board of County Commissioners

ARAPAHOE COUNTY SHERIFF'S OFFICE
13101 Broncos Parkway
Centennial, CO 80112
Attn: Sheriff

The name and address to which notices and communications shall be directed may be changed at any time, and from time to time, by either the CITY or the COUNTY giving notice thereof to the other as herein provided.

SECTION 18. COUNTY AS INDEPENDENT CONTRACTOR.

COUNTY is, and shall at all times be deemed to be, an independent contractor. Nothing herein contained shall be construed as creating the relationship of employer or employee between CITY and COUNTY or any of the COUNTY'S agents or employees. To the extent this Agreement creates a principal-agent relationship between the SHERIFF and the CITY, such relationship confers on the SHERIFF and employees of the SHERIFF's Office authority to act on the CITY's behalf only as to matters covered by this Agreement. The COUNTY shall retain all authority for rendition of Services, standards of performance, control of personnel, including discipline, and other matters incident to the performance of Services by the COUNTY, and within the limitations of the CITY's budget and direction, pursuant to this Agreement. Nothing in this Agreement shall make any employee of the CITY a COUNTY employee or any employee of the COUNTY a CITY employee for any purpose, including, but not limited to, for withholding of taxes, payment of benefits, worker's compensation or any other rights or privileges accorded the COUNTY or CITY employees by virtue of their employment.

SECTION 19. PUBLIC RECORDS.

All records of the COUNTY or SHERIFF's Office, including public records as defined in the Colorado Open Records Act ("**CORA**") and records produced or maintained in accordance with this Agreement, are to be retained and stored at the COUNTY offices and opened for public inspection in accordance with COUNTY policies. CORA public records requests for such records shall be processed by the COUNTY. For purposes of CORA, the SHERIFF is the custodian of all records produced or created as a result of this Agreement.

SECTION 20. AUDITS AND INSPECTIONS.

The records and documents with respect to all matters covered by this Agreement shall be subject to inspection, review or audit by the COUNTY or CITY, or the designee of either during the term of this Agreement and three (3) years after termination. The cost

of any audit or review shall be borne by the requesting Party. In addition, at the CITY's cost, the CITY shall have the right to conduct, either itself or through a designee, an audit of the Services provided to the CITY and associated costs. The Parties shall make available for inspection and review by the auditor selected by the requesting Party all information relevant to the matter under audit. Any such inspections or audits shall be conducted during normal business hours or at reasonable times and, when possible, with prior notification to the Party being audited or inspected.

SECTION 21. WAIVER.

No waiver by the CITY, COUNTY or SHERIFF of any term or condition of this Agreement shall be deemed or construed to constitute a waiver of any other term or condition or of any subsequent breach, whether of the same or a different provision of this Agreement.

SECTION 22. ENTIRE AGREEMENT.

This Agreement and the Arapahoe County Emergency Operations Plan as it affects the CITY, as in effect and as may be amended from time to time by written authorization of the Parties, contains all of the agreements of the Parties with respect to any matter covered or mentioned in this Agreement and no prior agreement shall be effective for any purpose.

SECTION 23. SURVIVAL UPON TERMINATION.

Any obligations which are required to be fulfilled even after termination of the Agreement, to include those obligations on the Parties set forth in Sections 5.8, 7, any transition plan developed under 9.3, 11 (as to claims arising under this Agreement), 12, 13 (as to insurance required to cover claims arising under this Agreement), 14 and 19 shall survive termination of this Agreement.

SECTION 24. AMENDMENT.

Provisions of this Agreement may be amended with the mutual consent of the Parties hereto. No additions to, or alteration of, the terms of this Agreement shall be valid unless made in writing, formally approved and executed by duly authorized agents of both the CITY and the COUNTY.

SECTION 25. GOVERNING LAW, VENUE AND ENFORCEMENT.

This Agreement shall be governed by and interpreted according to the law of the State of Colorado. Venue for any action arising under this Agreement shall be in the appropriate court for Arapahoe County, Colorado. The Parties agree that the rule that ambiguities in a contract are to be construed against the drafting Party shall not apply to the interpretation of this Agreement. If there is any conflict between the language of this Agreement and any exhibit or attachment, the language of this Agreement shall govern.

SECTION 26. CAPTIONS.

The captions of the sections and paragraphs are set forth only for the convenience and reference of the Parties and are not intended in any way to define, limit or describe the scope or intent of this Agreement.

SECTION 27. FILING.

Following its execution by the Parties, copies of this Agreement, together with the resolutions of the COUNTY Board of County Commissioners and the CITY Council approving and ratifying this Agreement shall be filed with the with the CITY Clerk and the COUNTY Clerk and Recorder.

SECTION 28. SEVERABILITY.

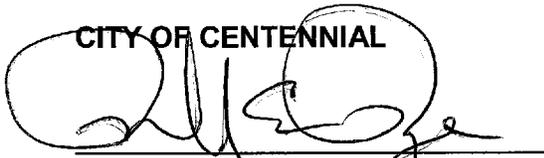
If any of the provisions contained in this Agreement are held illegal, invalid or unenforceable, the remaining provisions shall remain in full force and effect.

SECTION 29. TERMINATION OF PRIOR AGREEMENT.

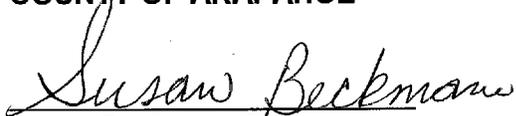
As of the Effective Date and *only as to those Services contemplated under this Agreement*, the Intergovernmental Agreement Between Arapahoe County and the City of Centennial to Provide Municipal Services, effective as of January 1, 2004 ("IGA"), and the letter of understanding between the CITY and the COUNTY dated December 27, 2007, continuing the effectiveness of the IGA, are hereby terminated.

[The remainder of this page is left intentionally blank. Signature page follows]

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed on the dates written below.

CITY OF CENTENNIAL


Randolph E. Pye, Mayor
January 23, 2008

COUNTY OF ARAPAHOE


Susan Beckman, Chair,
Board of County Commissioners
January 29, 2008

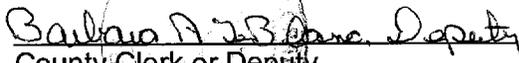

J. Grayson Robinson, Sheriff
Arapahoe County Sheriff's Office
January 23, 2008

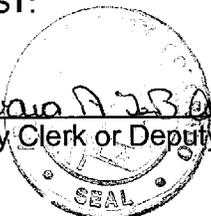
ATTEST:



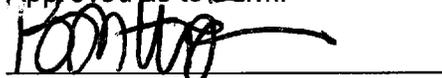
Linda Gawlik, City Clerk

ATTEST:



County Clerk or Deputy


Approved as to Form:



Robert C. Widner, City Attorney

Approved as to Form:



Kathryn Schroeder, County Attorney

EXHIBIT A
DESCRIPTION OF LAW ENFORCEMENT AND PUBLIC SAFETY SERVICES

A. The Arapahoe County SHERIFF's Office shall provide the public safety services as set forth on page 3 of this Exhibit A, which also includes all of the following services following services ("**Services**") under this Agreement:

1. Reactive patrol to enforce federal and state law and City-adopted municipal, criminal, and traffic codes and to respond to residents' and business' calls for service. Violations of municipal ordinances shall be cited into the CITY's municipal court.
2. Proactive patrol to prevent and deter criminal activity.
3. Traffic patrol to enforce applicable traffic codes, including, but not limited to, ordinances related to vehicular safety, weight, traffic or movement and vehicular registration.
4. Investigation of crimes by deputies (investigators) assigned to a criminal investigation unit investigating such crimes as major crimes, drug offenses (through South Metro Drug Task Force), fraud and such reports as missing persons, vice, and major accidents. These deputies are supported by crime scene analysis, crime laboratory, polygraph, identification, and evidence control.
5. Special operations services such as canine patrol, hostage negotiations, SWAT, and bomb disposal.
6. Communications services, including call receiving, dispatch, and reports.
7. Community service and community crime prevention deputies, including school resource officers.
8. Attendance and testimony in courts of appropriate jurisdiction and consultation with prosecuting attorneys.
9. Command and support staff.
10. Administrative services including planning and statistics, subpoena control, training, weapons permits, accounting, payroll, personnel, labor relations, media relations, fleet control, radio maintenance, purchasing, records, inspections/internal investigations, and other services provided by other COUNTY agencies in support of the COUNTY SHERIFF's Office.
11. As and if budgeted by the CITY and the COUNTY, legal advisor to the SHERIFF's Office.
12. Emergency management/disaster services as deemed necessary protect public health, safety or property, including law enforcement and public safety services that are necessary in an emergency or disaster. Emergency management/disaster services may be necessitated by conditions including, but not limited to, unusual weather conditions such as excessive snow and ice, thunderstorms and floods, and acts of terrorism and large-scale civil disobedience. Whenever possible, the

CITY Manager or his/her designee shall be contacted directly and immediately in the event of a declared or other emergency. Should the SHERIFF, acting for the COUNTY, undertake emergency management/disaster services he or she deems necessary without prior consultation of the CITY representative, the CITY representative will be informed within twenty-four (24) hours of the performance of the emergency management/disaster services. The representatives will work together to determine if an adjustment and prioritization of planned work activities can cover the emergency/disaster situation. Status reports are to be provided separately and as regularly as needed during and after the emergency situation.

13. Liquor code compliance and enforcement and law enforcement liaison to liquor licensing authority.
14. As and if budgeted by the CITY, security detail at CITY offices. "Security detail" shall not include responding to calls for service from or at CITY offices which shall be part of the Services provided hereunder.

B. The COUNTY shall NOT be required to provide enforcement of general land use, nuisance or zoning provisions. The municipal ordinances for which the COUNTY SHALL provide services under this Agreement include:

1. The general penalty provisions of the Municipal Code,
2. All ordinances codified in Chapter 8 (Vehicles and Traffic) of the City of Centennial Municipal Code,
3. All ordinances codified in Chapter 10 (General Offenses) of the City of Centennial Municipal Code,
4. Section 11.5.2(B) (Illegal Parking of a Semi-Tractor, Truck or Semi-Trailer) of the Land Development Code as adopted by the City of Centennial.
5. Police back-up for animal control and code enforcement in the event of a dangerous or potentially dangerous situation or encounter.
6. Information on the registration of motor vehicles or criminal histories at the request of the CITY management or code enforcement.
7. Service of municipal summons, complaints and penalty assessments.
8. Seizure of property related to CITY tax matters at the direction of CITY management.

C. The COUNTY shall provide all resources, personnel, material and equipment necessary to satisfactorily render the Services described herein.

D. In addition to reporting requirements otherwise required under this Agreement, the COUNTY shall provide the CITY with its annual CALEA report.

E. Should the CITY require future animal control enforcement services from the COUNTY through the SHERIFF's Office, the CITY and COUNTY agree to negotiate in good faith the terms and conditions under which enforcement of the CITY's animal control ordinance, codified at Article 7 of Chapter 7 of the City of Centennial Municipal Code, would be an additional Service provided under this Agreement.

Arapahoe County Sheriff's Office Public Safety Services for the City of Centennial

<p>Office of the Sheriff Budget Administration Public Information Policy Analysis Homeland Security Emergency Management Contract Administration Administration Accreditation Internal Investigations Human Resources Training Research and Development Concealed Weapons Inspections Communications Communications Center Call Dispatch After Hours City Contact E911 Emergency Medical Dispatch Critical Incident Dispatch Records Records Management Traffic Citation Management Crime Statistics Reporting Graffiti Program Reporting and Documentation Graffiti Removal Investigation Task Force Participation South Metro Drug Task Force Front Range Drug Task Force Metro Gang Task Force Joint Terrorism Task Force FLAG Fugitive Apprehension RCMFL Computer Forensics</p>	<p>Patrol Patrol Precinct Teams Community Resource Officers FTO Program K-9 Unit SWAT Team Bicycle Program Business Resource Program Impact Team Community Service Officer Explorer Program Traffic Team Motorcycle Traffic Enforcement School Resource Officers DUI Enforcement Program Truck Inspections Neighborhood Watch Gang Intervention Team Crisis Intervention Team CIT Hostage Negotiators Crime Prevention STOP Program Alive At 25 Safety Program Investigations Crimes Against Persons Crimes Against Property Child Victim Unit Fraud Unit Liquor Investigations Victim Advocate Unit Crime Lab Property and Evidence Section Environmental Crimes Unit Bomb Squad Computer Forensics Investigator Juvenile Unit Special Investigations Sex Offender Registration Criminal Intelligence Vice and Illegal Gambling Executive Protection Gang Crime</p>
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EXHIBIT B
PERFORMANCE STANDARDS

- A. The SHERIFF's Office shall maintain at all times for the duration of this Agreement, conformity with the standards in effect in 2007 for its accreditation by the Commission on Accreditation for Law Enforcement Agencies ("CALEA"), demonstrating the applicable standards promulgated by CALEA and required for such accreditation. To the best of its ability, the SHERIFF's Office shall maintain at all times for the duration of this Agreement its accreditation by CALEA.

- B. In addition to the regular reporting required under this Agreement, the COUNTY shall respond in a timely manner to occasional reasonable requests from the CITY for additional data or information on the Services performed, invoices received, facts surrounding a particular matter or overall statistical data. Reasonable requests shall be requests for information that can be fulfilled by COUNTY by dedicating no more than approximately four hours of staff time to fulfilling. Requests requiring dedication of more than approximately four (4) hours of staff time to fulfill shall be billed by the COUNTY and paid by the CITY at the hourly rate of the employee(s) assigned to fulfill such request. At the CITY's request, the COUNTY shall provide an estimate of such costs in advance to the CITY.

- C. The COUNTY regularly communicates Significant Criminal Occurrences or Incidents prior to release of such information by the COUNTY to the public.

- D. The COUNTY implements within the Incorporated Area all SHERIFF's office policies and procedures and maintains a copy of current police procedures on file at the SHERIFF's Office location for the CITY's reference. The SHERIFF or Undersheriff shall notify the CITY Manager of any procedures or changes that either supplement or affect the CITY's established goals and objectives for the Services.

- E. The COUNTY will regularly analyze call load data and adjust existing staffing to maximize response time and increased visibility.

EXHIBIT C

SCHEDULE OF ASSIGNED PERSONNEL (2008)

(This exhibit to be replaced annually for each year the Agreement is in effect)

CENTENNIAL ASSIGNED PERSONNEL 2007- 2008	CENTENNIAL ASSIGNED 2007	CENTENNIAL ASSIGNED 2008
Patrol Deputies		
107040995 - Public Safety - Patrol-General Fund - Centennial	74	74
107040999 - Public Safety - Traffic Unit-Centennial	10	10
107040998 - Public Safety - Community Resources-Centennial	6	6
Investigations and Support		
107040997 - Public Safety - Investigations- Investigators - Centennial	24.75	24.75
107040996 - Public Safety - Crime Lab-Centennial	3	3
107040025 - Public Safety - Environmental Crimes Unit		2
107010800 - General Administration - Emergency Management		1
107040993 - Public Safety - Communications-Centennial	16	16
107010997 - General Administration-Centennial	2	2
107020996 - Professional Standards - Internal Affairs-Centennial	2	2
107020994 - Professional Standards - Human Resources-Centennial	2	2
107020995 - Professional Standards - Training-Centennial	2	2
107040997 - Public Safety - Investigations - Support Staff - Centennial	5	5
107040994 - Public Safety - Property and Evidence-Centennial	2	2
107040992 - Public Safety - Telecomm-Centennial	2	1
107050999 - Det/Admin Services - Information Management-Centennial	6	6
TOTAL	156.75	158.75

EXHIBIT D

SCHEDULE OF COSTS (2008)

(The spreadsheet that constitutes this Exhibit follows and this exhibit to be replaced annually for each year the Agreement is in effect)

2008 Centennial Budget - Law Enforcement Services
Baseline Budget with Salary Adjustments
 Revised 12/27/2007 at 1520

Patrol Deputies	2008		2008		2008		2007		Variant from 2007
	Total	Sheriff's Office	Non-Centennial Cost	Centennial Cost	Centennial Cost	Centennial Costs	Centennial Costs		
Patrol	\$ 13,970,483	\$ 13,970,483	\$ 5,588,193	\$ 8,382,290	\$ 8,878,390	\$ 8,878,390	\$ 8,878,390	\$ (496,100)	
Traffic Enforcement	\$ 1,609,399	\$ 1,609,399	\$ 145,204	\$ 1,464,195	\$ 1,454,059	\$ 1,454,059	\$ 1,454,059	\$ 10,136	
Community Resources*	\$ 1,127,807	\$ 1,127,807	\$ 451,123	\$ 676,684	\$ 643,505	\$ 643,505	\$ 643,505	\$ 33,179	
SWAT	\$ 157,936	\$ 157,936	\$ 63,174	\$ 94,762	\$ -	\$ -	\$ -	\$ 94,762	
Sub Total	\$ 16,865,625	\$ 16,865,625	\$ 6,247,694	\$ 10,617,931	\$ 10,975,954	\$ 10,975,954	\$ 10,975,954	\$ (358,023)	

*Community Resources includes School Resource Officers and Crime Prevention

Investigation and Support Elements	2008		2008		2008		2007		Variant from 2007
	Total	Sheriff's Office	Non-Centennial Cost	Centennial Cost	Centennial Cost	Centennial Costs	Centennial Costs		
Investigations	\$ 4,678,388	\$ 4,678,388	\$ 1,871,355	\$ 2,807,033	\$ 2,922,737	\$ 2,922,737	\$ 2,922,737	\$ (115,704)	
Crime Lab	\$ 724,368	\$ 724,368	\$ 398,402	\$ 325,966	\$ 314,962	\$ 314,962	\$ 314,962	\$ 11,004	
Communications	\$ 1,601,113	\$ 1,601,113	\$ 640,445	\$ 960,668	\$ 889,802	\$ 889,802	\$ 889,802	\$ 70,866	
Emergency Management	\$ 261,219	\$ 261,219	\$ 104,488	\$ 156,731	\$ -	\$ -	\$ -	\$ 156,731	
Environmental Crimes	\$ 367,958	\$ 367,958	\$ 165,581	\$ 202,377	\$ -	\$ -	\$ -	\$ 202,377	
Liquor Enforcement	\$ 62,586	\$ 62,586	\$ -	\$ 62,586	\$ 60,470	\$ 60,470	\$ 60,470	\$ 2,116	
Administration	\$ 1,097,953	\$ 1,097,953	\$ 878,362	\$ 219,591	\$ 213,718	\$ 213,718	\$ 213,718	\$ 5,873	
Office of Professional Standards	\$ 904,624	\$ 904,624	\$ 660,376	\$ 244,248	\$ 233,417	\$ 233,417	\$ 233,417	\$ 10,831	
Human Resources	\$ 778,326	\$ 778,326	\$ 568,178	\$ 210,148	\$ 220,589	\$ 220,589	\$ 220,589	\$ (10,441)	
Training	\$ 786,978	\$ 786,978	\$ 574,494	\$ 212,484	\$ 210,428	\$ 210,428	\$ 210,428	\$ 2,056	
Property and Evidence	\$ 325,570	\$ 325,570	\$ 162,785	\$ 162,785	\$ 197,957	\$ 197,957	\$ 197,957	\$ (35,172)	
Telecomm	\$ 460,088	\$ 460,088	\$ 394,688	\$ 65,400	\$ 302,929	\$ 302,929	\$ 302,929	\$ (237,529)	
Information Management	\$ 854,103	\$ 854,103	\$ 307,477	\$ 546,626	\$ 506,677	\$ 506,677	\$ 506,677	\$ 39,949	
Warrants	\$ 319,098	\$ 319,098	\$ 319,098	\$ -	\$ -	\$ -	\$ -	\$ -	
Civil Process/Fugitive Transport	\$ 1,587,017	\$ 1,587,017	\$ 1,587,017	\$ -	\$ -	\$ -	\$ -	\$ -	
Detentions	\$ 27,585,184	\$ 27,585,184	\$ 27,585,184	\$ -	\$ -	\$ -	\$ -	\$ -	
Detentions Medical	\$ 3,984,002	\$ 3,984,002	\$ 3,984,002	\$ -	\$ -	\$ -	\$ -	\$ -	
Sub Total	\$ 46,378,575	\$ 46,378,575	\$ 40,201,932	\$ 6,176,643	\$ 6,073,686	\$ 6,073,686	\$ 6,073,686	\$ 102,957	

Sheriff's Office Total \$ 63,244,200 \$ 46,449,626 \$ 16,794,574 \$ 17,049,640 \$ (255,066)

2008 Centennial Budget - Law Enforcement Services
Baseline Budget with Salary Adjustments - Does not include Requested Packages
 Revised 12/27/2007 at 1520

Cost Center	2008 Centennial Cost	2007 Centennial Costs	Differential from 2007
Indirect Costs	\$ 1,747,261	\$ 1,563,743	\$ 183,518
Vehicle Replacement Cost	\$ 232,176	\$ 100,993	\$ 131,183
On-going radio replacement	\$ 118,985	\$ 248,190	\$ (129,205)
Computer Replacement Costs	\$ 36,166	\$ 57,619	\$ (21,453)
Mobile Data Terminal Replacement	\$ 281,000	\$ -	\$ 281,000
Contract Administration	\$ 38,731	\$ 36,862	\$ 1,869
Liability Costs	\$ 210,506	\$ 166,345	\$ 44,161
Sub total with Indirect Costs	\$ 19,459,399	\$ 19,223,392	\$ 236,007

2007 Budget Packages Approved by the Centennial City Council \$ 65,209

2008 Budget Packages approved by the Executive Budget Committee

Investigations	S. Metro Secretary	\$ 32,539	
Investigations	Vict/Asst Counselor	\$ 42,190	
Prop & Evid	Evidence Custodian	\$ 31,587	
HR	Add Temp Salary	\$ 2,645	
	Sub-total	\$ 108,961	\$ 65,209
			\$ 43,752
Grand Total with Packages		\$ 19,568,360	\$ 19,288,601
			\$ 279,759

EXHIBIT E

SCHEDULE OF ANNUAL RISK SHARING COST (2008)

The spreadsheet that constitutes this Exhibit follows and this exhibit to be replaced annually for each year the Agreement is in effect)

**EXHIBIT E
CALCULATION OF COST ALLOCATED TO THE CITY
FOR INSURANCE AND LIABILITY**

The intent of the calculations in Exhibit E is to determine a cost for the County accepting and defending claims against the Sheriff's Office in the performance of their duties. The general methodology is to consider the costs to the County to provide this as part of the intergovernmental agreement and allocate a proportionate share to the City of Centennial related to the provision of law enforcement services.

A. PREMIUM COST

	County 2007 Insur. Cost	ACSO 2007 Insur. Cost	ACSO Centennial Allocation
Property	\$ 126,300	\$ 20,208	\$ 6,250
Excess Liability, All Lines	232,574	81,577	25,230
Boiler & Machinery	-	-	-
Public Dishonesty (Crime) Coverage	5,806	2,037	630
Excess Workers Compensation	75,872	26,613	8,231
Self Insurers Bond	8,100	2,841	879
Brokerage/Consulting Fee	46,750	16,398	5,072
	<u>\$ 495,402</u>	<u>\$ 149,673</u>	<u>\$ 46,291</u>

B. MINOR CLAIMS

Year	Claims Incurred	Centennial Claim %	Centennial Allocation
2004	217,752	67.0%	145,996
2005	148,048	67.0%	99,262
2006	167,955	67.0%	112,609
Average	<u>177,918</u>	<u>67.0%</u>	<u>119,289</u>

C. MAJOR CITY CLAIMS (Greater than \$50,000)

Year	Claims/Legal Incurred
2004	-
2005	-
2006	-
Average	<u>-</u>

E. ALLOCATIONS

Total FTE for County 2007	1840.3
Total FTE for ACSO 2007	645.5
ACSO % of Total FTEs	35.1%
Total 2007 ACSO Budget	62,865,605
Total 2007 ACSO Centennial Budget	19,443,080
Centennial % of ACSO Budget	30.9%

D. STAFF/ADMIN. TIME

Total 2007 ACSO Budget	62,865,605
LESS: Detentions Related	<u>33,866,400</u>
Remaining 2007 ACSO Budget	28,999,205
Total 2007 ACSO Budget	19,443,080
Centennial % of non-Detention Budget	67.0%

	Total Cost	ACSO Portion	Centennial Portion	Centennial Allocated Cost
Risk Manager	\$ 102,173	35.1%	30.9%	\$ 11,084
Paralegal	\$ 68,869	35.1%	30.9%	\$ 7,471
Attorney	\$ 39,360	0.0%	67.0%	\$ 26,371
				<u>\$ 44,926</u>

F. TOTAL CENTENNIAL PORTION FOR ACSO LIABILITY	210,506
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