



## AGENDA

### Public Safety, Courts and Civil Service Policy Committee

March 18, 2021, 11:00 am

Council Member Dave Gruber, Chair  
Council Member Marsha Berzins, Vice Chair  
Council Member Curtis Gardner, Member

**Public Participant Dialing Instructions**

**Dial Access Number: 408.418.9388**

**Event Number 187 556 9835**

Council Goal: Assure a safe community for people

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6. <b>Confirm Next Meeting</b>	
7. <b>Adjournment</b>	

**PUBLIC SAFETY, COURTS & CIVIL SERVICE MEETING**  
**FEBRUARY 25, 2021**

Members Present: Council Member Dave Gruber, Chair  
Council Member Marsha Berzins, Vice Chair  
Council Member Curtis Gardner, Member  
Mayor Pro Tem Francoise Bergan  
Council Member Alison Coombs  
Council Member Angela Lawson  
Council Member Nicole Johnston

Others Present: J. Batchelor, D. Carrel, M. Hanifin, D. Parker, M. Cain, J. Schneebeck, A. Robnett, D. Giordano, D. Wilson, R. McGregor, V. Wilson, C. McDonald, H. Glidden, M. Chapman, S. Redfearn, M. Fassio, S. Stowell, M. Hays, F. Gray, M. Bryant, T. Brown, W. Lippman, Z. DeBoyes, J. Drake, M. Platt, J. Heckman, S. McGhee, C. McDonald, I. Evans, J. Lanigan, C. Amsler, R. Allen, J. Twombly, C. Anderson, A. Dickens, S. Day, C. Carlson, C. Hills, B. Wesner, T. Buneta, S. Wright, M. Mrozinski, R. Joy, M. Beeman, C. McCoy, S. Barkman

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**ANNOUNCEMENTS**

None.

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**REVIEW/APPROVAL OF MINUTES**

January 21, 2021 minutes approved.

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**CONSENT ITEMS****2020 Year-End UCR Report**

CM Gruber: I'd like to have this reviewed at every meeting. As I mentioned at our first meeting, my goal this year is to obviously focus on what happened last year, the transparency efforts, and all of those, as well as focus specifically on crime, determine whether or not crime is increasing or decreasing, and just discuss strategies on crime.

Parker: We can certainly have this updated and available at every Public Safety Meeting.

CM Gruber: From the first meeting, we had seen the numbers and they were very concerning. If I could just review briefing. Murder was up 40%, Sexual Assault was down 21% but mostly because people are at home, Aggravated Assault was up 33%, Robbery was up 21%, Burglary was up 8.3%, Motor Vehicle Thefts was up 70%. We had an extreme jump in crime across the board. Over the last month or month and a half, from what you've seen, are these trends staying the same or are they increasing or decreasing from when the report was compiled to today?

Parker: I don't have any data to necessarily support that, Sir, but all the challenges that I talked about before when I originally presented this information, those challengers are still present. So, yes, absent specific data, I believe the trends are continuing as far as crime is concerned.

CM Gruber: Thank you. This will go in without change in next month's minutes.

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## 2021 AGENDA WORKPLAN

### Summary of Issue and Discussion

CM Gruber: I'd like to review those items for the remainder of the year. CM Berzins, do you have any changes for the agenda?

CM Berzins: Yeah, I would like to include, hopefully next month, something on street racing. I get so many calls on that and I think we need to have an ordinance or something in place to address that. Something special because that is very dangerous. That's a huge public safety issue.

CM Gruber: I think we may be discussing street racing a little later today. Is that – are we going to include that?

Batchelor: Lt. Hanifin, do you want to speak to that a little bit and can you cover that a little bit later today when you present your presentation?

Hanifin: Yes, sir. That's correct. I do plan on speaking about street racing.

CM Gruber: Alright, thank you. Having said that, if we cover it today, I guess we'll just determine when we get to that agenda item as to whether or not we've covered it sufficiently or whether we need to add it as another item.

CM Berzins: Thank you. I was going to suggest that, you beat me to it. Thanks.

CM Gruber: CM Gardner, do you have any changes?

CM Gardner: Are we, at some point, going to discuss the recommendations contained in the investigation report for the death of Elijah McClain?

CM Gruber: Absolutely, I was going to bring that up. I believe that we've got the meeting scheduled for next week. I think we have to give staff time to react to that, to bring us an implementation plan of changes they intend to make. We could cover it, both, next month and in April. Or, wait until April when maybe the plans are more complete. I'd like your thought that.

CM Gardner: I'm guessing April is probably as soon as we could get something from staff. I would think, because March is going to be a month away. I would be fine with April. I kind of defer to staff in terms of when they think they could come back with kind of a line-by-line analysis, if you will, of the recommendations and either what has already been implemented or what we can do to make changes going forward, if needed.

CM Berzins: I agree. I think we kind of need to be flexible with that. We can suggest April, but knowing their workload, it may take a little while longer, but I would suggest we shoot for April.

CM Gruber: Last year Council had focused on pre-gang membership and gangs themselves. Council authorized funds to address this and to begin managing it. Council was very clear that the efforts on the gangs was not going to be under the purview of the police force. Having said that, I think it's important for this committee to have a discussion, and probably continued discussions throughout the year, on what's

happening on the pre-gang side – In other words, those efforts that are being undertaken to convince people to not join gangs as well as what’s going on within the gangs. What I would like to do for next month is to move the Municipal Code Review to probably September or October and move forward the discussion on gangs, both pre-gang and post-gang efforts. I’ve asked CM Lawson to help address this at our next meeting so she can explain where we are with the AGRIP and the other programs, as well as having police talk about where the gangs are now as far as increase/decrease in the crime we’re seeing and specifically their recruitment efforts that the police are seeing. I don’t want to merge by any means, but I want to have a discussion for both sides to present to this committee just so that there’s situational awareness.

CM Berzins: That makes perfect sense and I think it’s very timely right now, especially with your objective for this Public Safety Committee to address crime in Aurora since it is going sky high. I would like to suggest not only CM Lawson, but maybe our District Attorney, John Kellner, might be able to put his two cents in because he has been working with this for years.

CM Gruber: That’s a good idea. We can reach out to him as well. CM Gardner, your thoughts?

CM Gardner: Yeah, that all sounds fine to me.

CM Gruber: What we’ll do then is in March we’ll put a discussion about gangs. I want to make sure - I want to be very, very, very careful that this is not – we are not directing, we are simply gaining an awareness as to what’s going on, on both sides under the Public Safety Committee. We’ll invite CM Lawson as the speaker as well. And we’ll reach out to the district attorney to find out whether or not he can participate as well. And the Municipal Code Review will be pushed to the September or October time frame.

#### Outcome

Information Only

#### Follow-up Action

Staff will update the 2021 Agenda Workplan.

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### **NATIONAL LEGAL AID AND DEFENDERS ASSOCIATION ASSESSMENT**

#### Summary of Issue and Discussion

Doug Wilson, Chief Public Defender, introduced this item and the NLADA team consisting of Marea Beeman, Michael Mrozinski, and Rosalie Joy. The NLADA will be doing an assessment of the Public Defender’s Office (PDO). An assessment has not been done previously. This assessment will include a top to bottom review of data, where they are meeting their mission or not, where they could do better. Between the addition of the case management system which will likely lead to an assessment and the NLADA assessment, they could get a really good grasp on how their doing, how they fit into the City’s plans, and how they can be better going forward.

R. Joy explained they would be providing details about NLADA, the background of the grant, and the assessment. They consider the consider the Aurora PDO to be a model office and one of five offices in the nation that are standalone dedicated to the municipal court defense offices. An organized public defender’s office is the best way to achieve all the goals and objectives of public defense but also to be able to partner with other stakeholders in local systems to collaborate and do innovative thinking around public safety. Listening to prior discussions about the crime rate, it sounds like now more than ever, Aurora will need some innovative thinking and collaboration around tackling those problems.

NLADA was established in 1911 and is the oldest and largest non-profit association devoted to excellence in the delivery of legal assistance to those who cannot afford counsel. They have found collaborative work is the most impactful way to improve systems, not just the public defender offices. The work they are going to be doing in Aurora will be holistic and looking at ways that the entire system intersects with each other. The assessment will consist of looking at ways public defense can be more impactful with regard to the overall work of the council and the city.

M. Mrozinski explained they received a grant from the Bureau of Justice Assistance (BJA) at the Office of Justice Programs within the US Department of Justice to provide training and technical assistance to jurisdictions around the country as part of the Sixth Amendment Initiative. Through that project they are assisting jurisdictions in upholding the right to counsel amount other fair trial rights that are within the Sixth Amendment to the Constitution. They are providing training and resource development as well as more intensive assistance.

R. Joy explained the goals of the assessment includes providing an objective review of the system to help Aurora understand strengths, where there is room for improvement, and to contribute to national research on municipal public defender practice. They will review the PDO for compliance with Sixth Amendment obligations, compared to national and state standards and best practices. One tool they will be using is called the 10 Principles of Public Defense which are principles that have developed over the last 40 years as it relates to defining what quality public defense is. The system review will not be a review of individuals and will not be a weighted caseload study. They will be conducting interviews of all the stakeholders to include public defender staff, Public Defender Commission, prosecutors, judges, and anyone else that would like to contribute. They will be observing court proceedings, reviewing materials such as budget and caseload. The assessment will be based on national and state standards and best practices. The report will include findings and recommendations and the deadline is by the Summer.

CM Gruber: Thank you for the presentation. I'm delighted in the comments that you made about Aurora has such a positive reputation nationally.

CM Gardner: Thanks to Doug Wilson for making sure that we're going to get this done. He and I met very early on and I'm glad we're able to move forward with this because I think it's really important. In the letter on page 29, it talks about the scope will be somewhat limited due to restrictions posed by the COVID-19 Pandemic. Can you just talk a little bit about what is going to be different because of that? Where I'm going with that is just seeing what we might be missing out on because of the pandemic.

M. Beeman: I think that in this case not much really is going to be that different. I mentioned earlier that typically we like to do these evaluations in person which would consist of a week of visiting and court observation. You learn a lot being onsite, but I think in this case we have been able to pivot to the remote views in our system, so to speak, and I think that's going to be just as effective in the long run. There are certainly things that we miss out on not being able to walk physically in the court and look around and see exactly what is going on with the interactions of body language and people and procedures, but I really don't think that's going to negatively affect what we're able to learn and find out for the most part. I hope you feel confident we are able to look into as much as we'd like to with this report.

CM Gardner: No, that definitely makes sense. I just wanted to ask that since it was mentioned in there. I'm looking forward to seeing the final report and the recommendations and some things that we can make improvements on. Because like you mentioned, we do have a model defender's office, but there's always improvements that can be made. So, I'm looking forward to that. Thank you for your presentation.

CM Berzins: I would like to thank you for the presentation and just know that I have worked with the Aurora Public Defender Office for years. Of course, it's had its ups and downs, just like we all have, but I think they deserve kudos because they really work hard and they have a good group of civilians that help them too.

CM Gruber: I would like to address our Public Defender. Do you have resources to complete this? I want to make sure that you're adequately supported so that this is an effective exercise.

D. Wilson: I think so. The great thing about NLADA coming back to us and offering their assistance, is that it's not going to cost us, or the City, anything to complete the assessment. Depending on the recommendations, I suspect there will be resource requests. But we'll see what the recommendations are. As far as completion, Marea, Michael, and Rosalie are conducting all of this as a result of the DOJ grant. Other than the time that my folks are putting into it – and if you folks want to talk with them as well – there's not going to be a cost to us at this point.

CM Gruber: Okay. Thank you for that. Like I said, it's very important that this is an effective exercise. Would you like to make any final comments before we end this topic?

D. Wilson: I just want to thank council and you folks for letting us do the presentation. I think we're at a critical juncture. I had three really big projects that I wanted to complete when I came in and COVID kind of set us back, but all three are now coming to fruition and my hope is, when the reports are done, I would like to bring it back to this committee and that would be the official release of the report, if that's acceptable. When we get more data as result of the case management system – part of that is a timekeeping mechanism – I suspect that we're going to come and discuss with you a workload analysis which is critical to determining what kind of resource that we'll need. I don't know how you want to do it, but I would like to come back before you when the report is done in the Summer.

CM Gruber: I think that's a very good idea. We will put a placeholder in the Summer for a return and debrief on this effort.

#### Outcome

Information Only

#### Follow-up Action

Staff will add the debrief to the 2021 Agenda Workplan for some time in the Summer.

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## **TRAFFIC SAFETY UPDATE**

### Summary of Issue and Discussion

Mike Hanifin, Police Lieutenant presented this item to the committee. The Traffic Section's mission and goal is to reduce the severity and number of accidents and make the roadway safer and more efficient for travel. They do this through education, high visibility and enforcement. The Traffic Section is currently fully staffed with 42 sworn personnel, including command and supervisory positions, and one full time analyst. The Section is made up of five specialty units to include day shift crash team, night shift crash team, motorcycle enforcement team, an investigations unit, and one motor carrier safety officer.

2020 Traffic statistics include 36 traffic fatalities, 32 of those have been cleared with appropriate charges, 182 serious bodily injury crashes, 1,354 property damage crashes, and almost 3,000 hit and run crashes, of which 386 were cleared. Overall traffic summonses issued by the Traffic section was 14,000, DUI/DUID arrests were 654, of which 39 resulted in felony filings, and there were 10,043 non-injury crashes. Aurora is

a vast city with a lot of roadway so they had to identify a way they could more effectively and efficiently use resources and responses to the number of speed-related complaints they receive by citizens and council. They invested in All Traffic Solutions speed signs. These are placed in the community to give data, a true perspective of driving behavior in that specific area seven days a week, 24 hours a day. The Traffic Section focuses on primary roadways and highways. Secondary roads, schools, and neighborhoods are managed by the district police area representative teams. They do collaborate by sharing information and resources to address issues. They use the speed sign data to determine total traffic volume and evaluate the report provided in decisions to deploy dedicated resources. They use the 85<sup>th</sup> percentile standard of total traffic volume to make these determinations. Periodic enforcement will not change overall driving behavior. In order to change driving behavior, there has to be community ownership. They deploy message boards in problem areas to implore drivers to slow down. If the 85<sup>th</sup> percentile data demonstrates that is a comfortable speed for the area and the roadway design can handle it, they may collaborate with the City Traffic Engineering department to discuss possibly raising the speed limit. Anytime speed limit changes are proposed, council will review and approve them and would be open to public comment. Traffic calming initiatives have been a great program for the city and citizens for the deployment of these devices into chronic problem areas. The traffic calming program has to be citizen-initiated and applications need to be submitted.

Street racing has become a significant, metro-wide and front range issue with definite public safety implications. These groups and organizations are large and are becoming more sophisticated. They are brazened and emboldened with their actions. They use social media and live feeds to promote their illegal street racing. Law enforcement in general in the metro area and along the front range are severely outnumbered and at a significant disadvantage when responding to instances of street racing. They respond to many hundreds, if not thousands of cars. They take over intersections, private property, largely in the warehouse districts and rural areas. They have been working with property owners to take ownership of the problem and help be part of the solution by doing design changes, security changes, and having onsite security after hours and on weekends. We know the groups are armed and will frequently use weapons to intimidate police by firing shots into the air when they respond and express no fear of repercussions. This problem has been steadily growing over the years, but the disadvantage caused by many factors. Enforcement alone isn't the solution. There needs to be a collaborative approach with the entire criminal justice system and strong support of the community and elected officials with substantial legislation to abate the nuisance through the vehicle itself. Traditional fines and enforcement are not effective and that's why the problem continues to grow. There is metro-wide collaboration of agencies in the front range. They meet monthly to discuss strategies and tactics and it is their intention to pursue state and local legislation to impact this dangerous and illegal activity.

Traffic has a dedicated motor carrier unit with one officer. Their goal is to identify, educate and enforce motor carrier commercial vehicle violations that are unsafe or operating illegally on roadways which damage infrastructure and put citizens at risk. The most common violations are brake issues, tire issues, and overweight loads. Overweight trucks can cause expensive damage to roadway surfaces. They routinely partner with Colorado State Patrol (CSP) to conduct commercial motor vehicle ports. Which are comprehensive and intensive inspections. It is his goal to identify a funding source for a mobile weight trailer to impact the overweight trucks and increase productivity. A single overweight commercial vehicle citation carries up to a \$10,000 fine. The Motor Carrier Unit conducted 50 comprehensive inspections in 2020 and issued in 197 citations resulting in approximately \$55,000 in fines, 17 drivers were placed out of service, and 14 trucks were placed out of service. Total safety violations issued were 124.

The Traffic Section has an excellent relationship with the Colorado Department of Transportation (CDOT), who awards annual traffic safety grants to local agencies. The Aurora Police Department is a model agency around the state for this program. They do an annual comprehensive application and go through a selection process. This is a benefit for the community as it acts as a force multiplier for the agency so more officer hours

can be spent on traffic safety. There are five separate grants all focused on education and/or enforcement. They include grants for DUI, distracted driving, pedestrian safety education, seatbelt education and enforcement, speed enforcement, and child seat safety checks.

They are looking at technology for the future to include the mobile ports previously discussed and drones to be more efficient processing serious bodily injury and fatal accident scenes. By using a drone, they can be up to 40% more efficient at investigating the scene and opening the roadways to reduce the length of time the roads needs to be closed.

CM Gruber: Thank you for the presentation. I would have appreciated an outline, not a powerpoint per se but you covered many very important topics. Going back to the speeding and the impact you're having. I personally believe that many people think that the police have significantly reduced traffic enforcement, speeding enforcement, due to COVID. In other words, I think the urban myth is that because police don't want to directly address a civilian in a car, they're not pulling people over and aren't giving tickets. From what I heard you say and the number of citations you issued, that is not true. Could you give a quick comment on that?

Hanifin: Yes, Sir, that is not true, especially in the Traffic Section. Our motorcycle enforcement team's primary job every day is to go out and conduct speed enforcement in our more chronic and higher speed problem areas. The Traffic Section identified different problem areas each month to conduct target enforcement among three different teams, morning, afternoon, and evening for high visibility and enforcement in those areas. When the crash cars aren't busy doing crash investigations and accidents reports, it is the expectation that they will be out doing proactive enforcement in the problem areas to try to reduce the severity and number of traffic accidents. I can also speak to – because I have knowledge of the patrol districts – the PAR teams are also active in speed enforcement and we utilize some of our resources like the SROs when they aren't in schools to go out and do directed traffic enforcement where it's needed.

CM Gruber: Have you considered coordinating with the city communications department to put the word out to dispel that? I'm saying I have heard that myth. Have you heard that myth as well? That the police aren't enforcing speed?

Hanifin: I have not, but I can tell you that we do utilize our public information officers and frequently put information out after we've done an operation in an area. We do highlight some of the higher speeds that we see during those operations, so the public knows we're out there regularly doing enforcement.

CM Gruber: I've seen much of the work the public information officer does and I'm very appreciative of that. But again, the comment that I had was more of a general city communication that just says that if people believe that speeding is not being enforced to somehow get the word out there to say, yes, we are enforcing the law. Yes, we are working very hard to maintain the safety on the streets. That's probably, other than crimes that we talked about earlier, but as far as personal safety and the traffic accidents, things like that, that I've seen – that is a very important issue to the community. If I could ask – I've been on the council now, this is my fourth year. I don't remember voting on increasing speed limits. CM Berzins, do you have any experience with that?

CM Berzins: No, never spoken with anybody about raising speed limits.

CM Gruber: I really like that idea though, because I know that there are a couple of areas where it may be too high or too low and I feel that's a very important discussion to have.



CM Berzins: Going back to the street racing, to me that's frightening that there are that many people closing down an intersection with firearms. I would like more information about what we plan to do. I saw that CM Bergan has asked for an ordinance and if that's being worked on, who is working on it? Whether we do it now or next month, it doesn't matter.

Hanifin: That is a metro-wide issue primarily Denver and some other locations are experiencing the actual takeovers. We are primarily seeing the takeovers on private properties and the warehouse district. We respond fairly quickly once we get the intelligence and chase them out of the area, they move on pretty quickly once we move into the area. But we're basically displacing them to another city or location.

CM Berzins: But that's not solving the problem – just displacing them.

Hanifin: Correct.

CM Gruber: Do we have anyone on staff that can speak to MPT Bergan's ordinance?

Heckman: I can speak to it in the fact that we are talking with MPT Bergan as far as looking at some ordinances that other cities are using and that's also something that we've been working with Lt. Hanifin and his group as well as the metro-wide group. So, we have an attorney that's sitting on that and we'll be talking with MPT Bergan specifically.

CM Gardner: It was mentioned that we are pursuing both state and local legislation and then shortly thereafter it was there was a comment made that the fines aren't currently high enough. So if the fines aren't currently high enough, that tells me there's already a law in place. Increasing punishments typically isn't a deterrent to crime – that's a whole separate conversation – If we already have a law in place, what state and local legislation are we pursuing?

Hanifin: In terms of fines, it's the standard schedule for violations such as speed contests, careless driving, reckless driving, or trespassing. What we are seeing is when we are able to stop people – when they don't run from us – they just plead guilty and pay the fine because it's not a deterrent for them. Yes, it is our intention to pursue legislation that targets not necessarily the driver for a fine but also the vehicle as nuisance. We want to abate the nuisance through the vehicle because that is the means that they are using to further the illegal street racing.

CM Gardner: There was another city in Colorado that just recently introduced an ordinance to seize vehicles, I'm assuming that's what you're referring to?

Hanifin: Yes, Sir.

CM Gruber: Let me ask a little bit more about the coordination on the topic of street racing. It sounds like you're working with the county and state so I would imagine that you're dealing with the county sheriff and the Colorado highway patrol, but it sounded like there was a task force or you guys are getting together in the metro area to discuss this. On the legal side, as was mentioned with Mayor Pro Tem's ordinance coming up and what it's going to address, is there anything going on with the Federal, State, and Intergovernmental Relations (FISR) Committee to coordinate a state-wide or county-wide response to this as well. So, we have coordination not only on the enforcement but if we're generating new laws to approach this. Is that coordination occurring at the county and state level with us and should it?

Heckman: I think that's something we certainly could look in to. I do think that there is coordination on a large level that is looking at this from law enforcement and we're talking with other legal folks. I think those discussions are going on, it's just how can you make the best impact.

CM Gruber: I know other council members are listening in and maybe this is a topic that can be picked up by another committee. As far as the city goes, I'm pleased that we have something happening in the city to address this, but it sounds like it's a bigger issue and maybe coordination of laws would help. It's stunning that there would be 1,000 people at a street race, armed, blocking intersections. Our police force and a small team that we have addressing street safety and speeding issues are dealing with something that's much larger than them. I would hope to see that we can coordinate that. You had talked about the truck safety. I think many of us remember there was a major accident on I70 where a truck lost control, ran into people and ended up killing a few people. I'm pleased to see that we are enforcing that within the city especially as we increase the number of warehouses that we have in the city. Going to the law side, the ordinances that we have to support you on this – do we have the sufficient ordinances or do those need to be updated or improved?

Hanifin: I do believe we have sufficient ordinances to address that.

CM Gruber: Going back to the speeding, I would like to see coordination from the PIOs and City Communications to put the word out there that the city is very serious about speeding and we're going to continue to focus on it. As far as the street racing, I'm sure council is going to debate the new ordinance and I look forward to that coming back to the committee.

#### Outcome

Information Only

#### Follow-up Action

Staff will provide Traffic stats to the committee and get messaging out to the public about speeding.

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### **AURORA FIRE RESCUE 2020 RESPONSE DATA**

#### Summary of Issue and Discussion

Allen Robnett, Fire Commander, presented this item to the committee. He summarized the powerpoint by providing the 2020 stats. There were 58580 responses on 46010 incidents. Turnout times are calculated from the time the tone goes off to the vehicle rolling out. The 90<sup>th</sup> percentile for EMS calls is 90 seconds and 95 seconds for fire calls. The standard is 60 seconds for EMS and 80 seconds for fire responses. Travel time 90<sup>th</sup> percentile is 5 minutes 47 seconds. The total response is the turnout time plus the travel time and 90<sup>th</sup> percentile is 6 minutes 46 seconds. Incident types for fire is divided into two columns; one for outside of the structure and the second is structure calls. There is an increase from 2019 to 2020 of turnout times due to COVID related precautions. The Chief gave direction last year to treat every patient as a COVID-positive patient for the safety of the members and citizens. AFR personnel have the least control over travel times because traffic will have the most impact. The 2020 Travel time average was 387 seconds. Five-year averages were provided.

CM Gruber: Thank you for the presentation. I would like to understand trends a little bit more. Are the numbers increasing or decreasing over the course of the year? I can see as the city continues to expand, we'll have more calls because we'll have more people in the city. I'm looking for tactical trends so we can get in front of those as far as the numbers themselves. I've gone to the Phoenix awards where people have been rewarded for bringing clinically deceased people back to life and that's all due to the services you provide. So, thank you for that.

CM Gardner: On the first slide of the presentation – the AFR yearly summary with the bar graphs – Can you define the category of Good Intent?

Robnett: It's a broad category for citizen observations where they don't know if there's anything wrong, but they would like us to come out and take a look.

CM Gardner: Related to response times, do we have areas that an engine or truck won't travel outside of or does it depend on calls for service and who is available? Are there standards for how far a rig should travel or is based upon who might be available at the time?

Robnett: We use Advanced Vehicle Location (AVL) so the CAD sees the vehicle's GPS and will send the nearest unit regardless of if they are in their own area or not. If another call drops while the area engine is busy, another unit will cover the call. We also have a system called LiveMUM and what that does is it uses historical data and the current situation to determine how long a unit will be outside their area. Based on those criteria it will move another unit in to the area to cover. It's a constant moving and relocating of units to give the best coverage in the city at any time.

CM Berzins: Thank you for all the graphs and I appreciate your time too. It's amazing to look at the summary of EMS calls compared to the fire calls. That's pretty crazy to know you spend your time on that. You're highly trained and you're called firefighters, you don't fight many fires. Don't get me wrong, they are very important and we can trust you all to do that, but I guess as the city move East – yes, we have put up some new stations – we can't forget that older parts of town where the little houses are dense and our fire stations over in Areas 1 and 3 are really worked hard.

Robnett: Absolutely, the LiveMUM system really helps us to identify peak hours and we can move units into those areas.

CM Berzins: I've been on the Board of the Fitzsimmons Redevelopment Authority for years and we've always talked about trying to get dedicated fire service in that area and I'm still pushing for that. I want to keep that on our radar. How we do that, get the land dedicated, and how we get money. I would certainly like to get a plan this year.

#### Outcome

Information Only

#### Follow-up Action

None.

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### **SEPARATION STATS AND EXIT INTERVIEW FOLLOW-UP**

#### Summary of Issue and Discussion

Dianna Giordano, Director of Human Resources, presented police and fire turnover stats to the committee. The data presented includes turnover data for police and fire, separation process, and interview data received by surveys. AFR had 23 separations in 2020 which is the lowest in the last seven years. Police had 87 separations which is the highest in the last seven years. That is a 60% increase from 2019. Of those, 80 percent were commission officers and 20 were recruits or field training. Separation reasons, or exit interview data, and the information seen in section two and the corresponding section three only covers January 1, 2020 through October 31, 2020. Reasons for not having up to date data is related to the system to extract the

data in a timely manner. The other piece that contributes to a low response rate is that it is a manual process so by the time information has reached HR, the employee has left or is in their last few days of employment. Separation data for AFR indicates two areas; Planned such as retirements and unplanned. So, 42% of those were planned with the remaining falling into the voluntary resignation. Police have the same structure of planned and unplanned, with 45% of the separations in the planned category. Exit survey data is small, about 1 in 4 separated employees provided this data. The top three reasons in AFR include retirement, dissatisfaction with pay or supervisor, and leaving the area. Top reasons for police are retirement, working conditions, and overall leadership.

CM Gruber: Could you define what retirement is for the police department since they're under the money payment plan as opposed to a pension plan.

Batchelor: It's 19.5 years and 50 or 55 years of age.

CM Gruber: I agree with you, the AFR numbers are outstanding and the police numbers are alarming. You know, we have the 2/1000 and we were just talking about the impact on traffic safety and the teams that are out there. Do you have any sense within the last four months, are these increasing, decreasing, or staying the same?

Giordano: We are seeing the numbers remain the same, if not increasing. Through Feb 9, 2021, there have been 20 separations. Typically, you'll see the separations for police and fire happen in cycles, either at the beginning, middle, or end of the year. It's not typical to see 20 in the first few weeks of the year.

CM Gruber: We had also talked about the costs to the city to replace officers. If I could ask, Chief Wilson, we've talked about transparency – What are your thoughts as to why so many police officers are leaving?

Wilson: I think its many factors and if you'll give me the time to just kind of go over them, I'd be happy to do so. Obviously 2020 was a time of reform and national outcry and anger toward law enforcement in general. I think a lot of anger had built up over the history of policing in America and that anger boiled over in 2020 with calls for defunding, hateful speech, and police taking hits for issues here in Aurora but issues across the nation. All law enforcement feels that reverberation when there are issues. I think that really took a toll mentally. I'll tell you here in the City of Aurora we've taken 14 months of being in high profile cases that had international/national media attention, riots and protests and those types of things were occurring. And then, honestly, just trying to evolve and to my promises that I made as a Chief applying for this job is that I do believe in police reform and I do believe in holding people accountable. With that, I've been very transparent. I promised transparency that we wouldn't have the gotcha investigative reporters saying that they're uncovering things within our organization that I would – my promise to the community was to listen to what they were saying and then to also open the door and allow them to come in and see what's going on in the city as well as identify when we have terminations. When I said that and when I made that promise, little did I know that I would have such an unprecedented amount of officers that needed to be fired. I will tell you that I stand by each and every one of those terminations. I am pushing for more changes within the organization about reform and us focusing on de-escalation, focusing on community and those types of situations. With that transparency I think I need to be transparent about all the reasons and I'm going to speak very frankly. There are a majority or maybe many council members who have absolutely the right to demand reform and to be aggravated with the incidents that we have all endured. But with that, I think we've lost sight of the 900+ employees that had nothing to do with those tragedies or those failures. And I think quite a few of them are painting this police department with a broad brush of corruption and really taking their integrity into question. I know that's having an impact so it could be people not appreciating the direction that I'm going, or personally don't like me and want to attack me, that's fine, I signed up for this. But I am going to be committed to holding people accountable and moving this agency forward, but also, I

need support of council and these officers, these great men and women that are out there right now, putting their lives on the line doing this job under intense scrutiny, under humiliation, need their support as well. And I need to find a path forward, I need a path forward with council support to help us. Defunding me, calling my police department and our officers corrupt – That's not doing any good whatsoever for this community. We just had crime stats presented and traffic issues with speed racers. This community deserves to have a good police department. I'll do my job holding officers accountable when issues come forward but I have to go through due process and I have to wait for things to come to fruition before I can make certain determinations on holding individuals accountable but I cannot continue to tell officers we're going to get through this together and this will be okay when I have 14 months of this agency being drug through the mud...I don't shy away from calling out mistakes when we've made them. We also need to remember that we have lost great officers. They just can't take it anymore. Their families feel like it's not worth it and they're throwing in the towel. Have I lost officers that don't want to evolve, do I have officers that don't want to buy in to what I'm trying to do or police reform in general? Absolutely. And I can think the great officers are glad to see those individuals leave. But we have lost great officers, and I just think that we owe it to the men and women out there to stand up and say that we're not all involved in those incidents and these other officers are doing their job and they're doing it with integrity each and every day.

CM Gruber: Thank you, Chief. Those were very strong comments.

CM Gardner: We saw this presentation previously and one of the things I had asked for was a follow-up on what we do with this information. It's good that we collect this but then, therefore, what? For example, on the fire side it looks like we are having a consistent number of firefighters leaving to go to another job, to another agency. So, the natural questions would be what agency are they going to and why are they leaving? I'm curious from the fire side on that and really the same question on the police side. 2020 is a little higher than past years but not significantly and it looks like it's been increasing since 2015. What do we do with this data or do we just collect it and then put it a drawer?

Gray: One of the things that I try to do in conjunction with the exit interviews that HR conducts is I like to speak with the individual personally. I will say that is a myriad of issues and concerns that, just like you mentioned, some people are concerned about the pay. I do think this last contract starts to get us on the path to make sure we are comparable with our competitors. Pay is an issue and it's something that I think we just need to really keep at the forefront because we don't want to train people and then have them go to another agency. Another thing that I've observed is the fact that some of our members – Another thing I try to talk to them about is work conditions, structure – And, believe it or not, we've made several structural changes to our chain of command based on these exit interviews. I think that is an effective approach, to take the information from the people that are separating and get their honest opinion about the organization and how to improve things. Even though it says that they're leaving to go to another organization, sometimes for whatever reason, people come to the Denver-Metro area from another part of the country and then they leave to go back home, to another fire department. So that's included in that same category. I will say that I think moving forward we have to make sure we're maintaining awareness of salaries and keep the momentum as it relates to equipment. I really appreciate council's support and also the support of the Manager's Office. The last thing I want to say is, I think one of our biggest retention strategies is the fact that we're offering upward mobility to our members. There are a lot of opportunities to promote to supervision and specialty teams. I'm excited about the fact that moving forward, we have a concept to make sure we're compensating those employees with specialties that they have.

Wilson: Similar to fire, we track what it is and bring it to city management and share that information with HR. I think I've already spoken on what we can do, which is support the officers, support the ones that are doing the right thing every day.

CM Berzins: It's kind of disconcerting to know that only five people filled out this exit survey of 21. I guess we have to glean from those five whatever we can. I'm glad you said that its pay. A lot of it is pay. I think a lot of it too is living conditions when they're on duty. Are they sleeping safely, is there black mold, do they have locks on their doors? I have heard, since 2020 was a COVID year, I have heard in every business that people are holding on to jobs in 2020 because they don't know what the future is going to hold. If we were not in COVID, I think we would see even more people leave. Why would police and fire be any different than any other company. If they had a better job with better conditions and pay, you better believe they would leave. Training firemen is very expensive. We can pay upfront for the retention or we can pay at the end to hire more, to go out and recruit and train. Why would we want to do that? I believe that you need to keep the good people that you have. I want to say, thank you to the fire department and I support the fire, I always have. You have a lot of good people that risk their lives every day. Let's go on to the police, the chart that you gave us ended in October, but you quoted more people – you quoted 87 people have left and I assume that includes the 20 separations through February 20<sup>th</sup>, is that right?

Giordano: The exit data is through February 9<sup>th</sup>, but the exit survey and separation reasons only goes through October 31<sup>st</sup>.

CM Berzins: So, the number is 87?

Giordano: Correct, 87. Of the 15 survey respondents, only one said the pay was below average. They cited many other concerns and the commentary included things like SB217, the few bad apples that give the entire police profession a bad name – there's just a lot of concern relating to the public perception of the whole profession.

CM Berzins: Does the 87 include the terminations?

Giordano: It does include the 8 terminations, correct.

Batchelor: The numbers include all variety of civil service, so it includes recruits and those in field training.

Giordano: Correct, 18 of the 87 were recruits or in field training.

Batchelor: I point that out because it's important – it's not 87 officers that are POST certified and able to operate independently. We have seen a significant increase in retirements and departures. But every year we see folks that don't make it through the academy, or folks that make it to field training and see what life as an actual officer looks like and then decide not to progress. We also choose not to progress folks through the academy or field training.

CM Berzins: We always lose people in training, they decide it's not for them, so they move on before they get too invested so that's no unusual at all. As far as what the chief said, I appreciate you speaking candidly and I think anybody in business knows that when you have a group of that many people, there will be mistakes made and, in this case, it was a horrific mistake. But what we do about it makes the difference. You have, you have done a lot and you've tried to evolve this police force with your types of de-escalation, holding people accountable is always a good thing, and I do think that if we're not careful we're going to turn into Minneapolis. It seems they've learned their lesson and now they're begging police to come back. I don't want that to happen. We have a huge majority of wonderful, highly trained police that go out and risk their lives for us every day and to see some of these senior officers retire because of things said about the Aurora Police is disgraceful. To have council members call our Aurora police Department racist, that is disgraceful. We're here to serve the city just like the police and fire are here to serve the city and we need to work together, not call each other names. As far as SB217, I think that was a reactionary bill and I know

it was with mostly good intentions, but I think it's done some harm and it's done some harm to Aurora. I hope they don't come back with even more even though I've heard that they will. I think that's a bridge that we need to pull together to cross and support our chief and her chiefs below her to make our department accountable and transparent. I've always been behind our police department and always will be. We do need to make some changes, it's not perfect, it's a group of imperfect people, just like all of us.

CM Gruber: When I was last on this committee there was a transition at the Denver Police Department, while the first chief was there, we didn't see a big drop in the police force. However, when he replaced, we saw an increase in people transition from Aurora to Denver. Chief, going to your overall comments, I appreciate the fact that you're transparent on that. I've heard from a number of police officers the same things about how this was set up. We're going to talk Tuesday night about the report and have comments. I'm not police trained but I've sat on juries. On those juries I've seen the prosecution for the people make a case and I've seen the defense for the defendant make a case and they both have similar facts but the way the story is told is very different. I felt that what we saw Monday night was a report written by a defense attorney. What I had hoped for was a report that would say here's what the police saw, here's how they were trained, they react with their training, etc. It's obvious Elijah McClain should be alive today. I don't want to take anything away from the family and the pain they're going through. I think the police should have been evaluated against their training. The bottom line is, I hear in your voice the concern that you have for your people and I hope that those officers that are remaining understand that many of us are fully in your court and anything that happens to the number of police that we have affects public safety. We're seeing crime escalate across the board and we're seeing the number of police we have to deal with that decreasing. This committee and city leadership have to figure out how to reverse those trends.

#### Outcome

Information Only

#### Follow-up Action

None.

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#### **MISCELLANEOUS ITEMS FOR CONSIDERATION**

None.

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#### **CONFIRM NEXT MEETING AND ADJOURNMENT**

Next meeting confirmed for March 18, 2021 at 11am via WebEx

Meeting adjourned at 1:00pm

APPROVED: \_\_\_\_\_

Dave Gruber, Chair



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> 2021 RTD Intergovernmental Agreement Resolution
<b>Item Initiator:</b> Jim Lesnansky, Police Lieutenant
<b>Staff Source/Legal Source:</b> Megan Platt, Assistant City Attorney- Police Legal Advisor
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** 4/5/2021

**Regular Meeting:** 4/26/2021

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item as proposed at Study Session  Information Only
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Approve Item with Waiver of Reconsideration  
Why is a waiver needed?[Click or tap here to enter text.](#)

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** Public Safety, Courts & Civil Service

**Policy Committee Date:** 3/18/2021

### Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval  Does Not Recommend Approval
- Forwarded Without Recommendation  Recommendation Report Attached
- Minutes Attached  Minutes Not Available

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*



N/A

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**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The City and RTD desire to cooperate to make available certain police services and resources to enhance the safety and security of TRD's transit services through the proposed Intergovernmental Agreement.

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**QUESTIONS FOR COUNCIL**

Does the Committee approve to move forward to Study Session?

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**LEGAL COMMENTS**

RTD and the City of Aurora are constitutionally and statutorily empowered pursuant to Colo. Const., Article XIV, §18 and Sections 29-1-201, et seq., C.R.S. to cooperate or contract via intergovernmental agreement with one another to provide functions, services or facilities authorized to each cooperating government.

Section 10-12 of the City Charter authorizes the City Council, by resolution, to enter into contracts or agreements with other governmental units or special districts for the joint use of buildings, equipment, or facilities, and for the furnishing or receiving of services.

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**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:** N/A

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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A

## **RTD POLICE INTERGOVERNMENTAL AGREEMENT (Aurora Police Department)**

This RTD POLICE INTERGOVERNMENTAL AGREEMENT (the “**Agreement**”) is made and entered into as of the Effective Date (as defined herein) between the City of Aurora, Colorado, a home rule municipality, for and on behalf of the Aurora Police Department (the “**Agency**”), and the Regional Transportation District (“**RTD**”), a political subdivision of the State of Colorado (the “**State**”) organized pursuant to the RTD Act (as defined herein). The Agency and RTD may hereinafter be referred to individually as a “**Party**” and collectively as the “**Parties.**”

### **RECITALS**

- A.** RTD is authorized by the Regional Transportation District Act, C.R.S. §§ 32-9-101, *et seq.*, as amended (the “**RTD Act**”), to develop, maintain, and operate a mass transportation system for the benefit of the inhabitants of its District, as defined by the RTD Act.
- B.** Pursuant to applicable law, both RTD and the Agency may cooperate or contract with each other to provide any function, service, or facility lawfully authorized to each Party.
- C.** RTD currently operates a variety of bus, light rail, commuter rail, and other transit services in and around the jurisdiction of the Agency.
- D.** RTD and Agency desire to cooperate to make available certain police services and resources to enhance the safety and security of RTD’s transit services in accordance with the terms and conditions of this Agreement.

### **TERMS AND CONDITIONS**

**NOW, THEREFORE**, in consideration of the foregoing premises and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

#### **1. General**

- 1.1 **Recitals.** The recitals set forth above are incorporated herein by this reference.
- 1.2 **Effective Date.** This Agreement is effective on January 1, 2021, or the last date that either Party executes this Agreement, whichever is later (the “**Effective Date**”).
- 1.3 **Definitions.** Capitalized terms not defined herein shall have the meanings set forth in **Exhibit A**.
- 1.4 **Term and Termination.** The Term of this Agreement will commence on the Effective Date and will remain in effect until terminated in writing following sixty calendar days

written notice provided by either Party (the “Term”). Notice shall be given to each Party’s respective Notice Addresses, as set forth in Exhibit A. All provisions of this Agreement that provide rights or create responsibilities for the Parties after termination will survive termination of this Agreement.

1.5 **Exhibits.** The following exhibits are attached hereto and incorporated herein by this reference:

- Exhibit A:** Defined Terms
- Exhibit B:** Program Administration
- Exhibit C:** Payment Procedures
- Exhibit D:** Special Provisions of the Agency

## 2. **Off-Duty Police Services**

2.1 **Program Administration.** Agency will designate certain Agency police officers as eligible to provide off-duty police services to RTD (“**Officers**”) in accordance with the program administration terms set out in **Exhibit B (“RTD Program”)**.

2.2 **Duties of Officers.** While participating in the RTD Program, the Officers will be off-duty, and but maintain the status and authority afforded to a POST-certified peace officer because the participation in the RTD Program may require the use or potential use of police authority. The Officers will comply with the Agency’s applicable policies and procedures, and the following RTD policies: drug and alcohol testing, equal employment opportunity, harassment, ADA, and Title VI. The Agency acknowledges that the Officers will be expected to be familiar with RTD’s policies and procedures governing standards of conduct within RTD facilities, transit vehicles and station areas, except that the Officers will not be expected to enforce those policies and procedures unless the offending behavior also constitutes a violation of the law or as set forth in Sections 2.2.1 and 2.2.2. The Agency acknowledges that the Officers will be limited to the jurisdictional boundaries of the Agency, but may, should a situation arise, continue a contact outside the jurisdictional boundaries of the Agency and ask for assistance from the entered jurisdiction’s law enforcement agency or fire authority. The Agency acknowledges that any searches or arrests made by Officers will be conducted or made at the discretion of the Officer in accordance with statutory and constitutional restrictions and in compliance with the Agency’s policies and procedures. The Agency will ensure any Officer who issues a warning or summons and complaint, or otherwise arrests any individual while working in the RTD Program will send RTD a copy of the warning, summons and complaint, or any report created as a result of the enforcement action, subject to applicable law.

2.2.1 **Fare Enforcement.** The Officers will receive training on RTD’s Fare Enforcement policies. The Officers will enforce RTD’s Fare Enforcement policies including asking transit passengers for evidence of a paid fare and issuing warning and citations where appropriate.

2.2.2 **Service Suspension.** The Officers will receive training on RTD’s Service Suspension policies. The Officers will enforce RTD’s Service Suspension policies including warning and notices of suspension where appropriate.

**2.3 Officers as Independent Contractors.** The Officers will perform their duties as off-duty officers and independent contractors and not as employees of RTD. Unless otherwise expressly provided in this Agreement, the Officers are not agents or representatives of RTD. Any approval, review, inspection, direction or instruction by RTD or any party on behalf of RTD in respect to the services provided by the Officers will in no way affect the Officers' independent contractor status. The Agency will ensure that the Officers are informed they must pay when due all applicable federal and state taxes and contributions for Social Security, unemployment insurance, income withholding tax, and other taxes measured by wages paid. Agency acknowledges that the Officers are not entitled to workers' compensation benefits or unemployment insurance benefits from RTD, and that RTD does not pay for or otherwise provide such coverage. Agency will provide and keep in force workers' compensation (and provide proof of such insurance when requested by RTD) and unemployment compensation insurance in the amounts required by law, and will be responsible, to the extent required by law, for the acts of the Agency, its employees and agents.

**2.4 Insurance Coverage.** When acting within the course and scope of their employment as police officers for the Agency, the Agency will defend and/or pay a monetary judgment for statutory and constitutional claims as required by applicable local and state law. Agency will ensure that Officers are advised to arrange for appropriate insurance coverage to protect the officer from any liability, injury or claim, which may arise out of secondary employment and that is not covered by the Agency.

**2.5 Compensation and Payment.** In exchange for their participation in the RTD Program, RTD will compensate the Officers in accordance with the rates and procedures set out in **Exhibit C**, Payment Procedures.

### **3. Sharing and Access to Video and Other Evidence.**

**3.1 Cooperation.** The Parties agree to cooperate with each other to reasonably exchange information to support each other's law enforcement activities consistent with each Party's applicable policies and procedures as well as statutory and constitutional restrictions.

**3.2 Access to Video.** Both Parties will make available video for viewing by police officers employed by the other Party promptly upon a request without the need for a subpoena or an open records request. Without limiting the foregoing, if the video is part of an active investigation, the Party that owns the video will not provide an evidentiary copy of the video to the other Party until the investigation has concluded.

**3.3 Access to RTD Customer and Employee Information.** RTD will provide information to the Agency concerning its customers and employees in accordance with RTD's applicable RTD policies and procedures.

**4. Liability.** Without waiving the privileges and immunities conferred by the Colorado Governmental Immunity Act, C.R.S. §§ 24-10-101 *et seq.* (the "CGIA"), and notwithstanding Sections 2.3 and 2.4 of this Agreement, each Party shall be responsible for any claims, demands or suits arising out of its own negligence. It is specifically understood and agreed that nothing

contained in this paragraph or elsewhere in this Agreement shall be construed as an expressed or implied waiver by either Party of its governmental immunity including limitations of amounts or types of liability or the governmental acceptance by either Party of the liabilities allowable under the CGIA.

5. **Special Provisions.** The Special Provisions attached hereto as **Exhibit D** apply to this Agreement and are incorporated herein except where noted in *italics*. With respect to any conflicting provisions between this Agreement and the Special Provisions, the Agreement will govern, unless explicitly stated.

6. **Subject to Appropriation.** The Agency has no direct financial obligations under this Agreement. The financial obligations of RTD under this Agreement shall be subject to and limited by the appropriation of sufficient funds therefore by such Party's governing body. In the event insufficient funds are appropriated by either Party, then that Party shall provide the other Party with prompt written notice of non-appropriation and this Agreement shall be terminated as of the end of the fiscal year for which funds have been appropriated.

7. **Examination of Records.** The Parties agree to retain records involving transactions related to this Agreement for three years. The Parties will make available to examine those records upon reasonable written request by the other Party.

8. **Notices.** Any notice required to be given by the terms and provisions of this Agreement or by any law or governmental regulation, by the Parties, will be in writing (unless otherwise required by such law or regulation) and (a) will be deemed to have been served and given upon personal delivery or (b) will be deemed to have been served and given upon receipt if sent by electronic mail transmission or (c) will be deemed to have been served and given two (2) business days after deposited by either registered or certified mail in a United States mail chute or general or branch United States post office with postage fully prepaid thereon with return receipt requested or (d) shall be deemed to have been served and given one (1) business day after being sent by overnight delivery from a location in the United States with a nationally recognized overnight courier service providing for written receipt. Notice shall be delivered or addressed to the Parties at the Notice Addresses set forth in **Exhibit A**. The Parties may designate different addresses for the mailing of notices, by providing notice to the other Party pursuant to this paragraph.

9. **Miscellaneous.**

9.1 **RTD Reservation of Rights.** Nothing in this Agreement shall be construed to limit RTD's right to establish routes or perform any functions authorized by the RTD Act. Nothing herein shall be construed to provide the Agency with rights to receive any particular routes or levels of service

9.2 **Merger.** This Agreement represents the entire agreement between the Parties with respect to the subject matter hereof and all prior agreements, understandings or negotiations with respect to the subject matter of this Agreement will be deemed merged herein. No representations, warranties, promises or agreements, express or implied, will exist between the Parties, except as stated herein.

9.3 **Amendment.** This Agreement shall not be amended or modified except in writing executed by the Parties and expressly stating that such document is an amendment or modification to this Agreement.

9.4 **Governing Law.** This Agreement will be interpreted and enforced according to the laws of the State, the applicable provisions of federal, State, and local laws, and the applicable rules and regulations promulgated under any of such laws.

9.5 **Authority.** The Parties represent that each has taken all actions that are necessary or that are required by its procedures, bylaws, or applicable law to legally authorize the undersigned signatories to execute this Agreement on behalf of the Parties.

9.6 **Severability.** To the extent that this Agreement may be executed and performance of the obligations of the Parties may be accomplished within the intent of the Agreement, the terms of the Agreement are severable, and should any term or provision hereof be declared invalid or become inoperative for any reason, such invalidity or failure will not affect the validity of any other terms or provision hereof.

9.7 **Waiver.** The waiver of any breach of a term hereof will not be construed as a waiver of any other term, or the same term upon a subsequent breach.

9.8 **No Third-Party Beneficiaries.** It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, will be strictly reserved to the Parties hereto, and nothing contained in this Agreement will give or allow any such claim or right of action by any other or third person under this Agreement, including any individual police officer of the Agency. It is the express intention of the Parties to this Agreement that any person or entity other than the Parties receiving services or benefits under this Agreement be deemed an incidental beneficiary only.

9.9 **Conflict of Interest.** The Parties agree that no official, officer or employee of RTD or the Agency will have any personal or beneficial interest whatsoever in this Agreement or the work performed pursuant to this Agreement in conflict with the applicable Party's ethical standards.

9.10 **Changes in Law.** This Agreement is subject to such modifications as may be required by changes in federal, state or local law, or their implementing regulations enacted following execution of this Agreement. Any such required modification will automatically be incorporated into and be part of this Agreement on the effective date of such change as if fully set forth herein.

9.11 **Independent Contractors.** The Parties hereto are independent contractors and not partners or joint ventures of one another. Nothing herein shall be deemed to be a guarantee of the performance of the other Party nor constitute that either Party is an agent or representative of the other.

9.12 **Section Headings.** The captions and headings set forth in this Agreement are for convenience of reference only and will not be construed to define or limit its terms and provisions.

9.13 **Counterparts.** This Agreement may be executed in counterparts. Signatures on separate originals will constitute and be of the same effect as signatures on the same original.

9.14 **Electronic Signatures.** This Agreement may be executed by electronic signature, which shall be considered as an original signature for all purposes and shall have the same force and effect as an original signature. Without limitation, “electronic signature” shall include faxed versions of an original signature, electronically scanned and transmitted versions of an original signature, and digital signatures.

*[Signatures on following page(s)]*

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the Effective Date.

**CITY OF AURORA**

\_\_\_\_\_  
Mike Coffman  
Mayor, City of Aurora

\_\_\_\_\_  
Date


ATTEST:

\_\_\_\_\_  
Susan Barkman  
City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Megan Platt  
Assistant City Attorney

**REGIONAL TRANSPORTATION DISTRICT**

  
\_\_\_\_\_  
Debra A. Johnson  
Chief Executive Office and General Manager

02.25.2021  
Date

Approved as to Legal Form for RTD:

  
\_\_\_\_\_  
Derrick K. Black  
Associate General Counsel



**RTD-Police Agreement**  
**[Aurora Police Department]**  
**Exhibit A**  
**Defined Terms**

“*Effective Date*” has the meaning set forth in Section 1.2 of this Agreement.

“*Notice Addresses*” means

For the Agency:

Chief of Police  
Vanessa Wilson  
Aurora Police Department  
15001 E. Alameda Pkwy.  
Aurora, CO 80012  
Phone: 303.739.6021

With a copy to:  
Megan Platt  
Police Legal Advisor  
City Attorney’s Office  
15151 E. Alameda Pkwy.  
Aurora, CO 80012  
Phone: 303.739.7030

For RTD:

Chief of Police  
RTD Transit Police  
1660 Blake Street, BLK-43  
Denver, CO 80202  
Email: robert.grado@rtd-denver.com  
Phone: 303.299.3491

With a copy to:  
Linda Wells, Procurement Agent  
1660 Blake St., BLK-22  
Denver, CO 80202  
Email: linda.wells@rtd-denver.com  
Phone: 303.299.2214

“*Officers*” has the meaning set forth in Section 2.1 of this Agreement.

“*RTD Program*” has the meaning set forth in Section 2.1 of this Agreement.

“*Term*” has the meaning set forth in Section 1.4 of this Agreement.

**RTD-Police Agreement**  
**[Aurora Police Department]**  
**Exhibit B**  
**Program Administration**

RTD and the Agency agree to administer the RTD Program in accordance with the following terms:

1. **Selection and Eligibility of Officers.** The Selection and Eligibility of Aurora Police Officers will be consistent with APD Policy and Procedure D.M. 8.12.
2. **Training.** RTD specific training will be provided by RTD and in Compliance with D.O.T. Standards. All APD Officers are Colorado P.O.S.T Certified.
3. **Uniform.** APD Officers will be in an APD Uniform except for agreed upon officers in plain clothes. All officers will be able to readily identify themselves as Aurora Police Officers.
4. **Vehicles.** Under normal circumstances vehicles will be provided by RTD
5. **Police Dogs.** N/A.
6. **Radio Communications.** Aurora Police Officers will have radio communication with RTD and APD Public Safety Communications.
7. **Contract Administrators.** The following individuals will administer the program administration for this Agreement.

For the Agency:

Lt. J.M. Lesnansky  
Secondary Employment Lieutenant  
15001 E. Alameda Pkwy.  
Aurora, CO 80012  
Email: [jpesnans@auroragov.org](mailto:jpesnans@auroragov.org)  
Phone: 303.739.6371

For RTD:

Deputy Chief Steve Martingano  
1660 Blake Street, BLK-43  
Denver, CO 80202  
Email: [steve.martingano@rtd-denver.com](mailto:steve.martingano@rtd-denver.com)  
Phone: 303.299.2442

**RTD-Police Agreement**  
**[Aurora Police Department]**  
**Exhibit C**  
**Payment Procedures**

RTD and the Agency agree to administer the RTD Program in accordance with the following payment terms:

1. **Hourly Rates.** For work performed under the RTD Program, RTD will pay the following hourly rates inclusive of all taxes, withholdings and deductions.

	<b>Hourly Rate</b>	<b>Payment Recipient</b>
<b>Officer</b>	\$55	Officer
<b>Vehicle</b>	NA	NA
<b>Police Dogs</b>	NA	NA

2. **Changes.** If either Party proposes to change the payments set out in this Exhibit C, that Party must notify the other Party sixty days prior to implementation of the proposed change. If, after such notice is sent, the Parties cannot agree to the new hourly rate and fee schedule, the existing payment amounts will continue unless either Party terminates the Agreement in accordance with Section 1.4.
3. **Payments to Officers.**
  - a. Whenever the Payment Recipient, as set out in Section 1 of this Exhibit C, is the Officer, RTD will pay directly to each Officer the hourly rate set out in this Exhibit C, for all work performed in the RTD Program. RTD will provide a Form 1099 to each Officer, and each Officer will be responsible for making any applicable tax payments.
4. **Taxes and Charges.** RTD will not be liable for the payment of taxes, late charges, or penalties of any nature to the officers.

**RTD-Police Agreement**  
**[Aurora Police Department]**  
**Exhibit D**  
**Special Provisions of the Agency**

The Agency may prohibit an Officer from working in the RTD Program at any time for any reason.

RESOLUTION NO. R 2021 – \_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO,  
APPROVING THE INTERGOVERNMENTAL AGREEMENT BETWEEN THE  
REGIONAL TRANSPORTATION DISTRICT AND THE CITY OF AURORA REGARDING  
SAFETY AND SECURITY SERVICES

WHEREAS, the Regional Transportation District (“RTD”) is authorized by the Regional Transportation District Act, C.R.S. §§ 32-9-101, et seq., as amended (the “RTD Act”), to develop, maintain, and operate a mass transportation system for the benefit of the inhabitants of its District, as defined by the RTD Act; and

WHEREAS, RTD currently operates a variety of public transportation to include bus, light rail, commuter rail, and other transit services in and around the City of Aurora, Colorado (“City”); and

WHEREAS, the City and RTD desire to cooperate to make available certain police services and resources to enhance the safety and security of RTD’s transit services in accordance with the terms and conditions of the intergovernmental agreement; and

WHEREAS, RTD and City, are constitutionally and statutorily empowered pursuant to Colo. Const., Article XIV, §18 and Sections 29-1-201, et seq., C.R.S. to cooperate or contract via intergovernmental agreement with one another to provide functions, services or facilities authorized to each cooperating government; and

WHEREAS, Section 10-12 of the City Charter authorizes the City Council, by resolution, to enter into contracts or agreements with other governmental units or special districts for the joint use of buildings, equipment, or facilities, and for the furnishing or receiving of services.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO:

Section 1. The Intergovernmental Agreement between the Regional Transportation District and the City of Aurora, Colorado regarding safety and security services is hereby approved.

Section 2. The Mayor and City Clerk are hereby authorized to execute the attached agreement in substantially the form presented at this meeting with such technical additions, deletions, and variations as may be deemed necessary or appropriate by the City Attorney.

Section 3. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_ day of \_\_\_\_\_, 2021.

MIKE COFFMAN, Mayor

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ATTEST:

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KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:

*Megan Platt*

RLA

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MEGAN PLATT, Assistant City Attorney



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> March Crime Update and UCR Report
<b>Item Initiator:</b> Darin Parker, Deputy Chief of Police
<b>Staff Source/Legal Source:</b> Darin Parker, Deputy Chief of Police
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item as proposed at Study Session
- Information Only
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Approve Item with Waiver of Reconsideration  
Why is a waiver needed?[Click or tap here to enter text.](#)

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### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

### Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval
  - Does Not Recommend Approval
  - Forwarded Without Recommendation
  - Recommendation Report Attached
  - Minutes Attached
  - Minutes Not Available
-

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**HISTORY** (Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)

N/A

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**ITEM SUMMARY** (Brief description of item, discussion, key points, recommendations, etc.)

Monthly update on crime statistics.

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**QUESTIONS FOR COUNCIL**

N/A

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**LEGAL COMMENTS**

N/A

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**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:** N/A

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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A





## Aurora Police Department - UCR Statistics

District: ALL

UCR crimes are measured by a count of victims/incidents reported (not necessarily occurred) during data period	4 Week Last Year	4 Week Current Year	4 Week Difference	4 Week % Chg	Y-T-D Last Year	Y-T-D Current Year	Y-T-D Difference	Y-T-D % Chg - or - % of Total
Current Wk 10: 03/01/21 - 03/07/21	<b>02/01 - 02/28</b>		+ or -	% chg	<b>01/01 - 02/28</b>		+ or -	% chg
<b>Major Crimes</b> <span style="float: right; font-size: x-small;">02/03/20 - 03/01/20</span>								
Murder Victims	0	1	+1	--	4	3	-1	(25.0%)
Sex Assault Victims	29	24	-5	(17.2%)	54	49	-5	(9.3%)
Spouse / Dating	9	2	-7	(77.8%)	17	6	-11	12%
Familial	3	2	-1	(33.3%)	4	4	--	8%
Otherwise Known	5	6	+1	20.0%	11	17	+6	35%
Sex Assault DV Victims	8	2	-6	(75.0%)	16	6	-10	12%
Agg Assault Victims	100	181	+81	81.0%	240	383	+143	59.6%
Spouse / Dating	25	33	+8	32.0%	58	68	+10	18%
Familial	8	20	+12	150.0%	29	30	+1	8%
Otherwise Known	27	36	+9	33.3%	70	92	+22	24%
Agg Assault DV Victims	27	45	+18	66.7%	56	85	+29	22%
Robbery	58	80	+22	37.9%	116	142	+26	22.4%
<b>Major Violent Crimes Reported</b>	<b>187</b>	<b>286</b>	<b>+99</b>	<b>52.9%</b>	<b>414</b>	<b>577</b>	<b>+163</b>	<b>39.4%</b>
Burglary	108	151	+43	39.8%	248	312	+64	25.8%
MVT	177	483	+306	172.9%	395	1,015	+620	157.0%
Larceny	537	667	+130	24.2%	1,152	1,404	+252	21.9%
<b>Major Property Crimes Reported</b>	<b>822</b>	<b>1,301</b>	<b>+479</b>	<b>58.3%</b>	<b>1,795</b>	<b>2,731</b>	<b>+936</b>	<b>52.1%</b>
<b>Major Index Crimes Reported</b>	<b>1,009</b>	<b>1,587</b>	<b>+578</b>	<b>57.3%</b>	<b>2,209</b>	<b>3,308</b>	<b>+1,099</b>	<b>49.8%</b>
<b>Criminal Arrests</b>								
Physical Arrests	736	308	-428	(58.2%)	1,537	679	-858	(55.8%)
Criminal Summonses	441	271	-170	(38.5%)	848	654	-194	(22.9%)
DUI/DUID (Detox Summons)	64	52	-12	(18.8%)	140	107	-33	(23.6%)
<b>Total Arrests</b>	<b>1,177</b>	<b>579</b>	<b>-598</b>	<b>(50.8%)</b>	<b>2,385</b>	<b>1,333</b>	<b>-1,052</b>	<b>(44.1%)</b>
<b>Traffic Enforcement</b>								
Traffic Tickets Muni	1,634	1,474	-160	(9.8%)	4,167	3,261	-906	(21.7%)
Traffic Tickets in GO's Muni	417	117	-300	(71.9%)	874	379	-495	(56.6%)
Total MET Tickets Muni	1,029	1,418	+389	37.8%	2,766	2,901	+135	4.9%
<b>Total Traffic Tickets Muni</b>	<b>2,051</b>	<b>1,591</b>	<b>-460</b>	<b>(22.4%)</b>	<b>5,041</b>	<b>3,640</b>	<b>-1,401</b>	<b>(27.8%)</b>
<b>Total Traffic Tickets State</b>	<b>428</b>	<b>107</b>	<b>-321</b>	<b>(75.0%)</b>	<b>830</b>	<b>233</b>	<b>-597</b>	<b>(71.9%)</b>
<b>Total Traffic Tickets</b>	<b>2,479</b>	<b>1,698</b>	<b>-781</b>	<b>(31.5%)</b>	<b>5,871</b>	<b>3,873</b>	<b>-1,998</b>	<b>(34.0%)</b>
<b>Traffic Accidents</b>								
Fatal	1	0	-1	(100.0%)	4	1	-3	(75.0%)
Injury	55	16	-39	(70.9%)	115	60	-55	(47.8%)
Non-Injury	1,148	469	-679	(59.1%)	2,186	1,303	-883	(40.4%)
<b>Total Accidents</b>	<b>1,204</b>	<b>485</b>	<b>-719</b>	<b>(59.7%)</b>	<b>2,305</b>	<b>1,364</b>	<b>-941</b>	<b>(40.8%)</b>



# Aurora Police Department - UCR Statistics

District: 1

<i>UCR crimes are measured by a count of victims/incidents reported (not necessarily occurred) during data period</i>	4 Week Last Year	4 Week Current Year	4 Week Difference	4 Week % Chg	Y-T-D Last Year	Y-T-D Current Year	Y-T-D Difference	Y-T-D % Chg - or - % of Total
Current Wk 10: 03/01/21 - 03/07/21	<b>02/01 - 02/28</b>		+ or -	% chg	<b>01/01 - 02/28</b>		+ or -	% chg
<b>Major Crimes</b> <span style="float: right; font-size: small;">02/03/20 - 03/01/20</span>								
Murder Victims	0	0	--	--	3	2	-1	(33.3%)
Sex Assault Victims	11	13	+2	18.2%	24	21	-3	(12.5%)
Spouse / Dating	3	0	-3	(100.0%)	8	2	-6	10%
Familial	0	2	+2	--	2	2	--	10%
Otherwise Known	1	1	--	0.0%	2	4	+2	19%
Sex Assault DV Victims	3	0	-3	(100.0%)	7	2	-5	10%
Agg Assault Victims	47	103	+56	119.1%	111	197	+86	77.5%
Spouse / Dating	13	16	+3	23.1%	27	32	+5	16%
Familial	6	7	+1	16.7%	12	11	-1	6%
Otherwise Known	15	20	+5	33.3%	30	42	+12	21%
Agg Assault DV Victims	13	22	+9	69.2%	25	42	+17	21%
Robbery	34	43	+9	26.5%	71	76	+5	7.0%
<b>Major Violent Crimes Reported</b>	<b>92</b>	<b>159</b>	<b>+67</b>	<b>72.8%</b>	<b>209</b>	<b>296</b>	<b>+87</b>	<b>41.6%</b>
Burglary	52	62	+10	19.2%	122	138	+16	13.1%
MVT	62	212	+150	241.9%	161	433	+272	168.9%
Larceny	205	240	+35	17.1%	444	535	+91	20.5%
<b>Major Property Crimes Reported</b>	<b>319</b>	<b>514</b>	<b>+195</b>	<b>61.1%</b>	<b>727</b>	<b>1,106</b>	<b>+379</b>	<b>52.1%</b>
<b>Major Index Crimes Reported</b>	<b>411</b>	<b>673</b>	<b>+262</b>	<b>63.7%</b>	<b>936</b>	<b>1,402</b>	<b>+466</b>	<b>49.8%</b>
<b>Criminal Arrests</b>								
Physical Arrests	338	125	-213	(63.0%)	696	266	-430	(61.8%)
Criminal Summonses	171	107	-64	(37.4%)	330	275	-55	(16.7%)
DUI/DUID (Detox Summons)	25	25	--	0.0%	46	50	+4	8.7%
<b>Total Arrests</b>	<b>509</b>	<b>232</b>	<b>-277</b>	<b>(54.4%)</b>	<b>1,026</b>	<b>541</b>	<b>-485</b>	<b>(47.3%)</b>
<b>Traffic Enforcement</b>								
Traffic Tickets Muni	447	232	-215	(48.1%)	1,093	532	-561	(51.3%)
Traffic Tickets in GO's Muni	156	45	-111	(71.2%)	343	132	-211	(61.5%)
Total MET Tickets Muni	222	217	-5	(2.3%)	568	439	-129	(22.7%)
<b>Total Traffic Tickets Muni</b>	<b>603</b>	<b>277</b>	<b>-326</b>	<b>(54.1%)</b>	<b>1,436</b>	<b>664</b>	<b>-772</b>	<b>(53.8%)</b>
<b>Total Traffic Tickets State</b>	<b>148</b>	<b>30</b>	<b>-118</b>	<b>(79.7%)</b>	<b>340</b>	<b>66</b>	<b>-274</b>	<b>(80.6%)</b>
<b>Total Traffic Tickets</b>	<b>751</b>	<b>307</b>	<b>-444</b>	<b>(59.1%)</b>	<b>1,776</b>	<b>730</b>	<b>-1,046</b>	<b>(58.9%)</b>
<b>Traffic Accidents</b>								
Fatal	1	0	-1	(100.0%)	2	1	-1	(50.0%)
Injury	21	9	-12	(57.1%)	48	28	-20	(41.7%)
Non-Injury	430	188	-242	(56.3%)	823	526	-297	(36.1%)
<b>Total Accidents</b>	<b>452</b>	<b>197</b>	<b>-255</b>	<b>(56.4%)</b>	<b>873</b>	<b>555</b>	<b>-318</b>	<b>(36.4%)</b>



# Aurora Police Department - UCR Statistics

District: 2

<i>UCR crimes are measured by a count of victims/incidents reported (not necessarily occurred) during data period</i>	4 Week Last Year	4 Week Current Year	4 Week Difference	4 Week % Chg	Y-T-D Last Year	Y-T-D Current Year	Y-T-D Difference	Y-T-D % Chg - or - % of Total
Current Wk 10: 03/01/21 - 03/07/21	<b>02/01 - 02/28</b>		+ or -	% chg	<b>01/01 - 02/28</b>		+ or -	% chg
<b>Major Crimes</b> <span style="float: right; font-size: small;">02/03/20 - 03/01/20</span>								
Murder Victims	0	1	+1	--	0	1	+1	--
Sex Assault Victims	10	8	-2	(20.0%)	14	17	+3	21.4%
Spouse / Dating	3	1	-2	(66.7%)	5	1	-4	6%
Familial	2	0	-2	(100.0%)	1	1	--	6%
Otherwise Known	3	4	+1	33.3%	4	9	+5	53%
Sex Assault DV Victims	2	2	--	0.0%	5	3	-2	18%
Agg Assault Victims	33	52	+19	57.6%	92	130	+38	41.3%
Spouse / Dating	7	11	+4	57.1%	21	25	+4	19%
Familial	2	8	+6	300.0%	11	12	+1	9%
Otherwise Known	7	14	+7	100.0%	28	36	+8	28%
Agg Assault DV Victims	9	16	+7	77.8%	21	29	+8	22%
Robbery	13	21	+8	61.5%	26	41	+15	57.7%
<b>Major Violent Crimes Reported</b>	<b>56</b>	<b>82</b>	<b>+26</b>	<b>46.4%</b>	<b>132</b>	<b>189</b>	<b>+57</b>	<b>43.2%</b>
Burglary	41	56	+15	36.6%	74	112	+38	51.4%
MVT	72	188	+116	161.1%	137	387	+250	182.5%
Larceny	198	248	+50	25.3%	399	493	+94	23.6%
<b>Major Property Crimes Reported</b>	<b>311</b>	<b>492</b>	<b>+181</b>	<b>58.2%</b>	<b>610</b>	<b>992</b>	<b>+382</b>	<b>62.6%</b>
<b>Major Index Crimes Reported</b>	<b>367</b>	<b>574</b>	<b>+207</b>	<b>56.4%</b>	<b>742</b>	<b>1,181</b>	<b>+439</b>	<b>59.2%</b>
<b>Criminal Arrests</b>								
Physical Arrests	262	107	-155	(59.2%)	556	230	-326	(58.6%)
Criminal Summonses	163	103	-60	(36.8%)	332	242	-90	(27.1%)
DUI/DUID (Detox Summons)	21	16	-5	(23.8%)	59	31	-28	(47.5%)
<b>Total Arrests</b>	<b>425</b>	<b>210</b>	<b>-215</b>	<b>(50.6%)</b>	<b>888</b>	<b>472</b>	<b>-416</b>	<b>(46.8%)</b>
<b>Traffic Enforcement</b>								
Traffic Tickets Muni	714	760	+46	6.4%	1,809	1,780	-29	(1.6%)
Traffic Tickets in GO's Muni	130	27	-103	(79.2%)	270	123	-147	(54.4%)
Total MET Tickets Muni	505	739	+234	46.3%	1,351	1,602	+251	18.6%
<b>Total Traffic Tickets Muni</b>	<b>844</b>	<b>787</b>	<b>-57</b>	<b>(6.8%)</b>	<b>2,079</b>	<b>1,903</b>	<b>-176</b>	<b>(8.5%)</b>
<b>Total Traffic Tickets State</b>	<b>181</b>	<b>44</b>	<b>-137</b>	<b>(75.7%)</b>	<b>267</b>	<b>115</b>	<b>-152</b>	<b>(56.9%)</b>
<b>Total Traffic Tickets</b>	<b>1,025</b>	<b>831</b>	<b>-194</b>	<b>(18.9%)</b>	<b>2,346</b>	<b>2,018</b>	<b>-328</b>	<b>(14.0%)</b>
<b>Traffic Accidents</b>								
Fatal	0	0	--	--	1	0	-1	(100.0%)
Injury	19	3	-16	(84.2%)	42	18	-24	(57.1%)
Non-Injury	356	126	-230	(64.6%)	702	404	-298	(42.5%)
<b>Total Accidents</b>	<b>375</b>	<b>129</b>	<b>-246</b>	<b>(65.6%)</b>	<b>745</b>	<b>422</b>	<b>-323</b>	<b>(43.4%)</b>



# Aurora Police Department - UCR Statistics

District: 3

<i>UCR crimes are measured by a count of victims/incidents reported (not necessarily occurred) during data period</i>	4 Week Last Year	4 Week Current Year	4 Week Difference	4 Week % Chg	Y-T-D Last Year	Y-T-D Current Year	Y-T-D Difference	Y-T-D % Chg - or - % of Total
Current Wk 10: 03/01/21 - 03/07/21	<b>02/01 - 02/28</b>		+ or -	% chg	<b>01/01 - 02/28</b>		+ or -	% chg

**Major Crimes** 02/03/20 - 03/01/20

Murder Victims	0	0	--	--	1	0	-1	(100.0%)
Sex Assault Victims	8	2	-6	(75.0%)	15	10	-5	(33.3%)
Spouse / Dating	3	0	-3	(100.0%)	4	2	-2	20%
Familial	1	0	-1	(100.0%)	1	1	--	10%
Otherwise Known	1	1	--	0.0%	5	4	-1	40%
Sex Assault DV Victims	3	0	-3	(100.0%)	4	1	-3	10%
Agg Assault Victims	20	25	+5	25.0%	37	55	+18	48.6%
Spouse / Dating	5	6	+1	20.0%	10	11	+1	20%
Familial	0	4	+4	--	6	6	--	11%
Otherwise Known	5	2	-3	(60.0%)	12	14	+2	25%
Agg Assault DV Victims	5	7	+2	40.0%	10	14	+4	25%
Robbery	11	16	+5	45.5%	19	25	+6	31.6%
<b>Major Violent Crimes Reported</b>	<b>39</b>	<b>43</b>	<b>+4</b>	<b>10.3%</b>	<b>72</b>	<b>90</b>	<b>+18</b>	<b>25.0%</b>
Burglary	14	31	+17	121.4%	50	59	+9	18.0%
MVT	42	82	+40	95.2%	95	192	+97	102.1%
Larceny	131	177	+46	35.1%	303	372	+69	22.8%
<b>Major Property Crimes Reported</b>	<b>187</b>	<b>290</b>	<b>+103</b>	<b>55.1%</b>	<b>448</b>	<b>623</b>	<b>+175</b>	<b>39.1%</b>
<b>Major Index Crimes Reported</b>	<b>226</b>	<b>333</b>	<b>+107</b>	<b>47.3%</b>	<b>520</b>	<b>713</b>	<b>+193</b>	<b>37.1%</b>

**Criminal Arrests**

Physical Arrests	90	49	-41	(45.6%)	198	118	-80	(40.4%)
Criminal Summonses	105	60	-45	(42.9%)	183	135	-48	(26.2%)
DUI/DUID (Detox Summons)	17	11	-6	(35.3%)	33	26	-7	(21.2%)
<b>Total Arrests</b>	<b>195</b>	<b>109</b>	<b>-86</b>	<b>(44.1%)</b>	<b>381</b>	<b>253</b>	<b>-128</b>	<b>(33.6%)</b>

**Traffic Enforcement**

Traffic Tickets Muni	372	448	+76	20.4%	1,077	905	-172	(16.0%)
Traffic Tickets in GO's Muni	122	45	-77	(63.1%)	247	118	-129	(52.2%)
Total MET Tickets Muni	270	428	+158	58.5%	770	825	+55	7.1%
<b>Total Traffic Tickets Muni</b>	<b>494</b>	<b>493</b>	<b>-1</b>	<b>(0.2%)</b>	<b>1,324</b>	<b>1,023</b>	<b>-301</b>	<b>(22.7%)</b>
<b>Total Traffic Tickets State</b>	<b>94</b>	<b>29</b>	<b>-65</b>	<b>(69.1%)</b>	<b>194</b>	<b>45</b>	<b>-149</b>	<b>(76.8%)</b>
<b>Total Traffic Tickets</b>	<b>588</b>	<b>522</b>	<b>-66</b>	<b>(11.2%)</b>	<b>1,518</b>	<b>1,068</b>	<b>-450</b>	<b>(29.6%)</b>

**Traffic Accidents**

Fatal	0	0	--	--	1	0	-1	(100.0%)
Injury	13	4	-9	(69.2%)	23	13	-10	(43.5%)
Non-Injury	319	144	-175	(54.9%)	582	338	-244	(41.9%)
<b>Total Accidents</b>	<b>332</b>	<b>148</b>	<b>-184</b>	<b>(55.4%)</b>	<b>606</b>	<b>351</b>	<b>-255</b>	<b>(42.1%)</b>



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Motor Vehicle Thefts Update
<b>Item Initiator:</b> Matt Novak, Police Sergeant
<b>Staff Source/Legal Source:</b> Matt Novak, Police Sergeant
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item as proposed at Study Session
- Information Only
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Approve Item with Waiver of Reconsideration  
Why is a waiver needed?[Click or tap here to enter text.](#)

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

### Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval
  - Does Not Recommend Approval
  - Forwarded Without Recommendation
  - Recommendation Report Attached
  - Minutes Attached
  - Minutes Not Available
-

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

N/A

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**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

A presentation of motor vehicle theft trends, factors influencing the increase in motor vehicle theft, and enforcement initiatives to combat motor vehicle theft.

---

**QUESTIONS FOR COUNCIL**

N/A

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**LEGAL COMMENTS**

N/A

---

**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:** N/A

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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A

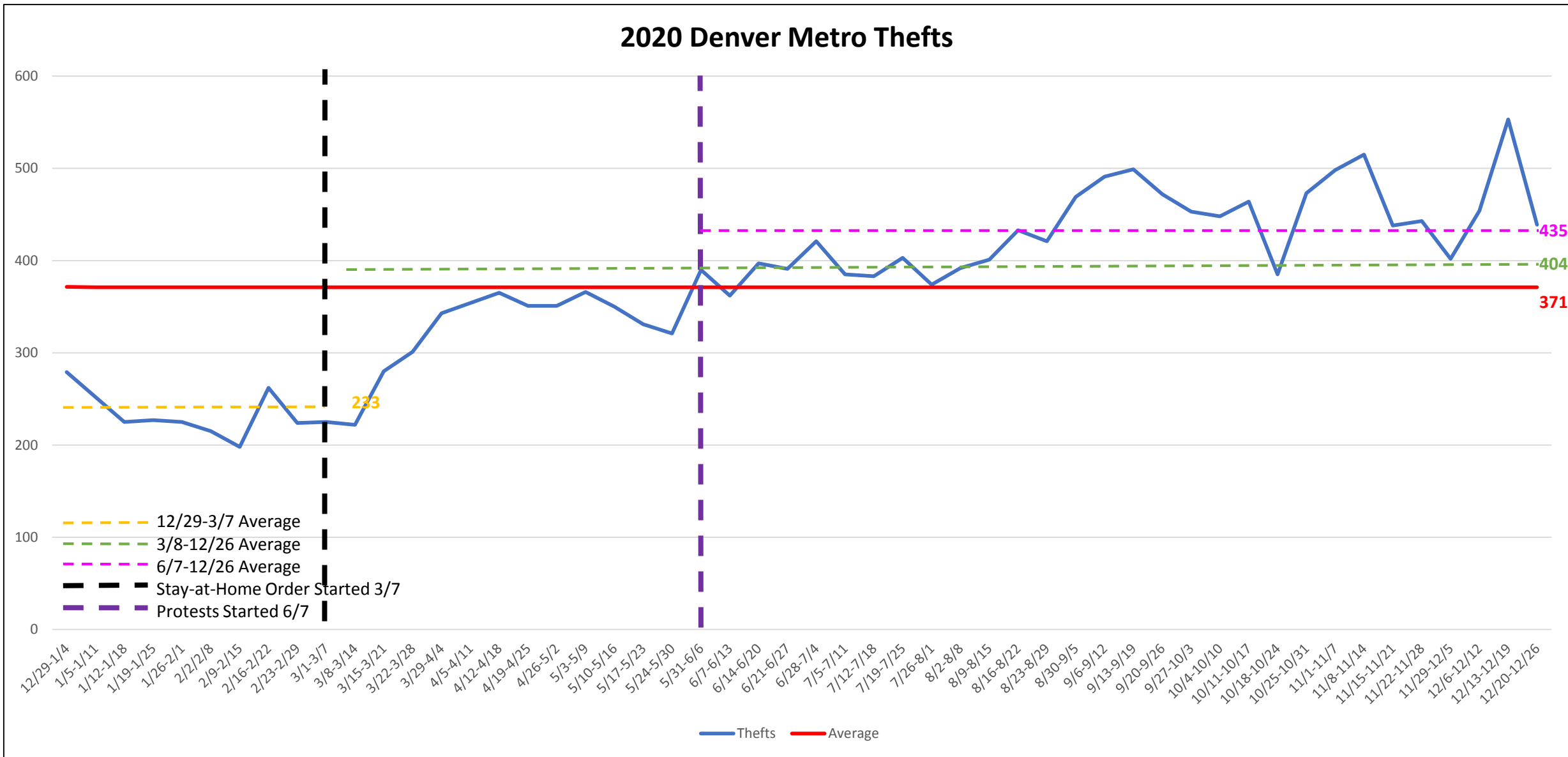
Aurora City Council  
Public Safety Meeting  
March 18, 2021

Auto Theft

Trends, Initiatives & Collaboration



# Thefts by Week from December 29, 2019 – December 26, 2020



\*Most recent 2020 week data and 2020 average data is likely incomplete due to record entry delays

\*Data pulled from ATICC 12/31/20\*

(UNCLASSIFIED)

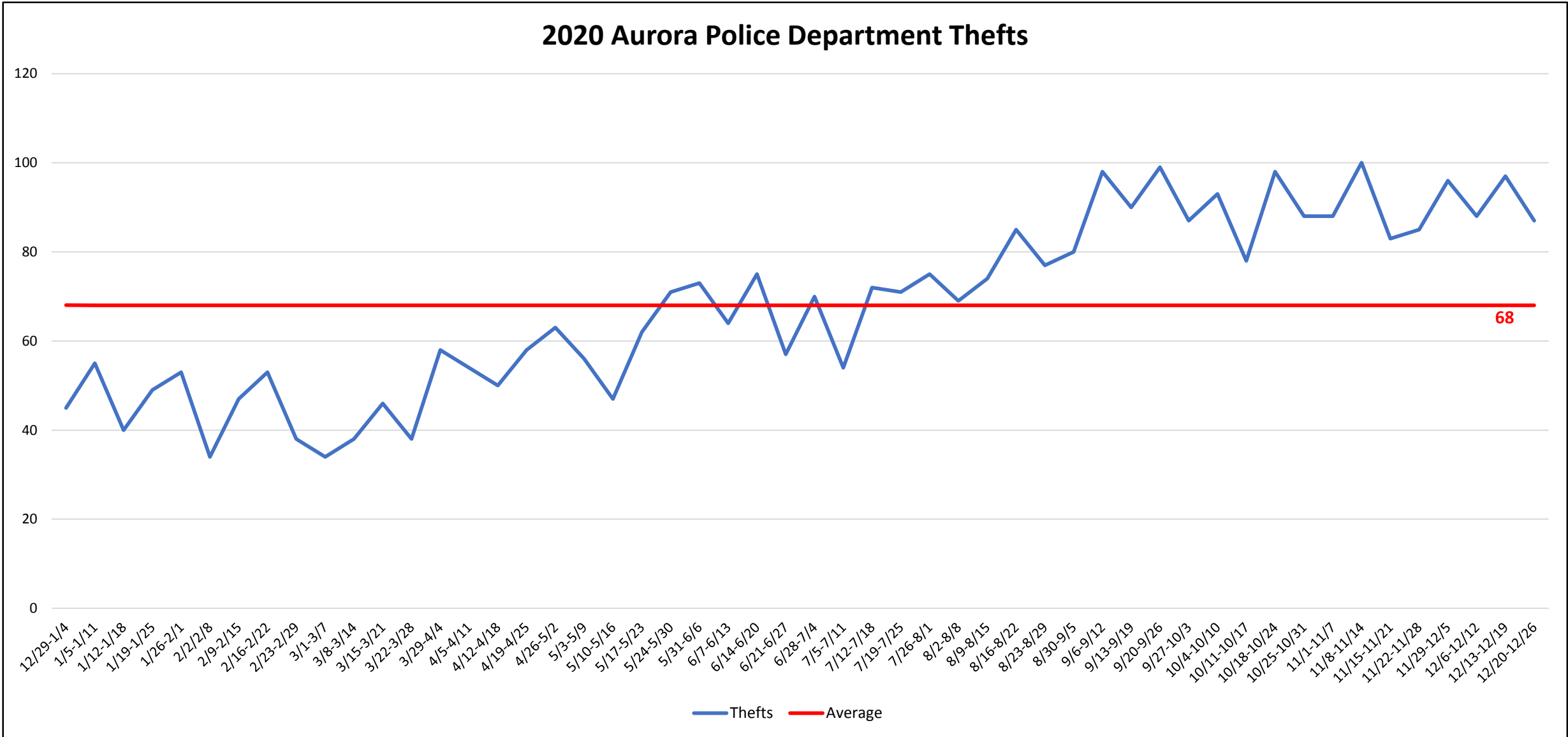




# Thefts by Week from December 29, 2019 – December 26, 2020



## 2020 Aurora Police Department Thefts



68

— Thefts — Average

\*Data pulled from ATICC 01/08/21\*

(UNCLASSIFIED)

# Timeline of 2020 Events

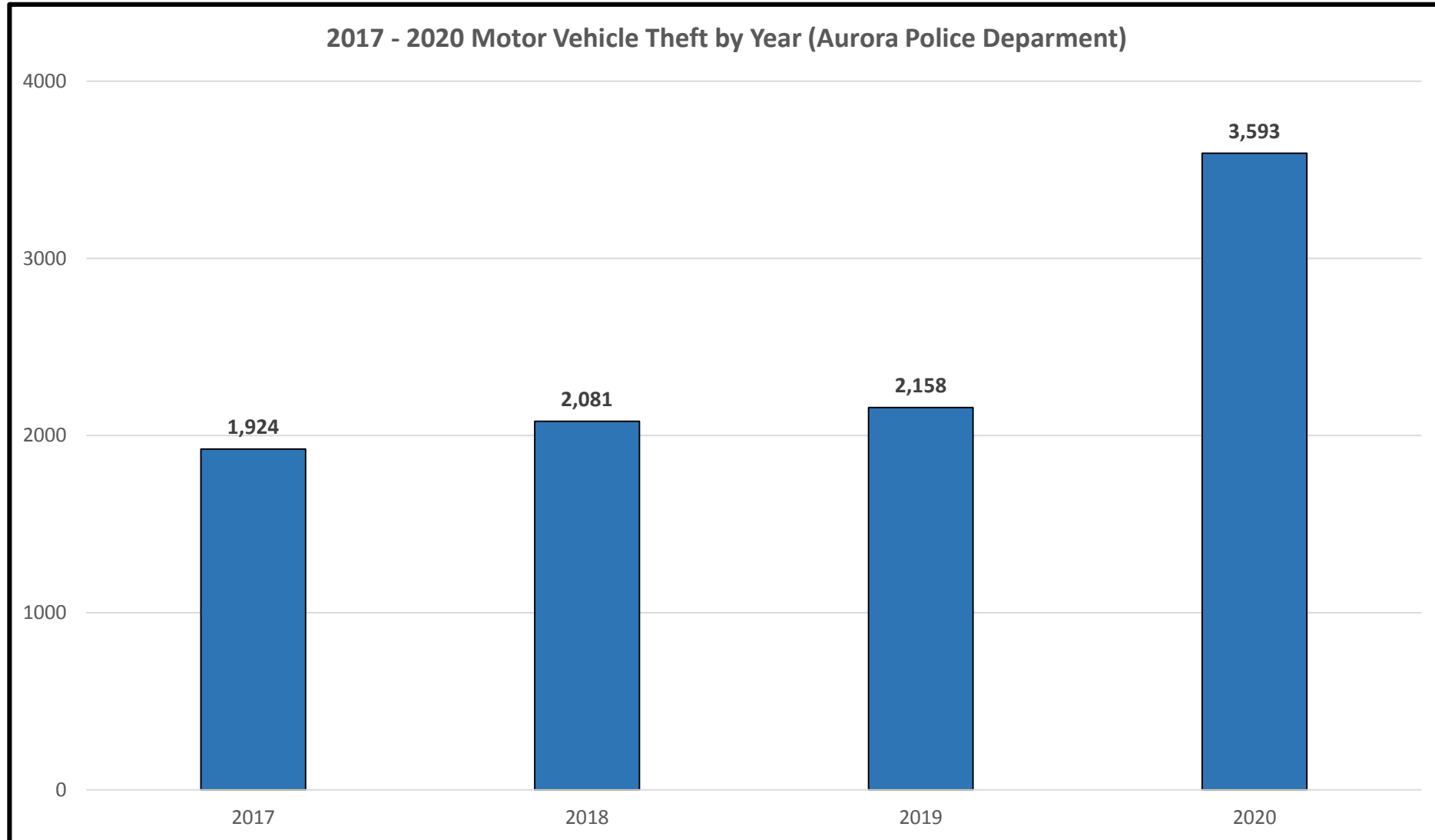
- March 7, 2020 – Stay at Home Order Begins
- March 2020 – Arapahoe/Adams County Implements Jail and Court Restrictions (VRA crimes only – No Property Crimes)
- June 7, 2020 – Protests begin in Denver and Aurora

# Factors influencing the substantial rise in motor vehicle theft:

- Inability to jail motor vehicle theft suspects in four of the six metro area counties for the majority of weeks;
- Courts setting low/no bonds for suspects who are jailed and then soon released only to commit more motor vehicle thefts;
- Inability for DA's Offices to prosecute some cases due to "speedy trial" issues;
- Inability to present larger cases before grand juries related to COCCA investigations;
- Inability to have certain types of physical evidence processed, or the extended length of time to receive results, from crime labs;
- Environmental factors such as more vehicles sitting for long periods of time in multi-family complexes or vehicles not being driven as much, which then become targets of thieves.



# Thefts by Year 2017-2020



# 2020 Aurora/Denver Comparison

## **Aurora**

- Total Vehicles Stolen – 3614
- Total Vehicles Recovered – 3454
- Recovery Rate Within 30 Days – 75%
- Average Thefts Per Day - 10

## **Denver**

- Total Vehicles Stolen – 7475
- Total Vehicles Recovered – 7278
- Recovery Rate Within 30 Days – 73%
- Average Thefts Per Day - 20

## CATPA METROPOLITAN AUTO THEFT TASK FORCE

TOP TEN STOLEN VEHICLES  
IN THE DENVER METRO AREA  
JANUARY 1, 2020-DECEMBER 31, 2020

**\*\*FOR PUBLIC RELEASE\*\***

RANK	VEHICLE MAKE & MODEL	TOTAL THEFTS	MOST COMMON VEHICLE YEARS
1	CHEVROLET SILVERADO	1145	1999-2007
2	HONDA CIVIC	956	1995-2000
3	HONDA ACCORD	924	1992-1997
4	FORD F-250	923	1999-2006
5	GMC SIERRA	602	1999-2007
6	FORD F-150	561	1995, 1997-1998, 2011-2014, 2019
7	FORD F-350	525	1999-2006
8	RAM 1500	493	1998-2005 2019
9	HYUNDAI SONATA	460	2011-2017
10	HONDA CR-V	413	1997-2001

**\*Data obtained from ATICC Repository 01/08/2021**

CMATT \* 445 S Allison Parkway, Lakewood, CO 80226 \* Phone 303-987-4900 \* Fax: 303-987-4909



# New Motor Vehicle Theft Trends

- Increase in Hyundai and Kia Thefts
- 3rd and 4th quarter of 2020 observed a 175% increase in Hyundai thefts and 180% Kia thefts in the Metro Area.
- Newer models 2014 and newer.
- Stock models with no security features.
- Sharp object such as a screwdriver is used to start the ignition with little to no damage.
- These thefts are so popular that thieves are using measures (fuse box alterations) to protect the vehicles from being stolen by other thieves.

# Initiatives/Collaborations

- Automated License Plate Reader (ALPR) Operations
- Undercover/Surveillance Operations
- Bait Vehicle Operations
- Community Based Education (More Difficult due to COVID)
- “Club” MVT Prevention Program – 1000 + Security Clubs distributed each year to citizens withing CMATT participating agencies.
- Intelligence Based Investigations – Focused on “Hot-Spot” Locations, Prolific Offenders, Violent Offenders



# Initiatives/Collaborations

- CMATT and Aurora analysts are working on a weekly/monthly stolen vehicle and recovery interactive map to distribute to patrol.
- Encourage patrol officers to bond offenders on new felony MVT charges when appropriate and if call volume allows.



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> City of Aurora Comprehensive Emergency Management Plan
<b>Item Initiator:</b> Matt Chapman, Battalion Chief-Emergency Management
<b>Staff Source/Legal Source:</b> Matt Chapman, Battalion Chief-Emergency Management
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** First Available

**Regular Meeting:** First Available

---

### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item as proposed at Study Session  Information Only
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Approve Item with Waiver of Reconsideration  
Why is a waiver needed?[Click or tap here to enter text.](#)

---

### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

### Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval  Does Not Recommend Approval
- Forwarded Without Recommendation  Recommendation Report Attached
- Minutes Attached  Minutes Not Available
-

---

**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

N/A

---

**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

The Comprehensive Emergency Management Plan is an update to the Emergency Operations Plan for the city. This document serves as the framework for handling large-scale emergencies and disasters within the City of Aurora.

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**QUESTIONS FOR COUNCIL**

Does the committee agree to move the item to full Council review at Study Session and approval at the Regular Meeting?

---

**LEGAL COMMENTS**

N/A

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**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:**

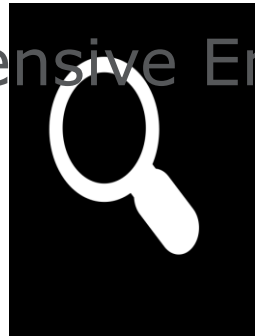
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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:**

City of Aurora  
Comprehensive Emergency Management Plan  
2021



Matt Chapman  
Office of Emergency Management

# Comprehensive Emergency Management Plan

## Purpose of the Plan

- Provides a flexible framework for all-hazards, large-scale emergencies and disaster response.
- Intended to provide officials and staff with a basis for the coordinated management of a disaster or an emergency.
- Compliance with local, state and federal requirements.
  - Laws and Authorities
  - Funding



# Comprehensive Emergency Management Plan

## City of Aurora Requirements

- City of Aurora Code of Ordinances, Chapter 38, Article II
- Civil Emergencies-Emergency Management
- “Develops a comprehensive disaster plan delineating measures to be implemented by the city to prevent a disaster or to be used by the city during a disaster or to direct relief and recovery efforts after a disaster has occurred.”
- “A comprehensive disaster plan shall be adopted and maintained by ordinance of the city council upon the recommendation of the city manager. When approved it shall be the duty of all city departments to perform the functions assigned by the plan and to maintain their portion of the plan in a current state of readiness at all times. The disaster plan shall be considered supplementary to this article and shall have the effect of law whenever a disaster, as defined in this article, has been declared.”



# Comprehensive Emergency Management Plan

## Updated Plan and Format

- City of Aurora is required to update the plan every 3 years to meet federal grant requirements.
- Converting the existing Emergency Operations Plan (EOP) into the Comprehensive Emergency Management Plan (CEMP).
- The CEMP adds more detail and includes all State recommendations and requirements.



# Comprehensive Emergency Management Plan

## Required Base Plan Items

- Promulgation
- Approval and Implementation
- Concept of Operations
- Organization and Roles and Responsibilities
- Direction, Control and Coordination
- Finance
- Logistics
- Laws and Authorities





# Comprehensive Emergency Management Plan

## **CEMP Concept**

- The Comprehensive Emergency Management Plan refers to the overall collection of emergency plans and includes the information from the previous Emergency Operations Plan.
- A best practice concept within Emergency Management.
- Allows for citywide organization of plans and a consistent planning process. Avoiding conflicts and duplication.



# Comprehensive Emergency Management Plan

## CEMP Categories

- **Part I- Base Plan**
- **Part II- Roles and Responsibilities**
- **Part III- Associated Plans**
- **Part IV- Incident Specific Plans**



# Comprehensive Emergency Management Plan

## CEMP Categories

- **Part I- Base Plan**
- **Part II- Roles and Responsibilities**
  - **Contains the required EOP information**
  - **Requires Council approval and adoption**



# Comprehensive Emergency Management Plan

## CEMP Categories

- **Part III- Associated Plans**

### Examples:

- **Recovery Plan**
- **Public Alert and Warning**
- **Resource Mobilization**
- **Continuity of Operations Plans**
- **Damage Assessment**
- **Debris Management**



# Comprehensive Emergency Management Plan

## CEMP Categories

- **Part IV- Incident Specific Plans**
  - **Exist as “annexes” in the current EOP**
  - **Each annex is being rewritten to provide further detail, instruction and guidance for each specific incident.**

### **Examples:**

- **Winter Storm**
- **Mass Casualty**
- **Mass Fatality**
- **Tornado**
- **Aircraft**



Questions?





AURORA, COLORADO



# COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Part 1: Base Plan

## Promulgation

Pursuant to the Authority granted in Ordinances of the City of Aurora, Chapter 38, Article II, Section 38-32, the City of Aurora Comprehensive Emergency Management Plan has been reviewed and is hereby adopted, promulgated and is hereby ordered published and distributed. The plan sets forth the specific delegation of responsibility of municipal and supporting agencies in Aurora in the event of a major emergency or disaster.

The highest priority of the City of Aurora government is to protect its residents. The city provides many services critical to public safety, health and welfare. For this reason, every attempt has been made to identify and designate available forces and resources at all levels of government that are to be utilized in response to emergencies and disasters. Planning, preparation and timely response must be the goal of all those responsible for providing emergency support functions if the people of Aurora are to enjoy the services and protection of their government.

Tasks for specific emergency support functions have been assigned, where feasible, to those organizations accustomed to performing such duties as primary day-to-day responsibilities. In addition, local governmental and volunteer organization decision makers have been provided with instructions and guidelines for implementing disaster response actions and programs appropriate to the emergency at hand. All agencies, jurisdictions, department heads and personnel are directed to accept the responsibilities as herein assigned and to conduct the organizational planning and training necessary to implement the Comprehensive Emergency Management Plan, when required. This will enhance restoration of order and lead to rapid recovery after a disaster.

The Aurora Office of Emergency Management is charged with the responsibility to implement this plan through coordination of all city departments, municipalities and primary agencies involved. When needed, changes, additions, or deletions to this Plan will be made.

## Approval and Implementation

To fully implement this plan, all participating departments/agencies must know what is in the plan. It is recommended that each agency review this plan annually.

It is also expected that all agencies will participate in training and exercises. This will not only increase the agencies' understanding of the EOP but will also allow opportunities for improving this document.

## Record of Changes

The city of Aurora City Council hereby delegate's authority to the Bureau Manager of the Office of Emergency Management to make minor technical changes to the plan as noted on the Record of Changes. A copy of all plan updates and revisions shall be provided to all signatories to the EOP

## Record of Distribution

The following departments, agencies, or individuals have been given copies of the City of Aurora Comprehensive Emergency Management Plan in the quantities indicated below. Additional copies are available upon request by contacting the Aurora Office of Emergency Management at 15151 E. Alameda Parkway, Suite 4100, Aurora CO 80012





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## Executive Summary

Welcome to the city of Aurora Comprehensive Emergency Management Plan (CEMP).

The CEMP's purpose is to unify a series of all-hazards documentation that holistically describes the doctrines, strategies, and responsibilities through which the city of Aurora's emergency management program is organized and managed. This enables the city to prepare for, mitigate against, respond to, and recover from any emergency that could adversely affect the health and safety of Aurora's residents, visitors, and the environment. Specifically, the CEMP identifies how city departments coordinate emergency management related actions, resources, and activities with other federal, state, county, regional, private-sector, nongovernmental organizations, and the broader community.

The CEMP is flexible, adaptable, and scalable to cover the broad range of emergency management functions necessary to address the impacts of the hazards the community faces.

The City of Aurora Emergency Management Program Annual Workplan, through the Emergency Management Performance Grant, is designed to advance progress toward the vision of the citywide, comprehensive emergency management effort.

The CEMP is intended to be used in a modular fashion. Part 1 is the base plan with definitions, laws and authorities, and plan maintenance information. Part 2 covers the roles and responsibilities of elected officials, city management, city departments and outside partners. Part 3 includes the major supporting plans such as the Hazard Mitigation Plan, the Disaster Recovery Plan and the Resource Mobilization Plan. Part 4 consists of incident specific plans like the Winter Storm Plan, Tornado Response Plan and the Cyber Incident Plan.

As a modular system, each of these subdocuments may be updated individually as needed without revising the entire CEMP.

## Plan Purpose and Scope

### Purpose

The purpose of the City of Aurora CEMP is to develop a comprehensive emergency management program that will provide a system to mitigate the effects of an emergency, preserve life, minimize damage, respond during emergencies, provide necessary assistance, and establish a recovery system to return the community to its normal state of affairs. This plan attempts to clearly define roles and responsibilities, along with the legal authority to act, to mitigate, prepare for, respond to and recover from the effects of natural disaster, technological accidents, and other major incidents.

The plan uses the principles of the National Incident Management System (NIMS) as its foundation and it mirrors the constructs of the National Response Framework and the State Emergency Operations Plan to help ensure a seamless integration between Federal, State and Local partners during a response.

The objectives of this plan are to accomplish and facilitate the following:



- Provide strategic and tactical procedures to support the primary and essential responsibilities of Aurora during all phases of an emergency, disaster, or catastrophe
- Integrate multi-agency, regional, and state coordination into emergency operations through implementation of the Incident Command System (ICS)/National Incident Management System (NIMS) Establish clear lines of communication, information sharing, authority, and succession during any type of emergency, disaster, or catastrophe
- Define roles and responsibilities spanning various departments, agencies, divisions, municipalities, and private/nonprofit organizations in support of critical functions
- Provide a framework for more specific functional annexes that describe, in more detail, who does what, when, and how

## Scope

This CEMP establishes a mutual understanding of authority, responsibilities, and functions of the city and provides a basis for incorporating essential non-governmental agencies and organizations into the emergency management organization. All directions contained in this plan apply to preparedness and emergency activities undertaken by the city and supporting organizations required to minimize the effects of incidents and facilitate recovery activities.

The CEMP uses the principles of the National Incident Management System (NIMS) as its foundation and it mirrors the constructs of the National Response Framework and the State Emergency Operations Plan to help ensure a seamless integration between Federal, State and Local partners during a response.

Emergencies can quickly escalate into disasters requiring resources that may not be available within the city of Aurora and/or through standard Mutual Aid Agreements. The EOP can be activated for large or small incidents and the OEM will decide if EOC activation is necessary. With or without EOC activation, the OEM can provide support to coordinate resource between city departments or when any event begins to overwhelm normal resources and requires assistance to coordinate resources for participating departments.

## Comprehensive Planning

While the focus of disaster and emergency planning is generally on the response to really bad events, the reality is that actions to prepare for and lessen the impact of a disaster are critical to creating the best possible outcome and these actions are taken during “blue-sky” periods when there is no disaster. Further, any one response plan is interdependent on numerous others and none can exist in complete isolation. An incident specific plan for a tornado response will naturally flow into a recovery plan after the incident is stabilized and will rely on a public alert and warning plan and resource mobilization plan to be effective.

For these reasons, the city of Aurora has adopted a process of comprehensive planning related to emergency management. We look at the whole community in our planning process, including internal city Departments, surrounding jurisdictions, mutual aid partners, volunteer agencies active in disaster, groups representing those with access and functional needs, state and Federal agencies and the citizens in our city. We look not only at natural hazards as sources of disasters, but human caused threats, intentional and accidental, as sources of emergencies. We consider large special events as potential targets for violence and also locations where a large group of people may be vulnerable to a weather emergency. We include



venues within the city that are not owned or operated by the city but by the nature of their business, their location, their visibility or other characteristics give them higher risk than others.

## The Plan is Always in Effect

Recognition that an effective comprehensive emergency management program requires continual effort is key to the city of Aurora. The Comprehensive Emergency Management Plan is not designed to sit on a shelf and wait for a disaster to happen before it is of any value. The Incident Specific Plans in Part 4 are also always in effect to guide the city and its departments on preparation and mitigation steps that can be taken prior to any emergency or disaster. Some disasters provide significant warning while others give the city no notice, so the city must be constantly vigilant for changing conditions and indicators of a problem. The city will lean in to approaching problems to mitigate the effects of an escalating incident by phasing in parts of planning and resource mobilization. We do not wait for a disaster or emergency to act.

While the overall CEMP is always in effect, it is important to note that certain elements during the response or recovery phases may require the declaration of an emergency or a disaster. Aurora Municipal Code Section 38-32 also states that this plan (the “disaster plan”) has the full effect of law when a disaster is declared.

## Incident Specific Plan Phases: Preparation, Readiness, Response, Recovery

Each Incident Specific Plan in Part 4 refers to the 4 main phases of emergency or disaster management. City departments have specific tasks in each of the four phases. Note that the majority of time is spent in the preparation phase. There will be times where the city moves to a readiness phase, but the disaster is averted, and we return to the preparation phase without ever going to response. Some incidents do not provide any warning and there is not a readiness phase, but a straight jump into response.

- **Preparation:** This is the “blue-sky” phase where no disaster or emergency is occurring relative to the specific plan. In this phase, departments conduct their own planning around specific incidents, purchase and maintain appropriate response equipment, stockpile needed supplies and participate in training and exercise activities to improve their ability to respond to incidents.
- **Readiness:** In this phase, a disaster or emergency is likely to occur relatively soon. The Office of Emergency Management, in conjunction with key identified departments and city management will conduct planning and coordinating meetings. Equipment, personnel and supplies appropriate to the incident are made ready to respond through pre-positioning, schedule adjustments, inspections or other similar activities. Written plans specific to the event are created. As appropriate, a unified command team, incident management team and command post are identified.
- **Response:** The city responds to the incident to preserve life, stabilize the incident, and protect property and the environment. The Emergency Operations Center and appropriate Department Operations Centers may be activated in conjunction with a unified command post. During some incidents, a formal disaster or emergency declaration may be made. There will be impacts to normal city business. Generally, response has two parts, initial and ongoing response. Initial response consists of mobilizing the City emergency management capabilities and taking actions to stabilize the emergency. Actions during this part attempt to prevent the emergency from worsening while addressing immediate threats to life, property and the environment. Ongoing response consists of actions that sustain the City’s emergency management capabilities and



continue management of threats to life, property, and the environment. This part also includes actions to address other key community needs related to infrastructure, resources and emergency assistance.

- **Recovery:** In this phase, the city is brought back to a normal state following an incident. Although not all city departments will be directly impacted by most incidents, many will have a role in recovery from an incident. In some cases, this process may be as simple as returning items to a stock room and bringing employee schedules back to normal. In other cases, the city may be supporting disaster recovery centers, clearing debris, repaving roads, rebuilding bridges or other critical infrastructure and monitoring federal disaster recovery projects and grants. Much like response, there are two parts to recovery, short-term and long-term. Short-term recovery phase consists of actions to restore the services that are needed to reoccupy homes and businesses, obtain any available state or federal disaster assistance and bridge any remaining resource gaps that are preventing residents and businesses from moving swiftly towards recovery. Long-term recovery consists of actions to restore Aurora’s economic, cultural and environmental vibrancy in a way that is resilient to future emergencies and disasters. This part also includes the creation and implementation of an After-Action Report and Improvement Plan.

## Federal Guidance: National Incident Management System, National Planning Frameworks, National Preparedness Goal

Following the September 11, 2001 attacks, the federal government put significant effort into identifying areas of improvement to prevent future attacks and better prepare the government as a whole to respond to significant incidents. The National Preparedness Goal stems from Homeland Security Presidential Directive 8 issued in 2003 (and further updated in Presidential Policy Directive 8 issued in 2011). The National Preparedness Goal is: “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

## State of Colorado Emergency Management Plan

The State of Colorado Department of Homeland Security and Emergency Management (DHSEM) produces the State’s Emergency Operations Plan and periodically reviews and updates it. Our CEMP must be compatible with the State plan to provide for as seamless as process as possible when interacting with the State during times of disaster. The State plan says “[M]unicipalities...have responsibility for reducing the vulnerability of people and property to the effects of emergencies and disasters. They should ensure that local governmental agencies are capable of efficient and responsive mobilization of resources in order to protect lives, minimize property loss, and expedite recovery efforts during an emergency or disaster. They should ensure that an Emergency Management Program serves the jurisdiction.” (2016 CHIRRP section (IX)(A)(1))

Further, the State plan provides the principle of local government control: “Direction and control prior to, during, and after an emergency or disaster rests with the elected leadership of the legally recognized jurisdiction impacted by the incident. This authority continues throughout each stage (preparedness, response, and recovery) of emergency operations.” (2016 CHIRRP section (IX)(C)(1))



## The Five Emergency Management Mission Areas

The Office of Emergency Management uses a standard model of five mission areas for an emergency management program to guide our efforts. The five areas are described below.

### Mitigation

Any action taken to eliminate or reduce the degree of long-term risk to human life, property and the environment from natural and man-made hazards. Mitigation assumes that society is exposed to risks, whether or not an emergency occurs. Mitigation measures include, but are not limited to, building codes, disaster insurance, hazard information systems, land use management, hazard analysis, land acquisition, monitoring and inspection, public education, research, relocation, risk mapping, safety codes, statutes and ordinances, tax incentives and disincentives, and stockpiling of emergency supplies. Both policy and structural projects can reduce the vulnerability to hazards. The City of Aurora Hazard Mitigation Plan is the guiding document for mitigation in the city of Aurora.

### Prevention

Actions to avoid an incident, to intervene or to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections, improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice (National Incident Management System).

### Preparedness

Preparedness activities develop the response capabilities needed if an emergency should arise. Planning, training and exercises are among the activities conducted under this phase. Examples include:

- Testing and maintaining equipment
- Establishing, equipping and maintaining the EOC to current standards
- Developing emergency plans and procedures
- Exercise of plans
- Participation in training, drills and exercises
- Coordination of sirens and Emergency Alert System (EAS) utilization
- Hazard identification
- Mutual Aid Agreements
- Resource Management

### Response

Any action taken immediately before, during, or directly after an emergency occurs to save lives, minimize damage to property and the environment, and enhance the effectiveness of recovery. Response measures include, but are not limited to, on-site incident management, emergency operations center management, critical resource logistics distribution, volunteer management and donations, worker safety and health, public safety and security response, animal health emergency support, environmental health





and vector control, explosive device response operations, firefighting operations and support, weapons of mass destruction (WMD)/hazardous materials response and decontamination, citizen protection through evacuation or in-place sheltering, isolation and quarantine, search and rescue, emergency public information and warning, triage and pre-hospital treatment, medical surge, medical supplies management and distribution, mass prophylaxis, mass care services, and fatality management.

## Recovery

Recovery is both a short-term and long-term process. Short-term operations restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. Examples include:

- Damage assessment
- Debris management
- Decontamination of facilities and equipment
- Counseling
- Individual and Public Disaster assistance
- Temporary and long-term housing
- Accounting for all resource use and expenditures
- Prioritizing the repair and restoration of infrastructure so that essential services will be given first priority
- Ensuring all agencies involved in the recovery effort will see that a detailed cost accounting is done in the event of a declared disaster
- Coordinating and conducting a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures and formats to document any crucial lessons-learned and to revise plans as needed for future events

## The Core Capabilities

Core capabilities are used to measure, describe, and implement security and resilience techniques. There are 32 core capabilities identified in the National Preparedness Goal, each classified beneath one of the five mission areas.

The core capabilities:

- Are distinct critical elements necessary to meet the National Preparedness Goal (NPG)
- Are essential for the execution of each of the five mission areas
- Provide a common language for preparedness across the whole community
- Are not exclusive to any single level of government or organization

Utilizing and implementing core capabilities is what we, as a Nation, require in order to deal with the risks we face.



Mission Area	Mission Area Description	Core Capabilities
<b>Prevention</b>	Prevention comprises the capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.	<ul style="list-style-type: none"> <li>• Forensics and Attribution</li> <li>• Intelligence and Information Sharing</li> <li>• Interdiction and Disruption</li> <li>• Screening, Search, and Protection</li> </ul>
<b>Protection</b>	Protection includes the capabilities to safeguard the homeland against acts of terrorism and manmade or natural disasters.	<ul style="list-style-type: none"> <li>• Access Control and Identity Verification</li> <li>• Cybersecurity</li> <li>• Physical Protective Measures</li> <li>• Risk Management for Protection Programs and Activities</li> <li>• Supply Chain Integrity and Security</li> </ul> <p>PLUS, Capabilities shared with the Prevention mission area:</p> <ul style="list-style-type: none"> <li>• Intelligence and Information Sharing</li> <li>• Interdiction and Disruption</li> <li>• Screening, Search, and Protection</li> </ul>
<b>Mitigation</b>	Mitigation includes capabilities necessary to reduce loss of life and property by lessening the impact of disasters.	<ul style="list-style-type: none"> <li>• Community Resilience</li> <li>• Long-Term Vulnerability Reduction</li> <li>• Risk and Disaster Resilience Assessment</li> <li>• Threats and Hazards Identification</li> </ul>
<b>Response</b>	Response includes capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.	<ul style="list-style-type: none"> <li>• Critical Transportation</li> <li>• Environmental Response/Health and Safety</li> <li>• Fatality Management Services</li> <li>• Fire Management and Suppression</li> <li>• Infrastructure Systems</li> <li>• Logistics and Supply Chain Management</li> <li>• Mass Care Services</li> </ul>



		<ul style="list-style-type: none"> <li>• Mass Search and Rescue Operations</li> <li>• On-scene Security, Protection, and Law Enforcement</li> <li>• Operational Communications</li> <li>• Public Health, Healthcare, and Emergency Medical Services</li> <li>• Situational Assessment</li> </ul>
<b>Recovery</b>	Recovery includes capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.	<ul style="list-style-type: none"> <li>• Infrastructure Systems (Shared capability with Response mission area)</li> <li>• Economic Recovery</li> <li>• Health and Social Services</li> <li>• Housing</li> <li>• Natural and Cultural Resources</li> </ul>

## Situation Overview

### Assumptions

The following disaster and emergency conditions have been considered in the development of this plan:

- An emergency or disaster can occur at any time and any location and may create significant degrees of loss of life, human suffering, property damage and economic hardship to individuals, governments, the environment and the business community.
- The extent of casualties and damage will reflect factors such as the time of occurrence, severity of impact, weather conditions, population density, building construction, and the possible triggering of secondary events such as fires and floods.
- The elected and appointed leaders of the city of Aurora are responsible for ensuring that necessary and appropriate actions are taken to protect people and property from any threat or hazard.
- When threatened by any hazard, citizens expect elected and appointed leaders to take immediate action to help them resolve the problem. Citizens expect the government to manage its resources, be the foundation for appropriate communication, channel the efforts of the whole community including voluntary organizations and the private sector and, if necessary, solicit assistance from outside the jurisdiction.
- Citizens will also expect government to keep them informed and to provide guidance and assistance in the event of a threat, emergency or disaster.
- Departments and agencies across the city will need to respond on short notice to provide timely and effective assistance.
- Warning time available to implement this plan will vary from little to no warning, to days or weeks, depending on the type of hazard.



- A major disaster or emergency will likely overwhelm the capabilities of the city of Aurora to provide prompt and effective emergency response and recovery. Resources in the city will likely be unavailable or in short supply.
- Damage to commercial telecommunications facilities may occur, slowing dissemination of information and reporting of persons needing help.
- Public safety and general public (including cellular service, internet and land-line telephone access) communications may be limited or not available. It is expected that emergency radio communications including responder emergency communications, the Federal Emergency Alert System radio service and ham radio communications may be limited.
- Homes, businesses, public buildings, antenna sites, and other critical facilities may be damaged or destroyed. Public utilities will be damaged and either completely or partially inoperable.
- Emergency response personnel may be victims of the emergency preventing them from performing their assigned emergency duties.
- Many victims may be forced from their homes and large numbers of dead and injured may exist. Emergency medical services and transport ambulances may be in short supply. Medical and health care facilities may be overwhelmed with medical care requests.
- Vital utility services such as electrical power, water service and petroleum fuels may be severely restricted or may not be available.
- Damage to fixed facilities that generate or use hazardous or toxic chemicals could result in the release of these hazardous materials into the environment.
- Restaurants and grocery stores may not be able to supply food. Additionally, basic necessities, such as medicines, may be in short supply.
- Volunteers may come from other areas to help, causing problems with accountability. Donated goods not presently needed may be dropped off.
- Businesses in Aurora may have difficulty remaining open or providing paychecks to their employees.
- City of Aurora departments, participating agencies and other external partners will respond to an incident to the extent of available resources and mutual aid. When these resources are exhausted, resources may be requested from Arapahoe, Adams or Douglas County or the State of Colorado through the Office of Emergency Management.
- City of Aurora departments with emergency responsibilities will ensure that all personnel concerned with response are properly trained and familiar with this plan, all annexes, SOP's, the National Incident Management System (NIMS), and the Incident Command System (ICS) so that they are capable of implementing them in a timely and effective manner.
- The Incident Command System will be used as the on-scene incident management system.
- State and Federal assistance as well as volunteer and private organizations will be available to supplement the city of Aurora's resources as needed.
- Effective emergency operations require periodic training and exercising of all potentially involved personnel and agencies.

## Top Natural Hazards

The Aurora emergency management program is based on the hazards, both natural and human-caused. The natural hazards are identified in the City Hazard Mitigation Plan (HMP) which is updated every 4 years. The HMP identifies hazards, examines their consequences and the use of mitigation to develop long and short-term strategies to reduce or alleviate the loss of life, personal injury, and property damage



that can result from a disaster. It involves strategies such as planning, policy changes, programs, projects, and other activities that can mitigate the impacts of hazards. The City of Aurora has developed and maintained a hazard mitigation plan (HMP) to reduce risks from natural disasters and to comply with the Disaster Mitigation Act.

Aurora is subject to dam/levee failure, drought, earthquakes, erosion and deposition, expansive soil, extreme heat, flood, hail, landslide, mud/debris flow, rockfall, lightning, severe wind, subsidence, tornado, wildfire and winter storm events. In the past, these hazards have resulted in economic loss and damage to critical infrastructure in and around the city. These hazards, and City efforts to reduce its risks from them, are described in more detail in the City's Mitigation Plan.

The HMP is a living document and a copy can be requested through the Aurora Office of Emergency Management.

## Top Human Based Threats

The purpose and goals of the Hazard Mitigation Plan (HMP) for the City of Aurora is to ensure eligibility of the City for disaster recovery grants from the Federal Emergency Management Agency (FEMA) and to develop mitigation actions to help reduce risk and exposure to the hazards. The HMP will help make Aurora a safer and more resilient community. The plan only addresses natural hazards and not human-caused hazards. The top human based threats Aurora plans for, whether intentional or accidental, include mass casualty/fatality; incendiary/explosive device; an industrial accident; mass shooting/active killer; terrorism; a transportation accident; or a cyber-attack.

## Mitigation and Prevention Overview

Hazard mitigation is any sustained action taken to reduce or eliminate the long-term risk to human life and property posed by hazards. Hazard mitigation activities may be implemented prior to, during, or after an incident. However, it has been demonstrated that mitigation is most effective when based on an inclusive, comprehensive, long-term plan that is developed before an emergency occurs. The Program uses standards and best practices from the Disaster Mitigation Act of 2000 and The City of Aurora Hazard Mitigation Plan, that is the guide for the City's hazard mitigation program. The document strategically guides actions and investments in such a way as to reduce the impacts of natural hazards on human life and property. The City has also focused on improving interdepartmental coordination in this update to ensure that the plan meets the needs of all City departments.

Further details can be found in the City of Aurora Hazard Mitigation Plan in Part 3.

## Capability Overview

As mentioned earlier, the Aurora Office of Emergency Management utilizes the 32 core capabilities set forth by FEMA over the five emergency management mission areas. These capabilities are used to evaluate areas of strengths as well as gaps that need additional resources, attention and training. The evaluation of the capabilities is accomplished through exercise development and design as well as observations gathered from real-world events that the city has experienced. These capabilities apply to all departments and areas of the city as it relates to large scale emergencies and disasters.



# General Concept of Operations

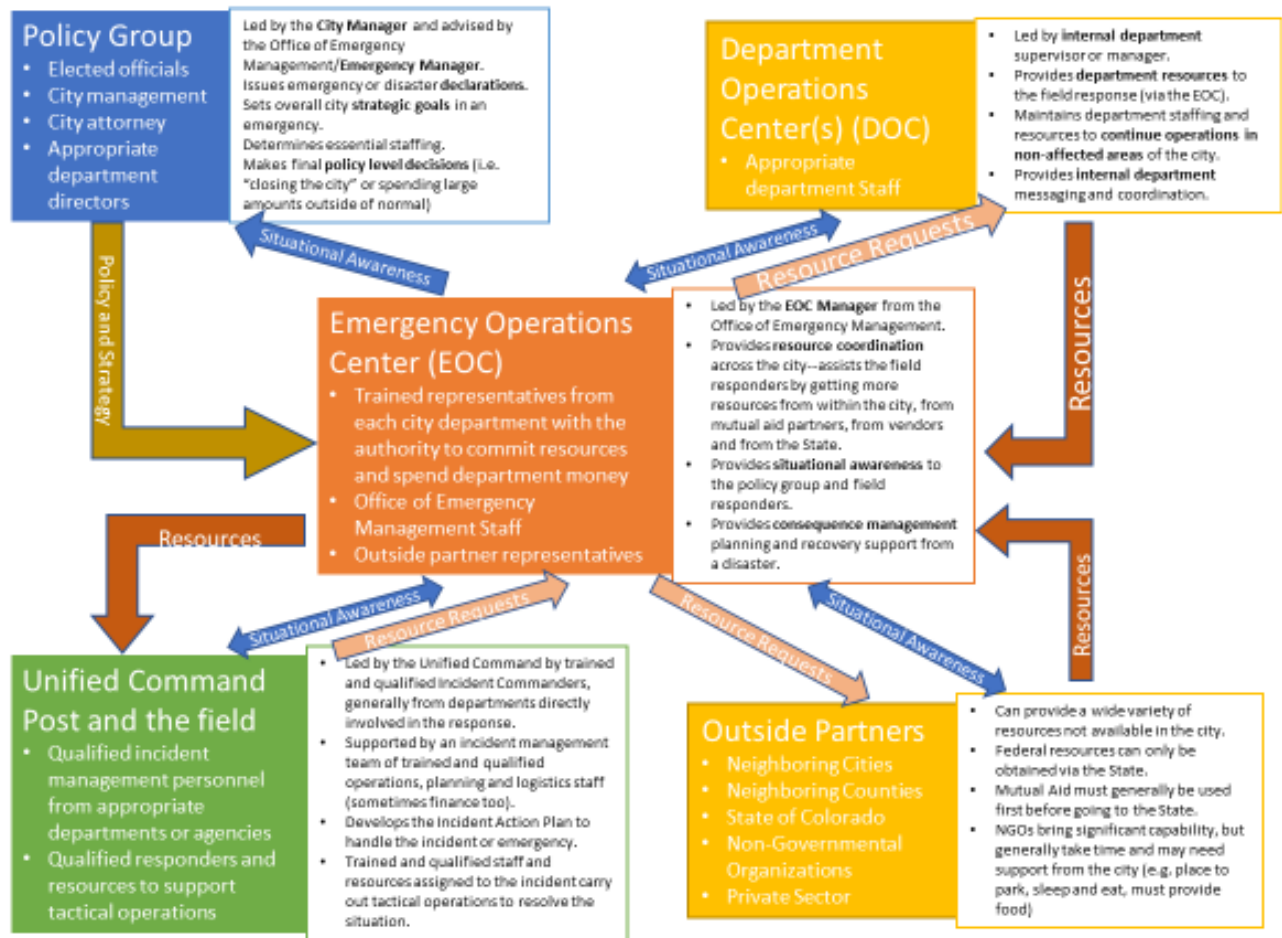


Figure 1 Relationship and Function Diagram for Disaster Response

The Concept of Operations provides an overview of how Aurora’s emergency management organizations and structures function together to resolve emergency situations. It is the responsibility of the city of Aurora to undertake comprehensive emergency management to protect life, property and the environment from the effects of emergency or disaster events within its jurisdiction. City government has the primary responsibility for initial emergency management activities. When the emergency exceeds the local government’s capability, supplemented by mutual aid to respond, assistance will be requested from the State government. The Federal government will aid the State when appropriate and when requested by the Governor.

This EOP is based upon the concept that the emergency functions for the various groups involved in emergency management will generally parallel their normal, day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. **However, there may be cases where personnel will have to work outside of their normal function.**



Day-to-day functions that do not contribute directly to the emergency operation may be suspended or reduced for the duration of the emergency as directed by upper management. This will require addressing those activities with a constitutional mandate. The efforts that would normally be required for those functions will be redirected to accomplish the emergency task by the agency concerned.

Because the CEMP is a comprehensive emergency management plan, it is also concerned with all types of hazardous situations that may develop in the City. Additionally, this CEMP is more than an operations-based document in that it accounts for activities related to preparedness, response, recovery and mitigation. The CEMP is the primary plan for managing emergencies and disasters. It details the coordinating structures and processes used during incidents in Aurora. Other supplemental agency plans provide details on authorities, response protocols and technical guidance for responding to and managing specific situations.

The Aurora CEMP can be partially or fully implemented, which is consistent with NIMS and ICS principles. This allows maximum flexibility to meet the unique operational requirements of any situation.

Emergency operations are divided into three categories based on when emergency notification is received:

- **Advanced Notice Emergencies and Events:** Emergencies or planned events for which the City has enough notice to begin creating action plans and deploying resources. Examples include large special events, well predicted winter weather and the receiving of evacuees from other cities.
- **No Notice Emergencies:** Emergencies occurring without sufficient notice to create action plans or deploy resources prior to impacts being felt. Examples include most hazardous material releases, unforeseen destructive weather and intentional acts of violence.
- **Delayed Notice Emergencies:** Emergencies that are ongoing before notification is received or possible impacts are analyzed to determine an emergency is occurring. Examples include most public health emergencies and certain cyber-attacks.

## Council and Management Intent

It is the intent of City Council, elected officials and the city management to ensure that the basic government functions of maintaining the public peace, health and safety are provided and to effectively deal with any disaster that may occur within the city by ensuring the readiness and the complete and efficient utilization of all available resources. (Aurora Code of Ordinances-Sec.38-29).

## Office of Emergency Management Organization

The responsibilities of Emergency Management, as it pertains to this CEMP, are to advise the Policy Group and provide them with timely information, monitor the implementation of the CEMP, establish the EOC and be responsible for its operation. Also, to prepare the CEMP and conduct trainings and exercises, to develop and maintain up to date resource lists with public and private partners, to establish, maintain and coordinate emergency public warning systems, and to provide updates and after-action reviews to the affected County Office of Emergency Management and/or the State Division of Homeland Security and Emergency Management.



## Preparation Activities

The city of Aurora faces and has faced a wide range of natural and human-caused emergencies and disasters. This plan outlines the key preparedness activities vital to an effective response and recovery.

Presidential Policy Directive 8 (PPD 8) describes the nations approach to national preparedness and establishes the National Preparedness Goal, which is to develop, “a secure and resilient nation with capabilities required across the whole community to prevent, protect against, mitigate, respond to and recover from the threats and hazards that pose the greatest risk.” This Aurora CEMP addresses this goal and provides local perspective to meet this goal and the city level for hazards and threats faced by our community. This goal is accomplished through a whole community perspective, involving all key partners and agencies in preparing Aurora residents and visitors.

## Program Elements and Measures

A primary goal for the City of Aurora is to build program elements that meet or exceed known emergency management standards. The following measures are considered viable components and preparation building blocks for a strong and successful emergency management program.

From an analysis of the existing emergency management program standards at the national level, as well as research into the local and state program documents, the following fourteen program elements were created by the Colorado EM Roundtable for consideration as the core requirements for an EM program in Colorado. Aurora OEM preparedness activities crosswalk into all fourteen elements.

1. Program Leadership and Administration
  - a. Program Assessment, Jurisdictional Coordination, Relationship Management, and Strategic Planning
2. Legal Basis for Emergency Management
  - a. Local Policies and Laws Outlining EM Program Authority
3. Laws and Authorities
  - a. State & Federal EM Regulations, Statutes, and Laws
4. Budgeting, Financial and Grants Management
  - a. Budgeting, Financial Tracking, Grants Management, Reimbursement and Cost Tracking
5. Research and Assessment
  - a. Hazard Identification Analysis, Threat Hazard Identification Analysis, Consequence Analysis
6. Planning – All Phases
  - a. Prevention, Preparedness, Response, Mitigation, Recovery, Continuity of Operations, Continuity of Government, Mitigation Plans
7. Operational Coordination & Incident Management
  - a. ICS/EOC Integration and interface, Ops Plans, Procedures, Checklists, EOC Operations, Technical Communications, GIS
8. Warning Notifications and Communications
  - a. Emergency Notifications, EAS/WEA, Joint Information Center/Joint Information System, Communication Centers
9. Agreements, Contracts and Resource Management and Mobilization





- a. Mutual Aid Agreements, Operational Agreements, Logistics, Resource Mobilization Plans and Systems Tools and Processes. Logistics for EOC, Alternate EOC, Maintenance and Capacity for EOC, Including equipment
- 10. Preventing and/or Decreasing Risk
  - a. The intent of a Hazard Mitigation program is to target resources and prioritize mitigation activities to lessen the effects of disaster to citizens, communities' businesses and industries
- 11. Training and Exercise
  - a. Training and Exercise Plan, National Incident Management System/Incident Command System, Policy and Elected Roles and Responsibilities Education, EOC staff education, drills and annual exercises
- 12. Public Education and Outreach
  - a. Public Education and Information, Education on Hazards, Protective Measures, and awareness of the responsibilities of individuals in an emergency, information and education materials management
- 13. Systems Management
  - a. WebEOC, Mass Notification, GIS Mapping and Data, IPAWS, CAD, CO-WIMS, Veoci, Tools, Checklists etc.
- 14. Strategic Coordination
  - a. Consequence Management, Cascading Events and Complex Problem Solving

## Preparation Checklist

To ensure preparedness in Operational Coordination and Incident Management, OEM has implemented checklists for all departments and external partners in our Incident Specific Plans. The preparation checklists are used to guide departments and personnel in how they should be prepared during normal day to day operations. The checklists are a guide and are not meant to restrict the city in adapting to an evolving situation.

The checklist below is a standard template for the use of All Departments. Note this template is a guide and some items may not be applicable to your department.

- Day-to-day routine operations. Standard contact and coordination with departments, neighboring local jurisdictions and partners.
- Develop, validate and maintain SOPs or guidelines for both routine, emergency and recovery operations. Operational concerns include, but are not limited to:
  - Review of internal plans and updates as necessary
  - Exercising and testing plans as necessary
  - Identification and assessment of equipment, supplies, resources and critical infrastructure.
  - Emergency communications and reporting procedures.
- Identify and maintain inventory of available vehicles, personnel and equipment. Ensure any emergency equipment is in a state of readiness, identify essential personnel.
- Maintain subscriptions to critical weather analysis support tools and programs
- Identify and maintain essential primary and support staff for EOC operations.
- Conduct Outreach and Education



- ❑ Maintain training and education programs for department staff. Program considerations include but are not limited to:
  - Working in the field during emergency or recovery operations.
  - Working in an EOC during emergency activations or recovery operations.
  - Emergency communications and reporting procedures.
  - National Incident Management System / Incident Command.
  - Continuity of Operations (COOP).

Preparedness activities develop the response capabilities needed if an emergency arises. Preparedness consists of almost any pre-disaster action that is assured to improve the safety or effectiveness of disaster response. Preparedness consists of those activities that have the potential to save lives, lessen property damage and increase individual and community control over the subsequent disaster response.

Departments shall ensure that employees are trained to implement emergency and disaster procedures and instructions. Departments shall validate their level of emergency readiness through internal drills and participation in exercises selected by the Emergency Management Office. Exercise results shall be documented and used in a continuous planning effort to improve the city’s emergency readiness posture.

Under the direction of each City department manager or designee, establish education and training programs so that each division and employee will know exactly where, when and how to respond. Each department will educate its employees on the CEMP and how it impacts their department, including individual and department roles and responsibilities, specific facility action plans and they will conduct regular training to meet the requirements of the CEMP. Further, training in ICS will be conducted at all levels.



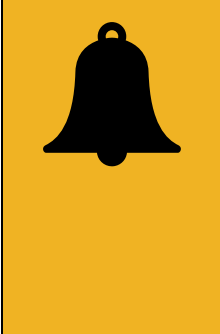
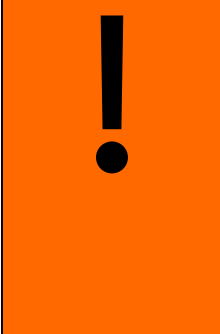

Review and train on departmental activities required in the Continuity of Operations Plan (COOP) which ensures that the City is able to continue performance of essential functions under a broad range of circumstances and the Continuity of Government Plan (COG) which are the procedures outlined to establish defined actions that allow the City to continue its essential operations.

Employees and volunteers must register with the city’s emergency notification system and keep incident contact information up-to-date.

### Threat and Activation Levels

The Office of Emergency Management has established five alert/activation levels that are used to communicate how concerned the office is about a developing situation or the status of the office during a potential emergency. Icons, background colors and a common phrase description will be used to convey the current level. This communication will be most common in situation awareness reports sent out of the office. Note that due to the complexity involved in any emergency, this level will be communicated in conjunction with the status of other entities involved with emergency management. In the build up to a major snow storm for example, OEM might be in pre-alert level, the EOC may be in an enhanced monitoring mode, and Public Works may be working a category 2 storm.



Icon	Common Phrase	Description
	Blue Sky	Normal, day-to-day operations. Monitoring is done as a matter of course for any conditions that might push to a higher state of activation. Weather is monitored daily, otherwise, waiting for push notifications of a threat.
	Enhanced monitoring	There has been a possible threat to the city. This could be a weather watch or notification of a possible human caused threat or disturbance. This can also be caused by a planned event reaching certain thresholds where OEM/EOC is not activated, but we are asked to pay attention. Weather and other conditions are actively monitored, although regular work can continue.
	Pre-alert	There is a probable threat to the city. This could be a weather warning where there is no current damage to the city, or a known severe storm is still potentially days away but will impact the city and will require OEM support to manage (e.g. the bomb cyclone blizzard). This could be a known human caused threat that will impact the city, but the extent of the impact is not known yet but could be significant (e.g. a large protest at a city facility). Some routine OEM activities will be suspended during planning and coordination. Conditions are actively monitored and sources are actively polled for updates.
	Alert	There is a threat to the city. An emergency is impacting (or has impacted) the city and OEM support is required to manage at least part of the problem (e.g. a large wildfire or serious snow storm that will be relatively short duration). This can also be triggered by a large planned event that requires OEM support (e.g. 4 <sup>th</sup> of July). The EOC may be activated. All regular OEM activities are suspended while in Alert condition. Conditions are actively monitored and sources are actively polled for updates. Advanced planning for consequence management may be happening. There may be minimal recovery activities.
	Engaged	There is a threat to the city. A disaster is impacting (or has impacted) the city and OEM support is required to manage a significant part of the problem (e.g. serious flood, multiday large snow event, tornado that causes serious damage, CBRN event, terrorism, earthquake, etc.). The EOC will be activated. The consequence management portion of the incident will take multiple operational periods. There will be recovery activities.



## Lifelines and Essential Elements of Information


Community lifelines are those services that enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security. If disrupted, rapid stabilization of community lifelines is essential to restoring a sense of normalcy. Recent disasters have illuminated two underlying features of community lifelines that highlight opportunities to strengthen response planning and operations.

First, community lifelines are interdependent and vulnerable to cascading failures. For example, communications and electric power systems rely on each other to function; severe damage to one will disrupt the other. Most lifelines also rely on complex supply chains. Water and wastewater service depend on the resupply of a broad array of chemicals and—if power goes out—fuel for emergency generators. However, in a severe natural or human-caused incident, those supply chains themselves may be broken. Second, community lifeline stabilization relies on businesses and infrastructure owners and operators who have the expertise and primary responsibility for managing their systems in emergencies. Accordingly, new doctrine and coordination mechanisms are needed to enable the private sector to play a larger, more comprehensive role in preparedness and response activities. (FEMA, 2019)



There are seven community lifelines: safety and security; food, water, sheltering; health and medical; energy (power and fuel); communications; transportation; and hazardous materials. Each lifeline is built by components that support it. These components represent the general scope of services for a lifeline. The components are further divided into relevant subcomponents that provide a granular level of enabling functions for the delivery of services to a community. Each Department is expected to provide essential elements of information (EIs) regarding the status of components and subcomponents that they have knowledge of. During the readiness phase, this information will flow to OEM staff. During a response phase when the EOC is activated, this information will flow to the EOC situation unit.

By identifying issues in the lifelines with their components and subcomponents, efforts of action can be focused on rapid re-establishment of lifeline services to the community and incident stabilization.

### Lifelines, Components and Subcomponents:

 <span style="float: right; color: #C00000; font-weight: bold;">Safety and Security</span>	
Components	Subcomponents
Law Enforcement/Security	Police Stations Law Enforcement Site Security Correctional Facilities
Search and Rescue	Number and location of missing survivors Life threatening hazards to responders and survivors Availability and resources of search and rescue teams



	Status of animal assists, structural assessments and shelter in place checks
Fire Services	Fire Stations Firefighting Resources
Government Services	Government Offices Emergency Operation Center(s) Schools Essential government functions Public records Historic/Cultural resources
Community Safety	Flood control Protective actions Other hazards
	
<h2 style="color: #C0504D;">Food, Water, Sheltering</h2>	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <h3 style="color: #4F81BD;">Components</h3> </div> <div style="width: 45%;"> <h3 style="color: #4F81BD;">Subcomponents</h3> </div> </div>	
<b>Food</b>	Points of Distribution (PODs) Commercial food distribution (supermarkets, neighborhood markets and grocery stores) Restaurants The food supply chain Food distribution programs (e.g. food banks)
<b>Shelter</b>	Emergency sheltering status, needs and requirements Housing Commercial facilities (e.g. hotels)
<b>Water</b>	Public wastewater systems and private septic systems Drinking water utilities (intake, treatment, storage, distribution) Commercial water supply chain
<b>Agriculture</b>	Area agriculture Status of food stock Food safety
	
<h2 style="color: #C0504D;">Health and Medical</h2>	
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <h3 style="color: #4F81BD;">Components</h3> </div> <div style="width: 45%;"> <h3 style="color: #4F81BD;">Subcomponents</h3> </div> </div>	
<b>Medical Care</b>	Acute medical care facilities (e.g. level 1 trauma center, burn units, ICU beds)



	<ul style="list-style-type: none"> <li>Long term care facilities</li> <li>Pharmacies</li> <li>Dialysis centers</li> <li>Primary care and behavioral health facilities</li> <li>Home care services</li> </ul>
<b>Patient Movement</b>	<ul style="list-style-type: none"> <li>Local EMS system</li> <li>Active patient evacuations</li> <li>Future patient evacuations</li> </ul>
<b>Public Health</b>	<ul style="list-style-type: none"> <li>State (CDPHE) and Tri-County Health Departments</li> <li>Human services</li> <li>Behavioral health</li> <li>Vector control</li> <li>Labs</li> <li>Health surveillance and public health advisories</li> </ul>
<b>Fatality Management</b>	<ul style="list-style-type: none"> <li>Availability of mortuary and post-mortuary services</li> <li>Availability of transportation, storage and disposal resources</li> <li>Status of body recovery and processing</li> <li>Descendant's family assistance</li> </ul>
<b>Health Care Supply Chain</b>	<ul style="list-style-type: none"> <li>Pharmaceutical supply chain</li> <li>Blood and blood products</li> <li>Manufacturing (medical devices, medical gases)</li> <li>Critical clinical research</li> <li>Sterilization</li> <li>Raw materials</li> </ul>



## Energy (Power and Fuel)

### Components

### Subcomponents

#### Power (Grid)

- Electrical power generation and distribution facilities
- Number of people and locations without power
- Estimated time to restoration of power
- Transmission systems

#### Fuel

- Commercial fuel stations
- Responder fuel availability
- Critical fuel facilities (storage, refineries, processing)
- Status of fuel supply line
- Pipelines



## Communications



Components	Subcomponents
<b>Infrastructure</b>	Wireless Internet service Broadcast (TV and radio) Data centers Satellite
<b>Alerts, Warnings, Messages</b>	IPAWS (WEA, EAS, National Weather Radio) Aurora’s emergency notification system External affairs and media communication
<b>911 and Dispatch</b>	Status of phone infrastructure and emergency line(s) Number of callers and availability of staff and facilities
<b>Responder Communications</b>	Status of EOC, DOC(s), dispatcher, and field responder communications Availability and status of first responder communications equipment
<b>Financial Services</b>	Banking services Electronic payment processing



## Transportation

Components	Subcomponents
<b>Highway/Roadway</b>	Major roads and highways Critical and non-critical bridges Status of maintenance and emergency repairs
<b>Mass transit</b>	Public transit systems including buses, light rail, and commuter rail
<b>Railway</b>	Heavy rail lines
<b>Aviation</b>	Status of area airports Military aviation operations



## Hazardous Materials

Components	Subcomponents
<b>Facilities</b>	Hazardous material facilities Amount, type, and containment procedures of hazardous materials Reported or suspected hazardous material/toxic release incidents Hazardous material supply chain



**HAZMAT, Pollutants, Contaminants**

Oil/HAZMAT/Toxic incidents from non-fixed facilities  
Reported or suspected hazardous material/toxic release incidents  
Actual or potential radiological or nuclear incidents

## Readiness

### Coordination Calls and Meetings

If there is a threat possible or imminent that a significant emergency could occur, Emergency Management staff will move to a Readiness phase. These actions will take place only if time allows before the actual Response phase. Coordination calls and/or meetings will be scheduled during this time with departments and personnel that will be involved in the response. These calls and meetings address the necessary steps that need to be taken for the pending emergency or disaster as well as set overall priorities for the response. A common operating picture will be established during this conversation to ensure coordinated action across the city.

### Resource Status and Movement

Resources needed to respond and recover from an emergency will be identified during the Readiness phase. Along with identifying the type and kind of resources needed, the acquisition of the resources will also be discussed. Internal resources owned by the city of Aurora can be potentially pre-positioned during this phase to areas of the city where their use will be more likely and more beneficial. If the resources are not owned by the city of Aurora, discussions take place on how and where to acquire the resources. This could be through mutual aid or the purchase and or rental of the needed resource. A detailed logistics and tracking process will be used to account for equipment and personnel throughout the response as well as the recovery phases of the incident.

### Employee Readiness

It is critical that each department communicate with their employees regarding expectations during a large-scale emergency. Plans should be communicated regarding response and which employees will be needed for that response. Employees should make preparations during this time regarding travel, work schedule, food and water, medications, as well as preparing their family and home for the duration of the emergency. Employees should be prepared with overnight kits should travel be limited due to the event. Departments should also make plans for the accountability of their employees during this time to ensure their safety.

### Tactical Plan Preparation

Several plans are created during the Readiness phase. If time allows, an overall Incident Action Plan, (IAP), will be written. An Emergency Operations Center Action Plan will also be created. Tactical plans will be created by those responsible for planning and/or operations during the response. These plans will describe the resources, personnel and methods that will be used in order to achieve the overall objectives for the incident. These plans will be shared with other partnering agencies and personnel also involved in the response which potentially includes outside mutual aid agencies. This is done to provide a common operating picture to all involved in the response and recovery of the incident.





## Coordination with External Partners

Planning and situational awareness discussions will take place with external partners during the Readiness phase. A coordination conference call, individual call, email or meeting will be used in order to establish communication and share plans with outside entities. This can include surrounding governments and first responders, hospitals, school districts, private entities, non-governmental organizations, etc. This coordination is essential to bring all of the available resources into an organized response during an emergency. Coordinated conversations with outside policy groups and elected officials will also take place at this time as well in order to establish support and coordination with those in authority and entrusted with decision making responsibility for their organizations.

## Link to Incident Specific Plans

The concept of operations described in this document is the base guidance for the city's overall response to any emergency. Incident Specific Plans in Part 4 of this Comprehensive Plan go into greater detail for specific types of incidents (including some planned types). These Incident Specific Plans include checklists for key Departments in each phase of the incident, guidance for resources needed, and other special information necessary to achieve the correct response to and recovery from those identified incidents.

## Response

### Emergency Operations Center Structure

The city of Aurora maintains an Emergency Operations Center (EOC) that coordinates the efforts of the whole community to manage an emergency. The EOC does not supersede the responsibilities of an Incident Commander or Unified Command, but instead supports IC/UC's by coordinating resource support to field command while maintaining citywide emergency needs. This is done by mobilizing resources, tracking costs, planning for future needs and addressing systemic issues that are beyond the focus of any individual incident. EOC operations are guided by an EOC Action Plan that outlines strategic objectives for each operational period. Issues which increase the complexity of an incident include: multiple incident command posts, large geographic areas, and incidents that involve terrorism. Examples of such incidents are widespread flooding, large HAZMAT spills, blizzards and tornados.

The OEM maintains both primary and alternate EOC facilities for Aurora. EOC locations are the following:

- **Primary EOC:** Basement of the Aurora Municipal Court located at 14999 E Alameda Pkwy, Aurora, CO 80012.
- **Alternative EOC:** Tallyn's Reach, Public Safety Communications Center, 23911 E. Arapahoe Rd, Aurora, Colorado, 80016. The alternate EOC is located in a meeting room in dispatch.

Like the ICS structure, the EOC is scalable, modular and flexible to meet the demands of each emergency. The EOC will be organized using the National Incident Management System (NIMS) model and Emergency Support Functions (ESF's) will be used for EOC operations in an activation. The City of Aurora EOC will be staffed by representatives of the city government and external partners that manage or assist in managing mass care, health and medical needs, transportation, utilities, agriculture, and recovery efforts after a disaster or emergency. Representatives from other non-government entities and government jurisdictions to include volunteers, municipalities, partnering counties, special districts, the



State of Colorado and federal partners, may also staff the EOC. Staffing is based on the EOC Activation Levels or at the discretion of the EOC Manager.

The following is a list of the EOC functional groups that could report to the EOC dependent upon the level of activation.

- EOC Management
  - EOC Coordinator
  - EOC Manager
- Emergency Support Functions 1-18
- Situational Awareness Unit (see below for further description)
- Logistics Unit (see below for further description)
- Finance
- Purchasing
- Support staff to assist with EOC staff needs
- External Partners

Operational roles for EOC staff are the following:

- Emergency Support Functions 1-18
  - Provides support to their agency, department or organization’s representative in the field.
- Situational Awareness Unit (Sit Unit)
  - Collects, maintains, and redistributes information relevant to the event.
- Logistics Unit (Logs Unit)/Purchasing
  - Responds to the needs of field personnel and EOC Team by ordering, mobilizing, tracking and demobilizing resources.
- Finance
  - Track expenditures related to the event to determine the need for a disaster declaration and ensure reimbursement, if applicable.
- EOC Management
- EOC Coordinator
  - Facilitate and maintain the overall functioning of the EOC
- EOC Manager
  - Exercise overall management responsibility for coordination between all parties involved with the event.
- Support Staff
  - Provides administrative support to field personnel and the EOC Team.
- External Partners
  - Provides continuity of operations for a unified response between all private, public, and nonprofit sectors.



The EOC may be activated to one of the following levels depending on emergency needs:

Activation Level	Description	Possible Triggering Events	Possible Actions
<p><b>Steady State Continuous Monitoring</b></p>	<p>EOC ACTIVATION AUTHORITY: Daily Operations as normal</p> <ul style="list-style-type: none"> <li>• OEM staff work their day-to-day activities. OEM continually maintains situational awareness and monitors for any incident that has the potential to require assistance.</li> <li>• Aurora EOC in a readiness posture, while conducting normal day-to-day operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Watch, Advisory, and/or Warning;</li> <li>• Evacuation</li> <li>• Complex Structure Fires</li> <li>• Multiple DOC activations</li> <li>• High risk of terrorist attack</li> </ul>	<ul style="list-style-type: none"> <li>• Update and Maintain EOC equipment and repair or replace as needed</li> <li>• Update and Maintain EOC supplies and restock as needed</li> <li>• Update and Maintain EOC resources data</li> <li>• Update and Maintain EOC staff call lists</li> </ul>



<p><b>Enhanced Monitoring</b></p>	<p><b>EOC ACTIVATION AUTHORITY:</b></p> <p>Either a specific situation or hazard has been detected that must be monitored or a general state of monitoring exists. The monitoring stage may last up to eight hours or longer depending on the type of event.</p> <p>The EOC, if activated, should support the IC and the objectives of the IAP. At a monitoring level, City departments maintain direction and control of their own resources through their regular chain of command.</p> <p>Specifically, this level of activation may result from an approaching significant weather event, the potential for a public health situation, or a plausible threat of a terrorist event with an unspecified time or national location.</p> <p>The City’s Emergency Management staff will monitor the event(s).</p>	<ul style="list-style-type: none"> <li>• Receiving credible terrorism threats/warnings</li> <li>• The initial response to cybersecurity incidents</li> <li>• Receiving a forecast for extreme weather</li> <li>• Evacuations</li> <li>• Complex Structure Fires</li> <li>• Wildland fires prompting evacuations</li> <li>• Mass care needs requiring the establishment of two or more shelters</li> <li>• Single or multiple DOC Activations</li> </ul>	<ul style="list-style-type: none"> <li>• Partial Activation of the EOC</li> <li>• Activate EOC with minimal staff, as needed</li> <li>• Notify City Management, City Department Heads, and Municipal Leaders about impending hazard</li> <li>• Activate ESFs as needed</li> <li>• Activate relevant Annexes/Plans as needed</li> <li>• COOP activation</li> </ul>
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<p style="text-align: center;"><b>Partial Activation</b></p>	<p><b>EOC ACTIVATION AUTHORITY:</b> OEM Director, Police Chief, Fire Chief</p> <p>A minor to moderate incident in which local resources are adequate and available. An event/incident of this size may or may not necessitate a Local Disaster Declaration. The County's Emergency Operations Center (EOC) may be partially activated for planning, pre-positioning of resources, future action and decision making. Activations only include the key EOC positions needed in the initial planning and resource mobilization process, and in some limited circumstances may be conducted remotely.</p>	<ul style="list-style-type: none"> <li>• Receiving credible terrorism threats/warnings</li> <li>• The initial response to cybersecurity incidents</li> <li>• Receiving a forecast for extreme weather</li> <li>• A 100-year flood prompting evacuations</li> <li>• Wildland fires prompting evacuations</li> <li>• Mass care needs requiring the establishment of two or more shelters</li> </ul>	<ul style="list-style-type: none"> <li>• Partial Activation of the EOC</li> <li>• Determine specific EOC staff assignments</li> <li>• Notify City Management, City Department Heads, and Municipal Leaders about impending hazard</li> <li>• Monitor potential emergency situation and determine possible impact areas</li> <li>• Activate relevant Annexes/Plans as needed</li> <li>• COOP activation</li> <li>• Update maps, charts, displays, and resource data</li> <li>• Consider situation briefings for EOC staff</li> <li>• Check status of Alternate EOC</li> <li>• Consider situation briefings for senior staff</li> </ul>
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<p><b>Full Activation (Major Disaster)</b></p>	<p><b><u>EOC ACTIVATION AUTHORITY:</u></b> City Manager, OEM Director, Police Chief, Fire Chief</p> <p>A major disaster in which resources in or near the impacted area are overwhelmed and extensive state and/or federal resources are required. A Local Disaster Emergency Declaration (Municipal/County) and a State Disaster Emergency Declaration (State of Colorado) will be proclaimed; and a Presidential Declaration of an EMERGENCY or MAJOR DISASTER will be requested.</p> <p>A Full activation is in response to an emergency that potentially requires the services of all City emergency support functions</p>	<ul style="list-style-type: none"> <li>• A tornado with urban touchdown</li> <li>• An earthquake</li> <li>• 500-year flood prompting evacuations</li> <li>• A blizzard of 36 inches or more</li> <li>• Intentional/terrorist attacks resulting in multiple fatalities or injuries</li> <li>• Civil unrest</li> <li>• Mass care needs requiring the establishment of five or more shelters</li> </ul>	<ul style="list-style-type: none"> <li>• Assemble OEM staff and EOC representatives and fully activate the EOC</li> <li>• Monitor current situation and potential secondary incidents</li> <li>• Determine possible hazard impact areas and potential hazard effects</li> <li>• Formulate and implement precautionary measures to protect the public</li> <li>• Conduct briefings for senior staff and EOC staff</li> <li>• Arrange for food service if needed</li> </ul>
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## Emergency Operations Center – Logistics Section

The EOC logistics sections serves as the single point of ordering to obtain necessary resources requested during a disaster or emergency. Logistics has the overall responsibility for the coordination, allocation tracking and demobilization of requested resources when ordering responsibility has been designated to the EOC.

Consistent with [Resource Mobilization in General](#) and any specific Resource Mobilization Plan found in Part 3 of this plan, Logistics will utilize the already developed EOC resource ordering process to track and manage resources in order to best document all necessary information pertaining to a resource request made by the requestor. Finance and Purchasing are responsible for approving expenses thresholds for resource ordering as well as tracking costs and expenses for equipment, supplies, and personnel time. Purchasing is responsible for securing resources and confirming and tracking procurement contracts established and/or utilized during the disaster or emergency. Although Finance and Purchasing are separate departmental roles they will be closely linked with Logistics operations.

## Emergency Operations Center – Situational Awareness Section

The EOC Situational Awareness Section (commonly referred to as the “Sit Unit” or “Situation Section”) is primarily responsible for gathering key pieces of information from the various EOC staff members and Emergency Support Functions, field reports and external partners and creating a common operating picture for responders and decision makers. The Situational Awareness Section authors the official Situation Report that is provided to the Policy Group, posts updates to WebEOC (or other current multi-jurisdictional information sharing platform) and prepares snapshot situation bulletins as needed during an EOC activation. The Situational Awareness Section also produces EOC level mapping products, including printed maps and Geographic Information Systems dashboards, web maps and applications.

## Department Operations Center Structure

The Aurora EOC is supported by multiple Departmental Operations Centers. DOCs are coordination centers established by one or more City departments to manage certain capabilities or departmental responsibilities. DOCs may be activated at the discretion of a department independent of the Aurora EOC. When the EOC is inactive, DOCs report through their normal departmental organizational structure to their Department Chiefs or Directors and to the City Manager. When the EOC is activated, all DOCs support the EOC. DOCs may establish their own action plans to support the strategic objectives established by the EOC Action Plan. Each DOC implements and reports progress on the strategic objectives established by the EOC Action Plan and provides input for the plan during each operational period. Each DOC is assigned an EOC position as a Primary Coordination Contact. Aurora’s DOCs are as follows:

- **Public Works DOC:** The Department of Public Works’ (PW) Department Operations Center (DOC) may activate to coordinate citywide Public Works operations. However, during emergencies, they function as a DOC and support the EOC’s strategic objectives. The DOC reports to the EOC through the EOC ESF 3 Public Works representative.
- **Fire DOC:** Aurora Fire Rescue (AFR) may activate a DOC to coordinate fire operations. The fire DOC reports to the EOC through the EOC ESF 4 Fire representative(s)



- **Police DOC:** The Aurora Police Department (APD) may activate a DOC to coordinate law enforcement operations. The Police DOC reports to the EOC through the EOC ESF 13 Law Enforcement representative(s).
- **Aurora Water:** The Aurora Water Department (AWD) may activate a DOC to coordinate water operations. The Water DOC reports to the EOC through the EOC ESF 16 Water representative(s).
- **IT:** The Aurora IT Department may activate a DOC to coordinate IT operations. The IT DOC reports to the EOC through the EOC ESF 17 IT representative(s).
- **Tri-County Public Health DOC:** The Tri-County Department of Public Health in partnership with Aurora, may establish a Public Health DOC to coordinate public health and fatality management issues and needs. The Public Health DOC reports to the EOC through the EOC ESF 8 Public Health representative.
- **Other DOC:** Other DOCs may be established as deemed necessary by departmental leadership. These DOCs will then be assigned a coordination position in the EOC.

## Public Safety Communications

In a no-notice emergency, it is very likely that Public Safety Communications will be the first entity in the city to be aware of the problem. They will receive incoming 911 calls from citizens and initial radio traffic from the first responders to the scene. Public Safety Communications will dispatch appropriate and available response resources to the scene(s) of the emergency and will be responsible for initial notification of key stakeholders via the city’s mass notification tool. Public Safety Communications will utilize community notification tools to alert citizens to the danger and provide initial shelter-in-place or evacuation instructions as specified by the on-scene incident commander. (See the Aurora Public Notification Plan in Part 3 of this Comprehensive Plan).

Public Safety Communications is the first point of contact for responders needing to order resources. Once the Emergency Operations Center is operational and the logistics section is activated, all resource requests related to the disaster or emergency should go through the EOC. Public Safety Communications will still be responsible for coordinating Aurora first responders via radio and CAD and will continue to take calls for service. Incident related information should be relayed to the EOC from Public Safety Communications. A temporary information or tip line may be set up in the dispatch center.

## Policy Group

The Policy Group is comprised of City Management, Elected Officials, and any Director of a department that plays a role in the emergency response and recovery. The purpose of the Policy Group is to make high level decisions in regard to city operations and financial resources as well as determine if an emergency or disaster declaration needs to be put in place for the city. This group has the highest level of local authority and sets the overall objectives for the citywide emergency/disaster response. This responsibility also applies during the recovery phase of any incident. This group also has the overall responsibility for the continuity of operations and the continuity of government through the emergency and throughout the recovery.

## Finance, Payroll, Risk Management

Finance has the overall responsibility of transitioning to internal emergency policies and emergency procurement policies once a large-scale emergency or disaster has been declared. This allows city personnel to acquire the resources needed for the response immediately or as needed. The Finance and





Purchasing representatives in the Emergency Operations Center also have the responsibility of tracking the costs associated with the emergency event and providing an overall financial summary to the OEM Manager and the Policy Group. Payroll will be responsible for ensuring that employees continue to receive paychecks through their continuity of operations planning. They will also be responsible for tracking any overtime costs related to the emergency. Risk management is responsible for tracking the overall insurable damages and the excess claims resulting from a disaster or emergency. They are also responsible for evaluating the employee liability and injuries that may result in the response or recovery efforts.

### Area Command, Unified Command, and Incident Command in General

Effective November 22, 2004, in resolution R2004-80, the City of Aurora adopted the National Incident Management System (NIMS) as the official model for domestic incident management. The Incident Command System (ICS) is a component of NIMS. From the Federal Emergency Management Agency:

ICS is a standardized approach to the command, control, and coordination of on-scene incident management that provides a common hierarchy within which personnel from multiple organizations can be effective. ICS specifies an organizational structure for incident management that integrates and coordinates a combination of procedures, personnel, equipment, facilities, and communication. (FEMA's ICS Review Document;

<https://training.fema.gov/emiweb/is/icsresource/assets/ics%20review%20document.pdf>)

At the beginning of the response to an incident, an Incident Commander is designated. The Incident Commander has the responsibility for managing the on-scene incident. Initial authority to manage the incident is granted to the Incident Commander through City Ordinances and policy. Consistent with the Incident Command System, the Incident Commander will request appropriate resources to help manage the incident, including overhead positions such as an Operations Section Chief, Logistics Section Chief, Planning Section Chief, Finance Section Chief, Public Information Officer, Safety Officer, Liaison Officer, and appropriate support staff to assist those sections. The collection of staff brought in to manage the incident is called an Incident Management Team (IMT). IMT members should be qualified and trained and may come from any department in the city.

The use of ICS is not limited to emergency situations, the city of Aurora uses ICS for planned incidents (e.g. protests, anticipated snow storm), special events (e.g. the 4<sup>th</sup> of July Spectacular) and no-notice emergencies. The Incident Command role is not limited to just the Police and Fire Departments, any qualified person in an appropriate department may be the Incident Commander. A Parks, Recreation and Open Space superintendent would be the appropriate Incident Commander for a special event that does not require a large police or fire presence.

In some situations, the use of Unified Command is appropriate. Unified Command should be used when two or more departments each contribute significant resources and have a large role in managing the incident. The 4<sup>th</sup> of July Spectacular involves a large contingent of police officers, Fire Rescue assets and Parks, Recreation and Open Space staff to run successfully. A Unified Command approach is appropriate for managing the event. In the first response stages of an active shooter where there are mass casualties, police and fire should set up Unified Command to best coordinate their resources and resolve the tactical situation. After the mass casualty component is resolved and the patients have been removed from the



scene to advanced medical care, then command would transition to a single Incident Command under the Police Department for the follow-on investigation.

City staff assigned to the Incident work under the direction of the Incident Commander or Unified Command. Their obligations under their home agency directives, standard operating procedures, policy manual or laws do not change when assigned to the incident.

The Incident Command or Unified Command will produce an Incident Action Plan (IAP). For incidents involving hazardous materials, planned incidents with advanced notice, and incidents expected to last more than 12 hours, a written IAP will be produced. For all other incidents, the Incident Commander or Unified Command will consider the incident complexity, the number of resources involved and the potential for incident expansion in determining if a written IAP will be produced.

Incident Command operates out of a command post and should never be located in the EOC. The command post location is not set specifically and is defined based on the needs of each specific incident. It can be the back of a patrol car or fire battalion chief's SUV, it could be a mobile command vehicle, a school gymnasium or a conference room in police headquarters. The IMT works out of the command post to handle the tactical needs of the incident. There can never be more than one command post on any incident, including times when unified command is used.

In very large-scale events where multiple incidents are occurring simultaneously, Area Command may be utilized. Area Command includes an Area Commander or Unified Area Commanders, an Area Planning Section Chief, an Area Logistics Section Chief, an Area Finance Section Chief and a liaison to the Joint Information Center (Area Public Information Officer). The role of Area Command is to coordinate the efforts of multiple Incident Command organizations below it in times of scarce resource availability or large complexity. Most of the time, Area Command is not needed. In a blizzard for example, Police, Fire and Public Works will work in unified command to ensure stranded motorists are rescued, the major roadways are kept open and critical city infrastructure continues to function. There is no immediate need for area command. If, however, there is a large apartment fire during the blizzard that requires evacuation and sheltering, a separate Incident Command structure could be generated, and Area Command initiated to coordinate resources and unity of effort across the two incidents. The decision to initiate Area Command will be made in concert with the Policy Group, current Incident Commanders, the EOC and the Office of Emergency Management.

## Resource Mobilization in General

Prior to any emergency or disaster, the city must identify available resources. Each Department is responsible for maintaining their own resource lists. Resources include vehicles, equipment, communications gear, critical supplies and people. During the preparedness phase, Departments are expected to cooperate with the Office of Emergency Management in developing inventories of critical resources in the city, identifying anticipated resource shortfalls and maintaining critical resource databases as identified by OEM. In the readiness or response phase of an incident. Departments will provide appropriate resource availability, capability and shortfall information to the Office of Emergency Management, Emergency Operations Center or Incident Command when requested (sometimes referred to as "stating" resources).



In no notice or delayed notice incidents, it is anticipated that resource requests will be handled primarily by the Public Safety Communications Department (PSCD) via radio communications. Police and Fire incident commanders will radio for additional resources initially from inside the city and then from automatic or mutual aid partners in the surrounding jurisdictions. The Computer Aided Dispatch (CAD) system will be used for on-duty resource tracking. As the incident grows in complexity and the number of resources grows, the incident commander will start expanding the Incident Management Team to assist in managing resources. Once the Operations Section is staffed and capable of managing resources, PSCD will turn the tactical deployment of resources over to Operations. PSCD will still utilize CAD to assign city resources to the incident and PSCD will be the primary point of contact to order additional resources.

Once the city's Emergency Operations Center is activated and the logistics section is staffed, the EOC will take over resource ordering from PSCD. All new resource orders radioed in-to PSCD will be routed to the EOC. PSCD will continue to use CAD to track city public safety resources. The EOC will track outside resources ordered and their assignment to the incident. The Incident Command organization assigned to the incident will allocate resources to tactical assignments in the incident, track them in that assignment and prepare them for demobilization once the assignment is completed. The EOC will track the demobilization of the resource and consider reassigning the resource to other incidents within the city as appropriate.

Planned incidents or events will utilize appropriate resource tracking prior to the EOC being activated. The Office of Emergency Management will assist in identifying resource sources and coordinating a resource ordering process, but, unless specifically tasked with resource ordering and tracking, will act in an advisory capacity only. OEM should be advised of significant advanced resource ordering across city departments or from outside the city. Once the EOC logistics section is activated, all resource orders should be sent through the EOC and currently deployed resources reported to the EOC for tracking.

Prior to the declaration of an emergency or disaster, incident command and city departments should track resources on incidents with the assumption that an incident may escalate into a state or federally declared disaster. Declared disasters increase the paperwork burden related to resource allocation and cost sharing or reimbursement. The city's Finance Department should be an integral part of large EOC activations with the potential for a declared disaster.

During an EOC activation prior to a declared emergency or disaster, the EOC coordinator and EOC logistics section are authorized to make purchases within normal city purchasing guidelines on behalf of the ordering department, but those departments are responsible for payment. This may be handled with an inter-departmental transfer following the activation. In a declared emergency or disaster, the city's Emergency Manager or the EOC coordinator are authorized to make purchases and resource requests on behalf of the city within limits specified by city charter and the policy group.

City resources may be requested to respond outside the city to assist in emergencies elsewhere in the state and nation. Excluding normal mutual aid and automatic aid agreements, any resource deployment outside the city to an emergency or disaster (e.g. a state request for assistance or Emergency Management Assistance Compact request outside of the state) must be approved by the resource's department director and reported to the Office of Emergency Management for tracking purposes. OEM may request specific pre- or post-deployment inspections, check-ups or briefings.



## Link to Incident Specific Plans

The concept of operations described in this document is the base guidance for the city's overall response to any emergency. Incident Specific Plans in Part 4 of this Comprehensive Plan go into greater detail for specific types of incidents (including some planned types). These Incident Specific Plans include checklists for key Departments in each phase of the incident, guidance for resources needed, and other special information necessary to achieve the correct response to and recovery from those identified incidents.

## Recovery

If significant recovery efforts are necessary the [Recovery Plan](#) should be activated. Response plans will be put in motion first, and response operations will have priority. However, the complexity of recovery will require that recovery planning activities be started as soon possible.

## Short Term Recovery

Short-term recovery focuses on stabilizing communities as the emergency response phase winds down and the major impacts of the incident are managed. This phase of recovery is categorized by detailed assessments of the incident impacts for the formulation of recovery strategies, health and safety needs, prioritization and restoration of basic infrastructure and services and mobilization of recovery organizations and resources.

Short term recovery activities may include:

- Creating an initial recovery action plan to support application to Federal disaster recovery programs
- Providing emergency sheltering
- Conducting an initial damage assessment of critical infrastructure and services, homes and businesses
- Removal of debris on primary transportation routes
- Repairing major transportation systems and restoring interrupted utilities, communications and other essential infrastructure and services
- Providing ongoing observation and response to the public health impacts
- Identifying those in need of emotional/psychological support
- Providing emergency and temporary medical care, including disability related assistance
- Setting up, staffing and establishing management procedures for the disaster assistance center
- Assessing and understanding risks and vulnerabilities to mitigate impacts

## Long Term Recovery

Long Term Recovery focuses on the rebuilding and revitalization of the community. This phase of recovery may continue for months or years and addresses returning individuals, families, critical infrastructure, essential governmental and commercial services to a functional if not pre-disaster state. This phase also includes redevelopment of the impacted area, restoration, or relocation of damaged facilities, and the transition to a self-sufficient, sustainable, and resilient community.

Long Term recovery activities may include:



- Developing the Recovery Action Plan to include a project prioritization and planning process
- Initiating applications to Federal disaster recovery programs
- Providing interim housing for people who have been displaced and planning for long-term housing solutions
- Assessing damage to natural and cultural resources and developing plans for their restoration
- Identifying and addressing unmet recovery needs
- Continuing application of Federal disaster recovery programs
- Rebuilding infrastructure to address vulnerabilities and meet future needs
- Implementing long-term economic revitalization
- Reestablishing disrupted public health, behavioral health and health care resources
- Ensuring continuity of key social services to support vulnerable populations
- Educating the public regarding ongoing recovery efforts and timelines

### After-Action Reviews

Soon after the response and recovery operations cease, all involved departments, agencies and stakeholders should conduct an evaluation of the actions taken. OEM will organize and conduct a citywide after-action review. The OEM initiates the review by sending a survey to all organizations involved and by organizing and facilitating at least one AAR meeting. The OEM will then develop a draft after-action report and an improvement plan. The after-action report identifies the community's emergency response and recovery strengths and weaknesses, and the improvement plan suggests ways for appropriate lead agencies to improve their respective capabilities.

OEM will present drafts of the after-action report and improvement plan to the appropriate lead agencies during an after-action review meeting. Following that meeting, the OEM updates the after-action report and improvement plan, incorporates feedback from the agencies involved, and publishes the final version. Departments are expected to complete their assigned tasks in the improvement plan, and organizations external to the City are highly encouraged to implement their improvement plan assignments.

### Training and Exercise

The City of Aurora faces multiple threats from both natural and human-caused disasters. Because of the nature of these threats, it is imperative that the City maintain a high state of readiness in an all hazards program. An integral part of our Emergency Management program includes an effective and realistic training and exercise program which will give assurances to citizens that the city, businesses, industries and neighborhoods are taking a proactive approach to ensure that:

- Steps are being taken to identify and lessen the effects of disasters
- First responders and all leaders (both appointed and elected) are continually training and prepared to fully function effectively during an adverse event
- Recovery efforts are seamless between all levels of government and the effected communities
- Levels of preparedness are such that the normal confusion encountered during the first few minutes of initial response to event is minimal.

By developing and providing a realistic systematic exercise plan, employees, citizens and visitors in Aurora can be assured that their community is better prepared for any event that may occur.



Effective and efficient emergency response to real or threatened emergency situations by facilitating a trained and competent staff to operate and support the EOC and handle their responsibilities as identified in the CEMP is critical. An approved CEMP and a staffed, functional EOC operating at its full capabilities provide a critical element of the overall emergency management effort and enhance the City's ability to provide acceptable levels of protection and assistance to the citizens of the community.

A training and exercise plan is developed and updated annually that incorporates linkages to the FEMA Core Capabilities. This is not only to enhance our training abilities and capabilities but to meet the requirements of the Emergency Management Performance Grant (EMPG), Local Emergency Management Support (LEMS) program as a subrecipient. Objectives to meet these requirements are the following:

Development and maintenance of a three-year training and exercise plan with linkages to FEMA Core Capabilities.

To provide for the assessment, development, and implementation of an EOC Training and Exercise education program for emergency personnel, city employees, and public/private representatives and or stakeholders. The basis program is the following:

Monthly EOC drills and exercises related to policies and plans to regularly assess the skills, abilities and experience of assigned EOC departmental staff.

The program exercises and evaluates plans, policies, procedures and capabilities through an annual functional exercise, post-incident reports, AARs, performance evaluations, and exercises. A summary of findings discovered through the exercises is documented and disseminated within the program, to key stakeholders, and selected community partners.

To provide, develop and implementation of city employee and citizen training to help equip employees and citizens on how to respond to an emergency. This is accomplished through the following:

- Organization and implementation of Run-Hide-Fight-Treat Courses for employees and citizens
- Organization and implementation of Aurora Ready courses and distribution of information and material for city businesses, HOA's and Non-Governmental Organizations (NGO's)

## Training Requirements for city personnel

Aurora Divisions and Departments are at various stages of implementing the National Incident Management System (NIMS) as adopted by City Council Resolution R2004-80. All city full-time employees are required to complete the following:

- IS-100 – Introduction to the Incident Command System: Introduces ICS and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the system. It also explains the relationship between ICS and the National Incident Management System (NIMS).
- IS-700 – Introduction to the National Incident Management System: This course introduces and overviews the NIMS. NIMS provides a consistent nationwide template to enable all government, private sector, and nongovernmental organizations to work together during domestic incidents.



City management, council appointees, and elected officials are expected to understand their roles and responsibilities in emergencies and disasters, and the process by which to integrate into the Incident Management System through the Emergency Operations Center. In addition to IS-100.b and IS-700.a a key course is essential for all elected and key officials, including legal staff:

G-402 Emergency and Disaster Considerations for Executives: This course is specific to policy-level officials who will be making key decisions during and after emergencies and disasters. This is the only course required for NIMS compliance for senior and elected officials.

Public Safety Executives (Police Captains, Commanders, Chiefs; Fire Battalion Chiefs, Commanders, Deputy Chiefs, Chiefs); Public Works Executives are recommended to complete the following within the Aurora Learn System:

IS-100, IS-200, IS-300, IS-400, IS-700, IS-800, G191 (ICS-EOC Interface)

Public Safety Management (Police Lieutenants, Fire Captains); Public Works Superintendents/Managers; Select Parks, Recreation and Open Space management with roles in event management or disaster response; Select Water Department managers are recommended to complete the following within the Aurora Learn System:

IS-100, IS-200, IS-300, IS-400, IS-700, IS-800

Designated Emergency Operations Center staff members are recommended to complete the following within the Aurora Learn System:

IS-100, IS-200, IS-700, IS-800, G191 (ICS-EOC Interface)

## Plan Development and Maintenance

To meet the EMPG-LEMS grant requirements, a subrecipient is required to develop and maintain a formally adopted, up-to-date emergency operations plan, and local alert and warning plan. CRS 24-33.5, SS 707 also requires an All-Hazard Emergency Operations Plan consistent with CPG-101 v.2. Additionally, to fulfill this statutory requirement all EMPG funded jurisdictions are required to complete the Colorado EOP Review Tool as of 2019.

If a plan is to be effective, its contents must be known and understood by those who are responsible for its implementation. This plan was developed through a collaborative effort that included many entities in Aurora. Participants included the Office of Emergency Management, the lead and support agencies for each of the 15 Emergency Support Functions (ESF), and personnel involved in recovery and mitigation activities. The plan was approved by elected and appointed officials from the city of Aurora.

Proper maintenance of the plan is coordinated by the OEM and is highly dependent on the engagement of departments and organizations across the whole community. Departments will be assigned to update and maintain their component(s) of the plan. Telephone and contact lists are to be updated and turned into the Emergency Management Services Director whenever significant changes occur.

This EOP will be officially updated and improved every three (3) years.



OEM will review and revise this plan annually with input from internal staff, external planning partners, plan users, regulatory guidance and exercise participants. . Changes to the ESFs and Support Plans do not need Council approval unless the spirit and intent of the basic plan has changed but may be submitted to the OEM Director for approval. Primary responsibility for the overall development and maintenance the CEMP and Supporting Plans is the responsibility of the OEM. The principles of NIMS will be adhered to during activations of the plan and during the annual revision time period for the plan.

Plan Development and Maintenance activities should also take into account the following considerations:

- Review Roles and Responsibilities
- Revise procedures and protocols to meet operational efficacy
- Provide an honest and thorough evaluation of the plan following a training or exercise, or following an actual incident in which the EOP is activated

## Emergency Management Organization, Laws, Authorities and References

### Introduction

City, state and federal agencies are each granted unique authorities to manage emergencies. These authorities are implemented in close coordination with each other as well as with other partner organizations to ensure a whole community emergency management strategy is followed. While successful emergency management is a collaborative effort, C.R.S. § 24-33.5-707 vests ultimate legal authority for coordinating emergency response and recovery activities within City government. Large emergencies and disasters may require the support and resources of state and federal entities, but overall direction and control of emergency response and recovery activities is maintained by City government.

### City Manager

The city manager is responsible for the planning, coordination and operation of the disaster activities in the city and shall ensure the director of the Office of Emergency Management performs its duties and responsibilities per city [Ordinance Sec. 38-31. – Duties and responsibilities](#). Although some of the assigned duties described Sec. 38-31 will be handled by the director, responsibility and authority stems from and remains with the city manager per Sec. 38-31.

The overall organization of the Emergency Management is defined below per City Ordinance Sec. 38.30. – Organization.

#### [Sec. 38-30. - Organization.](#)

- (a) City manager. The city manager is authorized and directed to establish an office of emergency management utilizing to the fullest extent the services and resources of existing departments within the city. The city manager shall be the coordinator of the office of emergency management and shall be responsible for its organization, administration and operations.
- (b) Appointment of director. The city manager shall appoint a director of the office of emergency management who shall serve in such capacity at the pleasure of the city manager and who may be





otherwise employed by the city. Upon appointment, the director shall be under the supervision and control of the city manager and shall be charged with the duties, responsibilities and authority contained in this article. Subject to the approval of the city manager, the director may appoint such deputies and other administrative assistants as may be necessary to carry out the duties of the office.

(c) Cooperation. The employees, equipment and facilities of all city departments, boards and commissions shall participate in disaster planning activities. Responsibilities assigned to a city department shall be similar to the normal duties of the department.

(Code 1979, § 12-14)

[C.R.S. § 24-33.5-709](#) and City [Ordinance Sec. 38-33](#). – Disaster powers and authority empowers the City Manager to verbally declare that a state of disaster exists, when in his or her opinion a disaster has occurred or threat of a disaster is imminent. No state of disaster may continue for longer than seven days unless renewed by the consent of the majority of the city council. The city council may terminate by motion a state of disaster at any time, whereupon the city manager must issue a proclamation ending the state of disaster. All verbal proclamations should be recorded in writing and attested to by the Clerk and Recorder as soon as reasonably possible to do so. State of emergency declarations must be given prompt publicity through public media and other means and kept on file by both the Office of Emergency Management (OEM) and Clerk and Recorder.

Legal precedent indicates that when a disaster proclamation is in effect it empowers the City Manager to implement one or more provisions within all or part of the City of Aurora to protect life and property and preserve critical resources. Such regulations can be found in [Sec. 38-33. - Disaster powers and authority](#) and [Sec. 38-34. - Declaration of emergency](#)

## Clerk and Recorder

As prescribed in C.R.S. § 24-33.5-709 and Ordinance [Sec. 38-34](#) Declaration of Emergency. The City Clerk is responsible for attesting to and filing all local state of emergency declarations and other official emergency acts. The attesting to and filing of an act by the clerk should be conducted as expeditiously as is reasonably possible, but these actions are not prerequisite to an act possessing its full legal power.

## State Authorities

- Colorado Revised Statutes, Title 24, Article 33.5, Part 701, Colorado Disaster Emergency Act, as amended
- Governor's Executive Order 2011-005, Establishing a policy to enhance the relationship between state and local government
- Governor's Executive Order 2004-011, Adoption of the National Incident Management System for the State of Colorado
- Colorado Revised Statutes, Title 2, Article 3, Legislative Declaration and Legislation Emergency Preparedness, Response, and Recovery Committee
- Colorado Revised Statutes, Title 13, Article 21, Part 113.7, Immunity of volunteer firefighters, incident management teams, and their employers or organizations
- Colorado Revised Statutes, Title 17, Article 24, Inmate Disaster Relief Program utilizing inmate crews for various emergency response and recovery functions.



- Colorado Revised Statutes, Title 24, Article 32, Part 2504, Temporary housing for disaster victims
- Colorado Revised Statutes, Title 24, Article 33.5, Part 705.3, Statewide All-Hazards resource database
- Colorado Revised Statutes, Title 24, Article 33.5, Part 705.4, Creation of the All- Hazards Resource Mobilization System and the Resource Mobilization Plan
- Colorado Revised Statutes, Title 24, Article 33.5, Part 822, Memorandum of Understanding with volunteer organizations to assist the Sheriff, local government, local emergency planning committee, or state agency in providing services in the event of a disaster
- Colorado Revised Statutes, Title 24, Article 33.5, Part 823, Qualified Volunteer Organization List
- Colorado Revised Statutes, Title 24, Article 33.5, Part 824, Provisions for volunteer protections
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1102 Governor's powers for emergency relief to local governments
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1105, Debris Removal authorities
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1106, Grants to Individuals after a Presidentially Declared Disaster
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1107, Community loans after a Presidentially Declared Disaster
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1220, Emergency Fire Fund creation and management
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1221, State Responsibility for managing forest and wildland fires in specific areas of the state
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1222, Cooperation by counties with the governing bodies of organized fire districts, fire department, municipal organizations, private entities, other counties, agriculture, and the federal government in the management and prevention of forest fires
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1223, Sheriff's authority to enforce all state forest fire laws
- Colorado Revised Statutes, Title 24, Article 33.5, Part 1226, Wildfire Emergency Response Fund {WERF} creation and requirements
- Colorado Revised Statutes, Title 24, Article 60, Part 2902, Emergency Management Assistance Compact authorization
- Colorado Revised Statutes, Title 25, Article 1, Part 108, Powers and duties of the State Board of Health
- Colorado Revised Statutes, Title 25, Article 1.5, Part 107, Purchase of antiviral therapy for Pandemic Influenza
- Colorado Revised Statutes, Title 25, Article 3.5, Part 704, Statewide Emergency Medical and Trauma Care System
- Colorado Revised Statutes, Title 28, Article 3, Part 104, Governor as the Commander in Chief of the military forces
- Colorado Revised Statutes, Title 29, Article 22, Part 102, Response authorities for hazardous substance incidents



- Colorado Revised Statutes, Title 29, Article 22.5, Part 103, Wildland fire general authority and responsibilities
- Colorado Revised Statutes, Title 30, Article 10, Part 516, Sheriff's duty to preserve the peace and command aid
- Colorado Revised Statutes, Title 37, Article 60, Part 123.4, State Flood Response Fund creation

## Federal

- [Federal Civil Defense Act of 190 \(Public Law 81-920\)](#)
- [P.L. 100-707, Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments, as amended](#)
  - [Disaster Recovery Reform Act of 2018](#)
- [Pets Evacuation and Transportation Standards Act, amending Section 403 of the Stafford Act, authorizing FEMA to provide rescue, care, shelter, and essential needs for individuals with household pets and service animals, and to the household pets and animals themselves following a major disaster or emergency.](#)
- [Executive Order 12127 Establishment of the Federal Emergency Management Agency Homeland Security Presidential Directive 5 \(HSPD 5\), February 2003, Establishing the National Incident Management System](#)
- [Homeland Security Presidential Directive \(HSPD\) 8](#)
- [Disaster Mitigation Act of 2000](#)
- [S.3721 – Post Katrina Emergency Management Reform Act of 2006](#)
- [FEMA National Planning Frameworks](#)
- [Comprehensive Preparedness Guide \(CPG\) 201](#)
- [Comprehensive Environmental Response, Compensation, and Liability Act \(CERCLA\), known as Superfund, enacted by Congress on December 11, 1980, provides broad federal authority to respond directly to releases or threatened releases of hazardous substances that may endanger public health or the environment](#)
- [Superfunds Amendments and Reauthorization Act \(SARA\) Title III, known as the Emergency Planning and Community Right to Know Act, amended the Comprehensive Environmental Response, Compensation, and Liability Act \(CERCLA\) on October 17, 1986, established a community's right to information on what hazardous chemicals are used, stored, produced, or released from local industries](#)
- [Plain language Act](#)
- [Americans with Disabilities Act](#)
- [Emergency Planning & Community Right-To-Know Act 42 U.S.C 11001 et Seq. \(1986\)](#)

In exercising his or her authority under 42 U.S.C. § 5121, et seq., the President may grant requests from the Governor of the State of Colorado for either an Emergency Declaration or Major Disaster Declaration. These presidential declarations permit federal agencies to deploy personnel and resources to support disaster response and recovery. Presidential declarations also open federal funding streams and cost sharing for assistance directly to citizens, known as Individual Assistance (IA); assistance directly to local and state governments and qualifying non-profits, known as Public Assistance (PA); and funding to



prevent future disasters through the Hazard Mitigation Grant Program (HMGP). PA and IA each have multiple subcategories of funding that Aurora may or may not qualify for even after receiving a presidential declaration.

**Emergency Declaration:** 42 U.S.C. § 5193 allows the President to spend up to \$5 million (without reporting to Congress) to protect lives, property, public health and safety, or to lessen or avert the threat of catastrophe. Potential PA reimbursement under an Emergency Declaration is limited to expenditures for Category A (debris removal) and Category B (emergency protective measures). Potential IA assistance is limited to the Individuals and Households Program (IHP). No HMGP funding is made available due to an Emergency Declaration.

**Major Disaster Declaration:** 42 U.S.C. § 5170a allows the President to make available federal assistance and cost shares to address a wide array of emergency response and recovery needs that exceed local and state capabilities. In the event that Aurora is declared a federal disaster area, federal departments and agencies may make available resources and assistance to augment those of the county, city and the state. Potential PA reimbursement under a Major Disaster Declaration includes expenses related to Category A (debris removal), Category B (emergency protective measures), Category C (roads and bridges), Category D (water control facilities), Category E (public building and contents), Category F (public utilities) and Category G (parks, recreational, and other facilities). Potential IA assistance under a Major Disaster Declaration includes Crisis Counseling Assistance and Training Program (CCP), Disaster Unemployment Assistance (DUA), Disaster Legal Services (DLS), Disaster Case Management (DCM), Individuals and Households Program (IHP) and Disaster Supplemental Nutrition Assistance Program (D-SNAP). HMGP funding may also be available after the emergency to assist in preventing future disasters.

Apart from presidential declarations, numerous federal agencies can provide disaster assistance. The following federal agencies may separately provide grants and loans to citizens, local governments and certain NGOs.

**Department of Health and Human Services (DHHS):** If disease or disorder presents a public health emergency, including significant outbreaks of infectious disease or bioterrorism attacks, the Secretary of the Department of Health and Human Services (DHHS) may exercise his or her authority under 42 U.S.C. Ch 6A § 201, et seq. to declare a public health state of emergency. A public health state of emergency allows DHHS to access emergency funding and waive or modify certain privacy rules and other regulations under Medicare, Medicaid, Children’s Health Insurance Program (CHIP), and Health Insurance Portability and Accountability Act (HIPAA). DHHS may also provide states and municipalities with large quantities of pharmaceutical and medical supplies known as the Strategic National Stockpile (SNS), assistance in evacuating of large numbers of sick or injured patients through the National Disaster Medical System (NDMS), or technical expertise to guide local and state decision makers.

**Small Business Administration (SBA):** The SBA may use its authority under 15 U.S.C. § 633(c) to separately issue disaster assistance in the form of:



- Physical Loans: Loans to businesses owners, home owners, renters and qualifying nonprofits for physical damage sustained to their property during a disaster.
- Economic Injury Loans: Loans to businesses for economic injury sustained during a disaster.

**Department of Agriculture (USDA):** The USDA’s Rural Development, Farm Service Agency, and Natural Resource Conservation Service may implement any of the following disaster assistance programs:

- **Emergency Conservation Program (ECP):** Funding to rehabilitate farmland after natural disasters or implement water conservation measures during severe drought (16 U.S.C. § 2201 et seq.).
- **Emergency Forest Restoration Program (EFRP):** Funding to the owners of private forest land to restore forest health on land damaged by natural disasters (16 U.S.C. §2206).
- **Emergency Assistance for Livestock, Honeybees and Farm-Raised Fish Program (ELAP):** Funding to certain producers of livestock, honeybees and farm-raised fish to compensate for losses due to disease, weather or similar disasters (7 U.S.C. § 1531e).
- **Emergency Loan Program (EM):** Loans to help farm producers recover from production and physical losses due to natural disasters or quarantine (7 U.S.C. § 1961).
- **Livestock Forage Disaster Program (LFP):** Compensation for grazing losses for certain livestock on qualifying pasture-land due to a drought or fire (19 U.S.C. § 2497a).
- **Livestock Indemnity Program (LIP):** Assistance to livestock owners for abnormally high livestock mortality rates resulting from adverse weather events or certain predators that have been reintroduced to the wild (7 U.S.C. § 1531c).
- **Non-insured Crop Disaster Assistance Program (NAP):** Funding for uninsured crop losses due to natural disasters (7 U.S.C. § 7333).
- **Tree Assistance Program (TAP):** Assistance to orchardists and nursery tree growers to replant or rehabilitate eligible trees, bushes and vines lost by natural disasters (19 U.S.C. § 2497a).
- **Environmental Quality Incentives Program (EQIP):** Assistance in managing drought through creating livestock watering facilities, disposal of certain vegetative debris and dust management. (16 U.S.C. § 3893aa).
- **Emergency Watershed Protection (EWP):** Assistance in mitigating watershed debris and other impairments that threaten lives and property (16 U.S.C. § 2203-2205).
- **Agricultural Conservation Easement Program (ACEP):** Assistance to rural areas with declining water quality (16 U.S.C. § 3865 et seq.).
- **Community Water Disposal and Water Facilities Grants and Loans:** Loans and grant funding to rural areas with acute degradation of the water supply (7 U.S.C. § 1926).
- **Highway Administration:** The Federal Highway Administration may, subject to the provisions of 23 U.S.C. § 120(e) & 125, issue funding through the Emergency Relief Program to repair federal-aid highways and roads on federal lands that are damaged due to natural hazards or other external cause

**Office for Victims of Crime:** Following events of mass violence or terrorism, 34 U.S.C. § 20101 allows for grants to be provided directly to victims, local governments or victims assistance organizations by the



Office for Victims of Crime. Office for Victims of Crime funding is administered through the Colorado Department of Public Safety's Division of Criminal Justice.

While overall management and command authority for incidents within Aurora rests with the City, the federal government may exercise jurisdiction over aspects of an emergency response in certain situations. These situations include:

**Investigating acts of terror:** 50 U.S.C. § 401 and Presidential EO 12333 gives the Federal Bureau of Investigation (FBI) authority to oversee investigations related to acts of terror. All other response and recovery functions related to acts of terror within Aurora are managed by the City. No City department may, under any circumstance, declare whether an incident of mass violence can be deemed terrorism.

**Investigating certain transportation incidents:** 49 U.S.C. § 1131 Gives the National Transportation Safety Board (NTSB) authority to oversee investigations related to certain aviation, marine, pipeline and surface transportation incidents.

**National states of emergency:** In certain nationwide crises, most notably an attack by a foreign nation, the President's powers under Article II of the U.S. Constitution and 50 U.S.C. § 1601-1651 gives the federal government more direct control over local affairs and emergency response decisions.





AURORA, COLORADO



# COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Part 2: Roles and Responsibilities

## Introduction to Roles and Responsibilities

Part 1 of the Comprehensive Emergency Management Plan is the base plan for how the city prepares for, mitigates against, responds to and recovers from an emergency or disaster. All city departments have a general responsibility for preparing for emergencies and continuing essential services to the community and the citizens of Aurora. They have the responsibility for continuity of operations planning, participation in citywide emergency exercises, and supporting the Comprehensive Emergency Management Plan and portions of Chapter 38 of the Aurora Municipal Code. In the concept of the Whole Community being involved in emergency management and response, certain key community stakeholders also have roles in our plan.

This part of the Comprehensive Emergency Management Plan provides more detailed descriptions of specific roles and responsibilities of elected officials, council appointees, city management, city departments and external stakeholders (such as hospitals, school districts and volunteer organizations active in disasters).

## Elected Officials

The responsibilities of the Mayor and City Council, as it pertains to this EOP, are to proclaim the existence and then the termination of the emergency and to attend to the duties and authorities set forth in the City ordinances. The legislative authority of City Council remains and may be called upon to set forth direction and make policy decisions during an emergency or disaster.

### Mayor and City Council

The responsibilities of the Mayor and City Council, as it pertains to this plan, are to proclaim the existence and the termination of a disaster or emergency and to attend to the duties and authorities set forth in the city ordinances.

## Council Appointees and City Management

### City Attorney

The responsibilities of the City attorney, as it pertains to this EOP, are to function as the legal advisor to City Council, the Mayor, the City Manager, and COA department directors, to prepare emergency disaster declarations and emergency ordinances, and to provide interpretation of federal and state regulations that relate to disasters.

### Judicial

It is the responsibility of the appointed Municipal Judge to ensure that all judicial business and proceedings continue in operations and all responsibility of the municipal court is accounted for and completed. All available resources will also be identified and directed to assist in a citywide emergency to the capability and extent possible.

### Court Administration and Justice Center

It is the responsibility of the Court Administrator to ensure that all business of the Court be accounted for in regard to continuity of operations. All applicable laws and associated safety measures are in place for the operation of the detention facility.





## Office of the Public Defender

It is the responsibility of the Public Defender to ensure all responsibility and operations of the office is accounted for during a large-scale emergency and the essential activities and records are accounted for in the continuity planning for the office.

## Civil Service Commission

It is the responsibility of the Commission to ensure the continuity of all essential business functions and the safekeeping of all records related to the office and civil service personnel.

## City Manager and Deputy City Managers

The responsibilities of the City Manager, as it pertains to this EOP, are to issue the emergency/disaster proclamation, implement the EOP as the situation requires, implement an effective public warning system, review media releases as approved by the Joint Information Center, authorize the expenditure of disaster funds, provide the Mayor and/or Council with status reports, issue evacuation orders and issue orders to activate/deactivate the EOC.

## City Departments

### Fleet Services Department

The Fleet Services Department (Fleet) will be responsible for the following functions: respond to emergencies and disasters by assessing the overall status of vehicles and equipment; identify, obtain, prioritize and allocate available transportation resources; respond to requests for transportation support of mobilization sites, staging areas, and distribution points; prioritize the needs for transportation services; provide vehicle maintenance and repair, fuel and related supplies; and coordinate and prioritize the staging of transportation resources for city of Aurora department needs.

The Fleet Department will staff the Emergency Support Function (ESF) 1 desk during an activation of the Emergency Operations Center if requested. ESF 1 will assist with identifying, obtaining, prioritizing and allocating available transportation resources. This includes the process of deploying, tracking, demobilizing and restaging transportation resources. Fleet services will be available for service during disaster and emergencies in the response and recovery phases. During the prevention, preparedness and mitigation phases fleet services will ensure city of Aurora equipment is available and fleet staff is trained and ready to respond.

Fleet services will respond to requests for transportation assistance, use of local vehicles and equipment, and vehicle assistance needs for moving equipment, supplies, or people. Fleet services will maintain COA vehicle inventories and deploy, track, demobilize and re-stage resources as appropriate.

When necessary, Fleet will establish and maintain communications with adjacent county and state transportation officials. Fleet will also establish immediate communications with its personnel to ensure appropriate response levels.

### Public Safety Communications

Public Safety Communications is the Public Safety Answering Point, (PSAP), for the city of Aurora. They are responsible for answering all 911 related communication with the public. They are also responsible for monitoring communication and assisting with the coordination of communication between public safety personnel during an incident. The immediate resource ordering for an incident will also be dependent upon Public Safety Communication personnel. Resource ordering will transfer to the EOC



once it has been established if the incident appears like it will be of significant duration. Public Safety Communications will provide staff for the ESF 2 position when requested by the EOC Manager.

During a disaster or emergency, Public Safety Communications will notify city officials and other city departments of the disaster or emergency through the city mass notification system. This method of communication will also be utilized to send public alert and warning messages. Other means of warning the public include the Emergency Alert System, (EAS), media broadcasts, social media, and the outdoor warning sirens. Aurora personnel will either launch these messages directly or request a message be sent through the proper authorities having oversight of a communication system.

## Public Works Department

The Public Works Department (Public Works) will be responsible for the following functions: provide technical advice and evaluation, engineering services, coordinate building and structural inspections, coordinate snow removal operations, facilitate restoration of transportation systems, coordinate debris removal, provide emergency power support to predetermined facilities, and provide personnel to support damage assessment through the Damage Assessment Plan (found in Part 3 of the Comprehensive Emergency Management Plan). Public Works will also assist other departments with traffic control and street barricading, and provide technical expertise and advice on floodplain management, drainage and civil engineering.

The Public Works Department will staff the Emergency Support Function (ESF) 3 desk during and activation of the Emergency Operations Center (EOC) if requested. ESF 3 will work with their field counterparts to collect information on damaged or at-risk infrastructure. Public Works will respond to the disaster or emergency in accordance with their operational plans and concurrently with the incident goals and objectives as established in the Incident Command Post and EOC.

## Aurora Fire Rescue

Aurora Fire Rescue (AFR) will be responsible for providing response and resources for all incidents involving: Fire suppression and extinguishment, emergency medical needs, hazardous material releases or spills, collapsed structures, flooding and swift water rescues, search and rescue operations, and any other all-hazard needs that may arise from a large-scale emergency or disaster. The AFR Chief or designee will be responsible for staffing the ESF 4 position in the EOC when requested by the EOC Manager. This position will coordinate with the AFR DOC if activated along with Command personnel for resource ordering and tracking. These resources also include mutual aid requests, as well as the staging and logistics to support field requests. These mutual aid resources may include local, state or federal resources deployed to assist in the disaster or emergency.

AFR is responsible for the coordination of emergency medical treatment and transport. ESF 4 will act as the liaison between the local public health department, (Tri-County Health), the Colorado Department of Public Health and Environment, (CDPHE), and the local area hospitals and their representatives. Patient care and tracking will be the responsibility of AFR throughout the pre-hospital care during the emergency or disaster.

All Fire resources remain under the control of the Fire Chief or their designee and they will be responsible for the coordination and the provision of local AFR personnel and equipment, coordinating on scene patient triage, patient treatment and transport, implementing the Mass Casualty or Mass Fatality Annex as needed, coordinating the control and mitigation of a release of hazardous materials and coordinating any specialized rescue needs.



## Office of Emergency Management

The Office of Emergency Management (OEM) is responsible for the overall citywide coordination related to the preparation, mitigation, planning, response and recovery from large scale emergencies and disasters. The Office of Emergency Management is also responsible for ensuring a functional EOC by maintaining inventories of resources and equipment; coordinating resource requests; coordinating and utilizing all available resources during an incident; collecting and disseminating situational awareness information; working with local, state and federal partners; maintaining overall communication; coordinating short-term and long-term planning; and disseminating emergency alerts and warnings to key officials, city departments, external partners and the public.

When an incident occurs or has the potential to occur, the Battalion Chief over OEM, or designee, notifies OEM staff that the EOC will be activated and determines the level of activation necessary for the incident. ESF 5 will maintain constant communications with the responding city departments and/or external partner agencies and will provide situational awareness reports and other information as required to the City Manager and the Mayor. The OEM Battalion Chief is also responsible for advising the Policy Group and City Management on recommended actions including emergency and disaster declarations.

## Housing and Community Services

The Neighborhood Services department provides two key components to emergency or disaster response. The first function is to coordinate mass care for the citizens of the city, including sheltering, feeding and physical donations management. The second function is to provide support for animals, both small and large, that are affected by the event. Neighborhood services is responsible for: planning for animal sheltering, relocation and the response to zoonotic emergencies; with the assistance of the Office of Emergency Management, coordinating with Volunteer Agencies Active in Disasters (VOADs) to prepare for sheltering, feeding and other mass care; coordinating with the EOC and OEM to identify at-risk populations and those with access and functional needs. During a disaster or emergency, Neighborhood Services will coordinate emergency sheltering, points of distribution (not related to public health), mass feeding operations, and physical donations management (items other than volunteers and financial donations). If requested, Neighborhood Services will provide a qualified staff member for the Emergency Support Function (ESF) 6 desk in the EOC.

It is understood that expertise for mass care operations traditionally rests with VOADs, especially the American Red Cross and the Salvation Army. Other VOADs and professional contract services may be brought in to assist with operational aspects of mass care. Neighborhood Services is expected to coordinate their activities.

Aurora Animal Services is responsible for recommending the appropriate number and location of shelters needed to house both domesticated and non-domesticated animals. Aurora Animal Services will obtain sufficient personnel to staff animal shelters, provide updated animal shelter information to the EOC, and terminate animal shelter operations when they are no longer needed. When requested, a member of Animal Services will staff the EOC in the Emergency Support Function (ESF) 11 desk.

## Human Resources Department

The Human Resources Department may be responsible for their normal responsibilities during an emergency or disaster such as handling compliance questions related to travel, relocation, remote-work and temporary employees, evaluation of contractor relationships, and responding to union contract concerns, work rules, job descriptions, temporary employees and discipline.



Human Resources staff may also be called upon to staff the situational awareness section, logistics, or asked to be a scribe. They might also be called upon to answer phones in the call center or asked to assist ESF 6 or ESF 18.

## Police Department

The Aurora Police Department (APD) will be responsible for the following functions: protecting lives; stabilizing the incident; preserving the scene; initiating criminal investigations; protecting property; assessing and providing information concerning public safety and law enforcement services for areas affected by the emergency; analyzing disaster or potential disaster conditions, assessing citywide needs and recommending to the City Manager those police functions that should be reduced, strengthened, or maintained during an emergency; work in coordination with federal, state and local agencies to ensure services and public safety issues are coordinated throughout the city; and, if activated, provide the Emergency Operations Center with information related to law enforcement problems identified throughout the city. APD personnel will operate in accordance with established APD directives.

The Police Department will staff the Emergency Support Function (ESF) 13 desk during an activation of the Emergency Operations Center if requested. The Department is a key stakeholder in any emergency in the city and is therefore a mandatory participant in any readiness meetings. The Police Department will cooperate with an Incident Management Team assigned to an emergency and will provide staffing to the Incident Management Team as appropriate.

Law enforcement activities remain under the control of the Chief of Police, his or her designee or the Incident Commander. At the discretion of the Chief of Police, or his or her designee, APD personnel will assist federal authorities with the response to incidents that fall under federal jurisdiction. In accordance with Homeland Security Presidential Directive 5 and other relevant statutes and directives, the Attorney General of the United States has lead responsibility for the criminal investigation of terrorist acts or terrorist threats by individuals or groups inside the United States. APD will work in concert with federal law enforcement to identify perpetrators and bring them to justice in accordance with the laws of the United States, the State of Colorado and the city of Aurora.

## Communications Department

The Aurora Communications Director is the City Manager's designee for all public information and/or instruction when the city is in emergency response mode. City Communications responsibilities include: Coordinating with the EOC and involved departments to ensure dissemination of accurate and timely public information, assigning a designee to report to the EOC, assisting the media in disseminating information to the public by providing timely information through press conferences, briefings, news releases and interviews, providing briefings for public officials, community leaders or citizens about developments, requirements or status of the operations as required, developing new releases for public information and the Emergency Alert System, coordinating press releases with partnering emergency operations centers as needed, issuing public information statements announcing cessation of the emergency declaration, establishing a joint information center, monitoring media statements and correcting misleading or inaccurate information, activating a call center if needed, ensuring emergency information is made available to non-English speaking residents, hearing impaired residents, and residents with special needs, and maintaining an emergency information website and other social media sites. In regards to media and public relations, the Communications Director and/or designee will be responsible for: Identifying a spokesperson to update the media and the public, identifying and announcing times for press briefings, when appropriate, arranging for on-site interviews with appropriate officials, designating



acceptable areas for photo and video opportunities, designating a PIO to update the Aurora 8 channel with timely and factual information, designating a PIO to release information to relevant media outlets not present in field, designating a media staging area that can serve both as allocation for their vehicles/equipment and a suitable location for press briefings.

When responding to the EOC, the representative from City Communications will staff the Emergency Support Function (ESF) 15 desk. If a Joint Information Center (JIC) is activated, the representative from the JIC will staff the ESF 15 desk.

Communications will serve as the central point of contact for the media unless expressly assigned to Police or Fire PIOs in the field. All information released to the press and the public will be coordinated and approved through the Director of Communications and/or designee prior to release to ensure accurate information is released to the public in a timely manner. News releases, official information and/or instructions originated by a participating department or agency will be channeled through the department or agency Public Information Officer (PIO).

Upon request from the Communication's Director or designee, and in coordination with the OEM, the Fire Public Information Officer and Police Public Information Officer is responsible for: Requesting Public Safety Communications to activate the Emergency Alert System (EAS), coordinating the dissemination of information gathered on-scene to the Joint Information Center (JIC), functioning as part of the city of Aurora Joint Information System to facilitate accurate and concise information to the public, maintaining communication with the EOC, other department PIOs and external partner PIOs.

## Aurora Water

The Aurora Water Department is responsible for the following areas of operation: the wastewater collection system, potable water system, raw water supply, treatment, storage and distribution facilities. During an emergency the primary focus for the Water Department will be to identify the actions that will be taken to evaluate, maintain and restore water systems.

The following divisions will be most involved with a large-scale disaster or emergency and their responsibilities are as follows:

**Operations and Maintenance Division:** Management of the water transmission and distribution system; pipeline operation/maintenance/repair; wastewater collection maintenance and repair; hydrants, valves, and pressure regulation device operation/maintenance/repair; leak detection; corrosion control systems operation and maintenance; operation/maintenance/repair of water pump stations and

wastewater collection lift stations, stormwater pump stations, and potable and raw water storage tanks; wastewater collection system cleaning and inspection; grease/sand interceptor inspection; and storm water system maintenance/repair/cleaning/inspection/drainage enhancements.

**Support Services Division:** Delivery of high quality, efficient and cost-effective services to internal/external customers and support internal/external operations and activities; management of emergency operations plans; warehouse services; specialized trades support; vehicle/equipment utilization/preventative maintenance of small equipment; small equipment repair; management of Cross Connection Control Program; provide contractor services on new infrastructure; perform wet utility locations; receive internal/external customer calls; dispatch work orders to field staff; perform multiple customer service activities in the field; manage water meter related activities; issue fire hydrant use



permits; perform alternate water connections; utilize SCADA System; and provide technical support for the automation and control process and security systems associated with the City water infrastructure.

Treatment Division: Function as main source of supply; operate and maintain source water reservoirs and source water transmission lines; manage water treatment; operate/maintain/repair water and reuse treatment processes; manage quality control laboratories; and maintain operational and regulatory sampling and analysis of all water sources.

Planning and Engineering Division: Management of Planning Services, Utility Master Planning and GIS; manage the design and construction for Capital Utility Projects; conduct project inspections, provide engineering services and project delivery services; oversee asset management; and serve as principal engineers for treatment, stormwater, wastewater and development review.

Public Relations Division: Responsible for public information/communication and conservation. The flow of information from the first employee to discover a potential problem would be to a lead person or shift supervisor, then to an operation or maintenance supervisor, section superintendent, division manager, then to the Deputy Director of Operations/WQEP and the Director of Aurora Water. At that level, a strategic decision will be made as to what other organizations and agencies need to be notified and involved.

For water contamination of unknown cause, the Aurora Water Department will defer to the State Health Department for guidance. For investigation of a possible terrorist act, the federal Department of Homeland Security would assume command.

Aurora Water will also support the EOC if it is activated as the ESF 16 representative. Due to the capability of the department to provide a wide range of equipment and personnel, the department will be asked to assist with additional emergency response and recovery efforts outside of the primary water responsibilities listed in this section. One such example, but not limited to, is assisting with snow removal during winter storm events.

## Information Technology Department

The Information Technology Department (IT) and the Information Security Office (ISO) have primary authority and responsibility for ensuring an effective and timely technology and information security event response capability for the city of Aurora by: maintaining requisite third party relationships; maintaining inventories of resources and equipment currently on hand; coordinating IT related resource requests including procurement of IT equipment and infrastructure; coordinating and utilizing all available resources during an incident; collecting and disseminating situational awareness information; invoking local, state and federal partner response as necessary; coordination of notification and communication, including dissemination of emergency alerts and warnings to key officials, city departments, external partners and the public; and coordinating short-term and long-term planning. IT is responsible for radio, phone and computer network communications infrastructure within the city and the ISO is responsible for governance of information security and privacy risk and compliance across the City's technical infrastructure and business processes.

During an EOC activation, IT will supply a technician who can provide hardware and software technical support (e.g. ensuring PCs function, networking works, install printers, correct Office 365 issues, etc.) to the EOC. When requested, IT will also staff the ESF 17 desk with an appropriately trained and experienced employee to bolster its management and response capabilities for IT and ISO events, which include: management and coordination; infrastructure (network, server and application) logistics;



regulatory compliance; communication; situational awareness; finance; planning; and interagency coordination.

Due to the critical nature of IT resources, IT will provide technical and resource assistance to the Unified Command or OEM staff during an emergency, even in the absence of an EOC activation.

Geographic Information Systems (GIS) within IT are also critical during an emergency, beyond the ESF 17 role. As part of preparedness activities, GIS staff will assist in maintaining systems used in situational awareness and mapping and will assist in the training of OEM staff on these systems. In the readiness phase, GIS staff will assist in creating mapping products and support the creation of appropriate GIS products. During response when the EOC is activated and assistance is requested, GIS staff will report to the EOC and be part of the Situational Awareness Unit.

## Parks, Recreation and Open Space Department

The Parks, Recreation and Open Space Department (PROS) provides many resources during a disaster response. These resources include personnel, facilities (such as recreation centers) and vehicles. PROS coordinate and plan special events for the city. In regard to this plan, PROS has the following responsibilities: keep OEM informed of planned special events managed by the city; conduct an annual pre-event coordination meeting for special events including PROS, OEM, APD, AFR and outside partners; provide incident command or unified command representation at planned city special events; provide event specific public messaging and warning during special events; maintain equipment inventory; maintain personnel qualifications, especially regarding heavy equipment operations, chain saw operation and other forestry capability; prepare PROS facilities, including parks, for use during a disaster or emergency; collaborate with Public Works on snow removal planning and debris management. In a response phase, PROS will: provide vehicles and operators to support snow or debris removal operations; provide sawyer teams and other forestry teams for emergency debris clearance operations; coordinate with the EOC if activated, or OEM if the EOC is not activated, regarding the use of parks, recreation and other PROS facilities for shelters, warming centers, staging areas, points of distribution or other incident facilities; provide staff, equipment and materials to support the emergency response.

When requested, PROS will send a qualified representative to the Emergency Operations Center and will staff the Emergency Support Function (ESF) 18 desk. PROS will also provide assistance to the City Communications department and the Joint Information Center as requested.

## Finance Department

During an emergency or disaster, the Finance Department is responsible for approving expense thresholds for resource ordering. They are responsible for tracking costs and expenses for equipment, supplies and personnel time. In an emergency or disaster where financial donations are made to the city, the Finance Department will be the lead department for managing and tracking those funds (other types of donations or volunteers will be managed by other departments). The Purchasing Department is responsible for securing resources and confirming and tracking procurement contracts established and/or used during the disaster or emergency.

If requested, the Finance and Purchasing Department will staff the Finance Desk in the EOC which will directly assist the EOC coordinator and the Logistics Section. All ESF desks in the EOC will report key finance information to the Finance Section on a routine basis.



## Library and Cultural Services

During an emergency or disaster, library staff may be called upon to staff the Emergency Operations Center Situational Awareness unit, Logistics unit, or asked to be a scribe. Library and Cultural Services staff may also be called upon to answer phones in a call center or asked to assist ESF 6 or ESF 18. Primarily library staff will be called upon and trained to staff the situational awareness section. The primary responsibility will be for gathering key pieces of information from the various EOC staff members and Emergency Support Functions, field reports and external partners and creating a common operating picture for responders and decision makers. Staff will author the official Situation Report that is provided to the Policy Group, post updates to WebEOC and prepares situation bulletins as needed during and EOC activation.

## Planning & Development Services

Planning & Development Services will help support emergency operations in the EOC in both the logistics section and situational awareness section. Each is unique to EOC operations and has its own roles and responsibilities as outlined below.

## Situational Awareness Section

The EOC Situational Awareness Section (commonly referred to as the “Sit Unit” or “Situation Section”) is primarily responsible for gathering key pieces of information from the various EOC staff members and Emergency Support Functions, field reports and external partners and creating a common operating picture for responders and decision makers. Staff will author the official Situation Report that is provided to the Policy Group, posts updates to WebEOC and prepares situation bulletins as needed during an EOC activation.

## Logistics

The EOC logistics sections serves as the single point of ordering to obtain necessary resources requested during a disaster or emergency. Logistics has the overall responsibility for the coordination and documentation, allocation tracking and demobilization of requested resources when ordering responsibility has been designated to the EOC. Resources include personnel, equipment, supplies, facilities, and services for initial relief and recovery. Logistics will utilize the already developed EOC resource ordering process to track and manage resources in order to best document all necessary information pertaining to a resource request made by the requestor.

Finance and Purchasing are responsible for approving expenses thresholds for resource ordering as well as tracking costs and expenses for equipment, supplies, and personnel time. Purchasing is responsible for securing resources and confirming and tracking procurement contracts established and/or utilized during the disaster or emergency. Although Finance and Purchasing are separate departmental roles they will be closely linked with Logistics operations.

## Outside Partners

### Hospitals

The local hospitals participate in local and regional disaster response plans and will stay in communication with ESF 8 in the EOC regarding situation updates, response activities, capacity status, public information coordination, and other activities and information as appropriate. There are four (4) hospitals in the city of Aurora: Medical Center of Aurora; Children’s Hospital Colorado; UCHHealth Hospital, and the Rocky Mountain Regional VA Medical Center.





The Rocky Mountain Regional VA Medical Center is a Veteran’s Affairs hospital located on the Anschutz Medical Center campus. During a community disaster, with the approval of the VA Medical center director, they may be able to provide care to civilians after first meeting their obligations to Veterans. The Rocky Mountain Regional VA Medical Center is also designated as one of 54 sites as a Federal Coordinating Center for National Disasters.

There are also several medical clinics, stand-alone emergency rooms and urgent care centers throughout the city.

## American Red Cross

The American Red Cross is a primary contact for Emergency Support Function 6 in the EOC and is a primary provider mass care services including sheltering and feeding of displaced persons. A Red Cross representative in the EOC will function as a direct assistant to ESF 6 as the mass care representative. They will coordinate with Emergency Management on planning issues and other mass care concerns and will maintain contact with the city of Aurora EOC.

The provision of the customary American Red Cross disaster services of Emergency Assistance and Additional Assistance will be considered based on the needs of the victims, the situation, and available resources.

## Salvation Army

The Salvation Army is a private organization that may be called upon to assist with feeding and sheltering victims. The Salvation Army may offer services in support of mass care efforts and may provide emergency assistance and human services activities in accordance with the Salvation Army policies and procedures. They will also provide timely information to ESF 6 regarding the Salvation Army’s disaster related activities. They also have the ability to assist with the distribution of coordinated disaster relief supplies and assist with warehousing and distribution of donated goods, if needed.

## ARES

In times of emergency, Amateur Radio Emergency Services (ARES) volunteers may provide an additional local, state-wide, regional or interstate communications network from their individual base, mobile stations, and amateur radio equipment in the EOC. The Radio Operators can provide two-way voice (analog and digital), and data (e-mail via RF or keyboard to keyboard) via amateur radio frequencies in the VHF, UHF and HF bands as backup and auxiliary radio communications for first responders, hospitals, the EOC, other emergency and support agencies as well as shelters. A.R.E.S. volunteers can provide communications services for extended care facilities, “at-risk” populations, and communication points for the public. These resources are deployed upon request of the agency or facility needing communication support and are coordinated with Aurora EM/EOC.

## School Districts

Transportation to move a large number of persons from or within the city will be coordinated by a Transportation Coordinator working out of the EOC. Transportation providers may include RTD, school buses and other public and private transportation resources. If buses are needed to transport large numbers of people from, or within, the city, transportation providers may be called. Providers will be selected based upon their capability and availability to the emergency. Potential passenger transportation providers are: RTD, public school buses, and commercial services such as taxis or buses.



Presently, the City of Aurora can provide emergency short-term protection to meet the needs of residents and an additional percentage of evacuees by maximizing use of public buildings, churches and schools as temporary housing, feeding or medical facilities. Since local schools may be utilized as shelters, it is imperative to maintain close communications with the school officials, not only to prepare for sheltering activities but, also, to close school facilities to academic functions and transport students out to provide for their safety.

### Tri-County Health

The Tri-County Health Department would fill ESF 8 in the EOC providing the city of Aurora with guidelines for preparedness and response relating to health in the event of an event of natural or technological disaster, bioterrorism, epidemic disease, or other public health emergency.

ESF 8 staff will maintain communication and coordination with response agencies, medical and health facilities, and other organizations and officials to identify current and projected medical and public health status and requests for assistance and provide situation reports.

Tri-County Health will be the lead agency on any major event which is primarily a public health issue, such as an epidemic.

### Xcel Energy

Excel Energy's primary role and responsibility in a disaster or emergency will be to support Emergency Support Function 12 in the EOC. Excel Energy will provide for the rapid restoration of emergency and government services, and publicly held critical facilities. They will collect, evaluate, and share information on energy system damage and estimations on the impact of the system outages within affected areas. ESF 12 provides information concerning the energy restoration process such as projected schedules, percent completion or restoration, geographic information on the restoration, and other information as appropriate.

Restoring public service is primarily the responsibility of the private sector. The accomplishment of this shared responsibility requires close coordination to provide access and security for these critical activities.

### AKCRT

The Aurora Key Community Response Team is comprised of several community and city leaders from various organizations and disciplines. The group was formed in 1992 in order to assist with communication throughout the community during any civil unrest. AKCRT not only continues with this function but also has been identified to assist in various mass care and recovery initiatives due to the amount of resources and support available through team. Reference Mass Care and Civil Disturbance annexes.



RESOLUTION NO. R2021- \_\_\_\_

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO,  
ADOPTING A COMPREHENSIVE DISASTER PLAN

WHEREAS, the City provides emergency services to the citizens of the City of Aurora, Colorado, including police and fire emergency response; and

WHEREAS, the City Council desires to ensure that the basic government functions of maintaining the public peace, health, and safety are provided during any disaster that may occur within the City; and

WHEREAS, the Office of Emergency Management is responsible for coordinating disaster planning and ensuring the readiness and use of all available resources during a disaster within the City; and

WHEREAS, the Office of Emergency Management is responsible for developing a comprehensive disaster plan delineating measures to be implemented by the City to prevent a disaster or to be used by the City during a disaster or to direct relief and recovery efforts after a disaster has occurred; and

WHEREAS, a comprehensive disaster plan shall be adopted and maintained by the City Council upon the recommendation of the City Manager, pursuant to ACC 38-32; and

WHEREAS, the Office of Emergency Management, at the direction of the City Manager, has developed a comprehensive disaster plan for City Council's consideration.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AURORA, COLORADO, THAT:

Section 1. The City Council of the City of Aurora, Colorado hereby adopts the comprehensive disaster plan prepared by the Office of Emergency Management. Pursuant to ACC 38-32, this disaster plan shall be considered supplementary to ACC 38-32 and shall have the effect of law whenever a disaster has been declared.

Section 2. All resolutions or parts of resolutions of the City in conflict herewith are hereby rescinded.

RESOLVED AND PASSED this \_\_\_\_ day of \_\_\_\_\_. 2021.

\_\_\_\_\_  
MIKE COFFMAN, Mayor

ATTEST:

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KADEE RODRIGUEZ, City Clerk

APPROVED AS TO FORM:



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ISABELLE EVANS, Senior Assistant City Attorney



# CITY OF AURORA

## Council Agenda Commentary

<b>Item Title:</b> Car Seat and Smoke Alarm Installation Program Update
<b>Item Initiator:</b> Sherri Jo Stowell, AFR Community Engagement Administrator
<b>Staff Source/Legal Source:</b> Sherri Jo Stowell, AFR Community Engagement Administrator
<b>Outside Speaker:</b> N/A
<b>Council Goal:</b> 2012: 1.0--Assure a safe community for people

### COUNCIL MEETING DATES:

**Study Session:** N/A

**Regular Meeting:** N/A

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### ACTIONS(S) PROPOSED *(Check all appropriate actions)*

- Approve Item as proposed at Study Session
- Information Only
- Approve Item and Move Forward to Regular Meeting
- Approve Item as proposed at Regular Meeting
- Approve Item with Waiver of Reconsideration  
Why is a waiver needed?[Click or tap here to enter text.](#)

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### PREVIOUS ACTIONS OR REVIEWS:

**Policy Committee Name:** N/A

**Policy Committee Date:** N/A

### Action Taken/Follow-up: *(Check all that apply)*

- Recommends Approval
- Does Not Recommend Approval
- Forwarded Without Recommendation
- Recommendation Report Attached
- Minutes Attached
- Minutes Not Available

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**HISTORY** *(Dates reviewed by City council, Policy Committees, Boards and Commissions, or Staff. Summarize pertinent comments. ATTACH MINUTES OF COUNCIL MEETINGS, POLICY COMMITTEES AND BOARDS AND COMMISSIONS.)*

N/A

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**ITEM SUMMARY** *(Brief description of item, discussion, key points, recommendations, etc.)*

Aurora Fire Rescue’s Community Engagement Team regularly seeks grant opportunities and community partnerships to offer proactive community safety programs. This presentation will highlight two activities which were put on hold during the peak of the pandemic, but will re-start in the coming weeks - Aurora Fire’s Car Seat Installation Clinics and Free Smoke Alarm Program.

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**QUESTIONS FOR COUNCIL**

N/A

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**LEGAL COMMENTS**

N/A

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**PUBLIC FINANCIAL IMPACT**

YES       NO

**If yes, explain:** N/A

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**PRIVATE FISCAL IMPACT**

Not Applicable       Significant       Nominal

**If Significant or Nominal, explain:** N/A