



TOWN COUNCIL STUDY SESSION AGENDA
August 26, 2024
5:00 PM

I. Study Session Items

1. Code Compliance Approach and Update - Lawson/Fussa/Matthews/Tsurapas - 30 minutes
2. Emergency Management Introduction - Epps/Coleman/Hogan

II. Staff Updates

III. Town Council Updates/Items



MEMORANDUM

TO: Honorable Mayor and Councilmembers

FROM: Michael Lawson, Assistant Town Manager
John Fussa, Community Development Director
Bryce Matthews, Assistant Director - Planning
Jim Tsurapas, Chief of Police

DATE: August 26, 2024

SUBJECT: Code Compliance Approach and Update

ISSUE:

There are significant pros and cons to taking a reactive versus proactive approach in responding to neighborhood blight and building safety-related code complaints. In the past, the Town Council generally preferred a more reactive approach that relied primarily on receiving complaints originating with residents and businesses. Town staff was generally discouraged from proactively looking for code violations in the community. The result is a more cost-effective approach to code enforcement but one that can seem unfair and arbitrary to those who are subjects of complaints.

With the restoration of a code enforcement function in the Community Development Department, staff is seeking direction from the Town Council on whether to continue to take a reactive approach or adopt a more proactive approach.

The presentation will discuss more about the pros and cons of reactive and proactive approaches to code enforcement.

FISCAL/BUDGET IMPACT:

There is no fiscal impact to the Town with the current and recommended approaches to code enforcement in Community Development. If the Council wishes the department to pursue a stronger proactive approach to code enforcement, additional analysis will be necessary to determine fiscal impacts.

BACKGROUND:

In early 2024, the Town Manager's Office analyzed the current code enforcement structure to determine possible efficiency and effectiveness improvements. Special emphasis was placed on finding ways to improve service levels in responding to non-emergent complaints.

The analysis made several recommendations:

1. Move 1.0 vacant Community Service Officer (CSO) from the Police Department back to the Community Development Department
2. Redistribute enforcement responsibilities between the two departments.
3. Seek Council policy direction on maintaining a reactive approach to code enforcement

versus adopting a more proactive approach.

4. Four other recommendations were made related to process, technology, communication.

The realigned position noted in #1 above will exclusively focus on code complaints related to Titles 10 (streets, sidewalks, and public places), 11 (building and construction), and 13 (land development ordinance) of the Parker Municipal Code. The two CSOs remaining in the Police Department will continue to respond to complaints related to Titles 6 (health and safety), 7 (vehicles), 8 (criminal code), and 9 (animals). The division of the CSOs and the code enforcement responsibilities will allow for more timely responses to complaints related to Titles 10, 11, and 13.

Further policy direction from the Council is necessary to more clearly identify an approach--reactive or proactive--for enforcement duties for the CSO in Community Development charged with responding to complaints related to Titles 10, 11, and 13. No direction is requested in relation to the portion of code enforcement remaining in the Police Department.

RECOMMENDATION:

Staff requests that the Town Council provide comments and give direction on a proactive versus reactive approach for the restored code enforcement function in the Community Development Department.

REQUESTED DIRECTION:

Staff requests Town Council input and direction on whether to take a more reactive or more proactive approach in responding to code enforcement of violations of Titles 10 (streets/sidewalks/public places), Title 11 (building and construction), and Title 13 (land use ordinance).

ATTACHMENT:

None



MEMORANDUM

TO: Honorable Mayor and Councilmembers
FROM: Andy Coleman, Commander
Emily Hogan, Assistant Town Manager
DATE: August 26, 2024
SUBJECT: Emergency Management Introduction

ISSUE:

Staff will provide an Emergency Management 101 training for Council.

FISCAL/BUDGET IMPACT:

None.

BACKGROUND:

Staff out of the Police Department serves as Emergency Manager for the Town. They will provide an Emergency Management 101 training for Council to learn more about roles/responsibilities and processes/procedures in the event of an emergency or disaster.

RECOMMENDATION:

For update and discussion only.

REQUESTED DIRECTION:

None.

ATTACHMENT:

1. fema_local-elected-officials-checklists_2022
2. Emergency Management 101 Presentation 080924

Local Elected and Appointed Officials Emergency Management Checklist



This checklist was developed to help senior officials prepare for, respond to and recover from disasters and emergencies. The checklist is not necessarily sequential and not every item will apply to every jurisdiction or community. Essentially, this is a list of reminders for questions to ask, immediate steps to take and points to keep in mind when leading the community to prepare for, respond to and recover from a disaster. These items should be reconsidered as needed.

This is an excerpt from [FEMA's Local Elected and Appointed Officials Guide: Roles and Resources in Emergency Management](#), which has additional information on this topic.

Before Disaster

Senior officials are responsible for protecting the lives and property of their community. Executing the following tasks can prepare the local government to respond to and recover from disasters:

- ☐ Make planning for disasters a priority throughout the entire community.
- ☐ Provide resources and necessary authority to support a comprehensive emergency management program.
- ☐ Meet with the emergency management team and policy group, which provides guidance, resource prioritization and other executive functions, to learn about the hazards and unique vulnerabilities that threaten the jurisdiction. Update contact lists annually.
- ☐ Work with emergency managers to learn planning processes, timelines and planning update cycles for emergency operations plans, continuity of operations (COOP) plans and continuity of government (COG) plans; provide any support to help keep plans up to date.
- ☐ Create a strategy to support mitigation, continuity and recovery planning.
- ☐ Coordinate with senior officials and the emergency management agencies in neighboring jurisdictions, to review relevant emergency management plans, hazard mitigation plans or any other planning documents related to preparedness, response, recovery and mitigation in the community.
- ☐ Become familiar with the jurisdiction's Emergency Operations Center (EOC) and 911 center.
- ☐ Review applicable legal authorities and responsibilities relevant to disasters and emergencies.
- ☐ Provide policy direction for prevention, protection, response, recovery and mitigation-related activities based in part on information provided by the emergency management agency.
- ☐ Encourage individuals, families and businesses to develop emergency plans and be able to protect themselves during the first 72 hours after a disaster.

Senior Officials Emergency Management Checklist

- ☐ Develop a communications strategy, including sign and foreign language interpretation, in coordination with emergency management officials and Public Information Officers (PIOs).
- ☐ Learn about state, tribal, territorial and federal disaster assistance programs.
- ☐ Learn about the damage assessment process and how it impacts obtaining federal assistance.
- ☐ Participate in emergency and disaster drills, training and exercises. Encourage local government agencies and community partners to also participate.
- ☐ Personally develop and maintain an individual/family emergency plan.¹ Senior officials are encouraged to create a more specific “Go-Kit” to address their unique needs when supporting EOCs during responses.

“Go-Kit”: What to Bring to Your Disaster Work Location

The following list is intended to help senior officials prepare personal go-kits of essential items to bring to their anticipated work locations for extended disaster operations. It is recommended that they have enough personal items available to be self-sustaining for several days. They should evaluate the contents of their kits based on individual needs.²

- Backpack, bag or case (to put all items in);
- Work items: cell phone and charger, laptop, radio and charger, emergency job aids (e.g., checklists, guides, contact information) and identification;
- Clothes and shoes fit for the weather and a change of clothing (e.g., for press conferences);
- Food and snacks based on any special dietary needs (confirm whether the disaster work location has arrangements for providing food and hydration);
- Glasses and an extra pair of prescription glasses;
- Personal medications, supplements and hygiene items (e.g., toothbrush, toothpaste);
- Personal money (e.g., credit cards, cash in small bills);
- Pencil, pen and notebook;
- Contact list of family, friends and professional contacts; and
- Favorite personal and/or comfort items.

¹ For more information, see “Build A Kit” at <https://www.ready.gov/kit>.

² For more information on personal preparedness, see <https://www.ready.gov/>.

During Disaster

INITIAL ACTIONS

- ☐ Establish contact with the emergency management agency as the situation permits, if this has not already been done:
 - Contact Name and Phone Number(s) _____
 - Contact Email _____
- ☐ Obtain assessment information and priority objectives (evaluate the situation).
- ☐ Determine situation status (obtain from the EOC/emergency manager):
 - What is the nature of the incident—what happened?
 - What hazards are present?
 - What area is impacted? How large an area is affected?
 - Is the situation getting better, stabilizing or getting worse?
 - What are the impacts on individuals, households and families?
 - What is the status of local hospitals? Assisted living facilities and nursing homes?
 - What are the impacts on first responders?
 - What are the impacts on businesses and the supply chain?
 - What are the impacts on people with disabilities, people with access and functional needs and traditionally underserved populations?
 - What is the number of casualties?
 - What are the impacts on critical infrastructure?
 - What is the status of local government agencies?
- ☐ What are the response actions currently?
 - What public protection actions are currently in progress and what actions need to occur?
 - Have the notifications, alerts and warnings been completed? Are additional notifications or warnings needed?
 - What is being done to assist individuals, families and businesses?
 - What is being done to assist people with disabilities, people with access and functional needs and traditionally underserved populations?
 - Are there resource shortfalls or gaps (e.g., personnel, equipment, commodities, services)?

Senior Officials Emergency Management Checklist

- ☐ What is being done to bring in outside assistance or offer help to other communities?
- ☐ Begin and maintain a personal log of all incident actions (e.g., contacts, directives, decisions).
- ☐ Contact PIO to coordinate strategic public messaging, including American Sign Language, captioning and foreign language interpretation as needed.

EMERGENCY TASKS

During the activation and operational phases of the EOC, senior officials should consider the following tasks and actions and consult with the emergency manager to support as needed.

- ☐ Maintain situational awareness regarding the disaster by staying informed.
- ☐ Trust and empower your emergency management officials to make the right decisions.
- ☐ Address/support response and recovery priorities.
 - ☐ Collaborate with emergency managers to collectively develop guidance regarding priorities and strategies for dealing with incident response and recovery (e.g., emergency declarations, large-scale evacuations, access to extraordinary emergency funding, waivers of ordinances and regulations, adjudication of scarce resources).
 - ☐ Initiate requests for extraordinary resources or outside assistance, such as mutual aid, state or federal assistance.
 - ☐ Provide for the well-being, safety and health of the members of the community and visitors.
 - ☐ Ensure continuity or rapid resumption of essential local government services.
- ☐ Review the legal responsibilities and authorities of senior officials.
- ☐ Confirm implementation of appropriate administrative procedures and financial safeguards.
- ☐ Issue or arrange for issuance of a local, tribal or territorial disaster declaration if warranted.
 - ☐ Focus on protecting, saving and sustaining lives; protecting property and the environment; stabilizing the incident and maintaining essential services.
 - ☐ Consult with emergency management staff regarding strategic courses of action, while leaving tactical decision making to emergency response officials.
 - ☐ Consult with jurisdictional counsel regarding potential legal issues and courses of action.
 - ☐ Determine when to issue protective measures (e.g., curfew, shelter-in-place, evacuation, access control, quarantine, isolation, emergency orders) based on information provided by the emergency management agency.
 - ☐ Share situation information and actions and coordinate with neighboring senior officials, the governor and other key partners.
 - ☐ Use emergency powers and authorities of government as appropriate.

Senior Officials Emergency Management Checklist

- Suspend and waive rules, regulations and statutes as needed and allowed.
- Monitor the situation to determine the need to update or modify emergency orders/protective measures.
- Review and determine appropriate emergency response expenditure limits.
- ☐ The following information, derived at the local level, may help inform the governor or tribal chief executive to request a Stafford Act declaration:³
 - Description of the situation and conditions.
 - Geographic boundaries of the incident.
 - Outline of the resources being used.
 - Initial damage assessment outlining the physical and financial impacts and losses.
 - Details of the emergency powers and authorities enacted (including their effective time periods and copies of the requesting governor's or tribal chief executive's disaster declaration).
- ☐ Determine the need for and establish new policies to support response and recovery.
 - Ensure the EOC has clear policy direction. Issue direction and policy in support of response and recovery actions through the emergency manager.
 - Consider use of the EOC policy group (multiagency coordination [MAC] group) for making policy decisions.
 - Chair and/or participate in EOC policy/MAC group meetings at the EOC or designated site.
- ☐ Monitor the progress of emergency/disaster actions from messages, reports and information charts received by and issued from the EOC.
- ☐ When safe and when it will not interfere with response efforts, visit impacted areas, shelters and other temporary facilities to demonstrate leadership's commitment and to identify issues with service delivery.
- ☐ Ensure that a continuous stream of timely and accurate information is being provided by the EOC, PIO and the Joint Information Center (JIC).
 - Approve emergency public information news releases and other messages as appropriate.
 - Serve as a community spokesperson as planned in coordination with emergency managers.

³ Federally recognized tribal governments are empowered to make declaration requests directly to the President as explained at <https://www.fema.gov/about/organization/tribes>.

Delivering Effective Messages⁴

- *Lead the interview.* Present the main points; avoid speculative “what-if” questions.
- *Use simple sentences.* During times of high stress, people are more likely to remember short, concise bits of information.
- *Speak naturally.* Avoid using terminology unfamiliar to those working outside of emergency management or government.
- *Be honest and direct.* Exaggerated facts and misleading information can threaten lives in disaster situations.
- *Be genuine, personable and conversational.* Avoid using “no comment” and similar evasive phrases. Credibility is vital to effective disaster communication.

CONTINUITY OF OPERATIONS/CONTINUITY OF GOVERNMENT

- ☐ Ensure continuity of essential services—which may be provided or supported by private sector organizations—and local government operations.
- ☐ Support local government departments and personnel in obtaining resources necessary to continue essential services, as needed.

⁴ For more information on CDC’s Crisis and Emergency Risk Communication program, see <https://emergency.cdc.gov/cerc/training/index.asp>.

After Disaster

After a disaster, members of the community expect their local government and their senior officials to maintain an active role in the delivery of recovery resources and services, and to provide innovative, efficient and inclusive leadership. Each senior official's recovery tasks should include:

- ☐ Convene key stakeholders to establish a vision, strategy and plan for the recovery process and for the future of the community.
- ☐ Work with the emergency management agency to convene and maintain a recovery task force and a recovery organization structure.
- ☐ Work collaboratively with all groups of people affected by the disaster to promote inclusive and accessible outreach to their communities and address issues relevant to them.
- ☐ Lead the recovery process and appoint a recovery manager if needed.
- ☐ Establish a recovery office to effectively manage long-term regulatory, fiscal, infrastructure, community development and human services recovery functions.
- ☐ Continue to assess unmet needs through close coordination with jurisdictional agencies and non-governmental (NGO) partners with significant long-term recovery support roles.
- ☐ Optimize the benefits of state/federal programs along with private sector and NGO contributions.
- ☐ Understand the federal disaster declaration and assistance processes and what funding may be available to assist during recovery.
- ☐ Identify opportunities to rebuild the community better and mitigate impacts of future incidents.
- ☐ Ensure codes, regulations and finances are properly managed during the recovery process.
- ☐ Communicate coordinated information to the public and media (both traditional and social media) to generate confidence in the process, secure buy-in for recovery priorities and establish accountability. Include American Sign Language, captioning and foreign language interpretation as needed.
- ☐ Work with emergency management, other jurisdictional agencies and NGO partners as appropriate to conduct public meetings to determine unmet needs and identify current or future actions related to the disaster.
- ☐ Ask questions; the recovery process and programs can be complex.
- ☐ Support the community through the recovery. The process may take multiple years.



Parker Colorado

Mayor and Town Council Briefing

Emergency Management 101 Training

Summer 2024

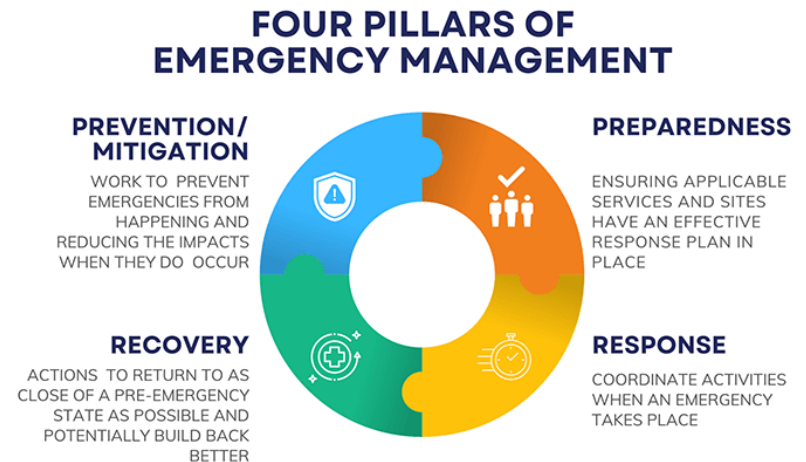
Parker Police Department

What is Emergency Management?

- Process that is put into place to deal with any emergencies or disasters that may occur within a community.
 - Managerial function
 - Reduce vulnerabilities
 - Culture to achieve unity of effort
 - Fundamental principles
 - Comprehensive
 - Progressive
 - Integrated
 - Coordinated
 - Collaborative
 - Flexible
 - Professional

4 Pillars of Emergency Management

- Mitigation
 - Focus on prevention
- Preparedness
 - What are we doing to prepare for an event
- Response
 - Roles and Responsibilities
 - Actions Taken
- Recovery
 - Return to normal or the new normal



Who are the Stakeholders?

- Policymakers (Council)
- Operations (Town Manager/departments)
- Communications (Public Information Officer)
- Other Agencies (State/Federal)
- Citizens
- Businesses
- Educational Institutions
- Non-Profit Organizations
- Associations/Partnerships

Bottom Line Up Front (BLUF)

- Senior leaders/executives are crucial for a successful response:
 - Know which residents need support
 - Work with authorities under your control

- Focus on discussions related to:
 - Jurisdictional hazards
 - Written plans
 - Roles and responsibilities

Home Rule Charter

- Emergency ordinances for preservation of public health, welfare, peace, safety, or property shall be approved by vote of entire Council
- In case of riot, insurrection or extraordinary emergency, Town Manager shall assume authority to execute any action necessary for protection of life & property to extent allowed by ordinance
- Such authority may include, but not be limited to, establishing regulations governing conduct & activities related to the cause of emergency, and if emergency continues, Mayor shall convene Council who may take such actions as it deems necessary

Essential Responsibilities of Council & Town Manager

- Ensure continuity of government
- Hold emergency meetings
- Activate specific legal authorities (disaster declarations, evacuations, states of emergency, or other protective actions)
- Coordinate with the Public Information Officer (PIO) to keep media and public informed
- Request assistance from state agencies through Emergency Operations Center (EOC)/Emergency Management Director
- Resolve any resource allocation conflicts
- Coordinate with other senior officials and whole community partners
- Participate in a Multiagency Coordination Group (MAC Group), if required

Mayor and Town Council Actions

- Mayor

- Serve as spokesperson for Town Council
- If emergency continues, convene the Town Council who may take action as it deems necessary

- Town Council

- Convene the Town Council, if reasonable and necessary to do so
- Enact ordinances that authorize the Mayor and/or Town Manager to initiate and implement all or part of the plan prior to, during and after an emergency or disaster to protect the lives and property of the citizens of Parker
- Approve authorization of expenditures that have been expended during major emergencies or disasters

MAC Group

- The Multiagency Coordination
 - Serves as a policy-level body during incidents
 - Supports resource prioritization and allocation
 - Enables decision-making among elected and appointed officials
- During incidents, the MAC Group meets according to the established incident meeting schedule at a location that the Incident Management Team (IMT) or EOC determines.
- Membership includes:
 - Town Council
 - Town Manager & Assistant Town Managers
 - Department heads

Emergency Management Program

- Establish a Town Wide Incident Support Team Model.
- Plans:
 - Comprehensive emergency management plan
 - Emergency Operations Plan (EOP)
 - Continuity of Operations (COOP) plan or Continuity of Government (COG) plan
 - Hazard mitigation plan
 - Hazardous materials incident plans (DERA)
 - Recovery/comprehensive land use plans
- Training on the plans, practicing for implementation

Town of Parker Emergency Authorities and Ordinances

- Legal authorities and emergency procedures:
 - Emergency declarations – senior leadership
 - States of emergency – senior leadership
 - Evacuation orders – EOC
 - Lines of succession/continuity plans – senior leadership
 - Mutual aid agreements or compacts – organizations and jurisdictions
 - Price controls – legal
 - Procurement processes – organizations and jurisdictions
 - State and Federal restrictions and requirements – directives and mandates

Coalitions and Committees

- Discuss existing jurisdiction work groups, committees, and coalitions that focus on emergency preparedness and responses:
 - NCR (North Central Region) HCC Health care coalition. Douglas County Emergency Management Coordination group. Community Emergency Response Team (CERT). American Red Cross. Animal Emergency Committee. VOAD, Volunteer Organizations Active in Disaster. Team Rubicon. CDOT. FEMA Region 8
 - Why are these groups important
 - Upcoming Examples
 - Parker Adventist hospital – Mass Casualty Exercise
 - Littleton hospital – Mass Casualty Exercise
 - Douglas County OEM – EMCG Meetings (Quarterly)

Jurisdictional Capacity and Capability to Respond

- Resources readily available to the jurisdiction:
 - Evacuation resources
 - Stockpiles (food, medical supplies, shelter supplies)
 - Volunteers (Red Cross, CERT, faith-based groups VOAD)
- How to request additional resources:
 - Emergency Management Assistance Compact (EMAC)
 - Mutual aid agreements
 - State resources
 - Federal resources

Whole Community Response



Incident Management and Coordination

When disasters occur, response happens at four levels:

- **Incident Command System (ICS)** – manages tactical activities that aim to stabilize an incident, save lives, and protect property and the environment
 - Led by Incident Commander (IC)
- **Emergency Operations Center (EOC)** – provides incident support activities, including strategic coordination, resource acquisition, and information gathering
 - Led by EOC director
- **Multiagency Coordination Group (MAC Group) or Policy Group** – provides policy guidance to incident personnel, supports resource prioritization, and enables decision-making
 - Led by?
- **Joint Information System (JIS)** – ensures coherent, consistent, and accurate messaging and communication with the media and public
 - Led by Public Information Officer (PIO)
 - Joint Information Center (JIC) houses the operations of the JIS

Incident Management and Coordination



Parker Police Department

EOC Procedures

- Explain who has authority to activate an EOC?
- Review EOC levels of activation?
- Review how EOC staff will receive notification to report; review the time frame for staff to respond?
- List agencies with potential EOC roles?



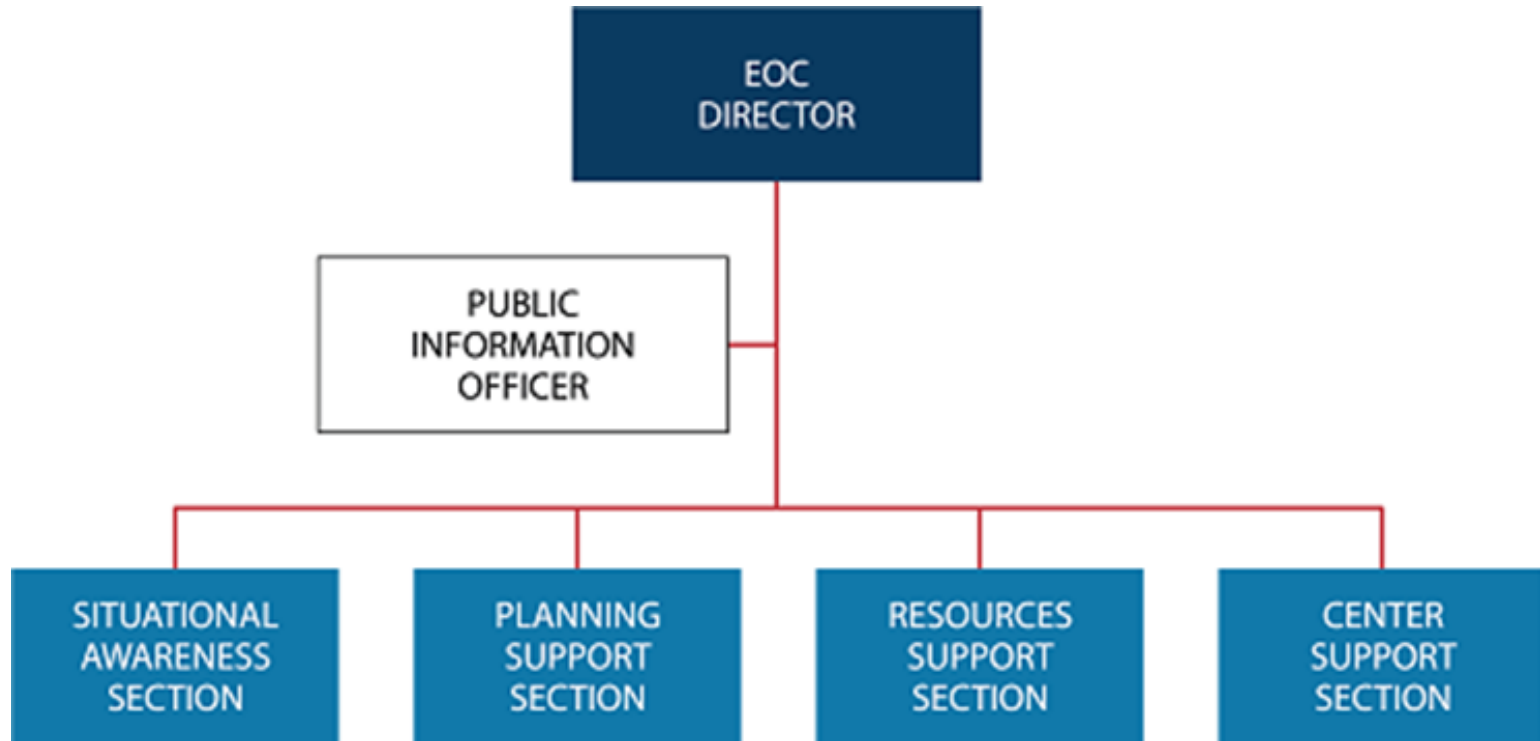
Purpose of an EOC

- Collect, analyze, and share information
- Support resource needs and requests
 - Includes allocation and tracking
- Coordinate plans and determine current and future needs
- Provide stakeholder coordination and policy direction



Parker Police Department

Parker EOC



Parker Police Department

Emergency Support Functions (ESF)

- ESFs are key governmental and private sector capabilities, grouped into an organized structure. These capabilities provide the support, resources, and services necessary to save lives, protect property, and protect the environment.
- ESF #1 – Transportation
- ESF #2 - Communications
- ESF #3 - Public Works and Engineering
- ESF #4 - Firefighting
- ESF #5 – Information and Planning
- ESF #6 - Mass Care
- ESF #7 - Resource Support
- ESF #8 - Public Health and Medical Services
- ESF #9 - Urban Search and Rescue
- ESF #10 - Hazardous Materials/Environmental Protection
- ESF #11 – Food and Water
- ESF #12 – Energy
- ESF #13 - Public Safety and Security
- ESF #14 - Long-Term Community Recovery and Mitigation
- ESF #15 - External Affairs

Recovery

- Recovery focuses on the timely restoration, strengthening, and revitalization of communities affected by a catastrophic incident.
- Recovery Support Functions (RSF) include:
 - Community planning and capability building
 - Economic recovery
 - Health and social services
 - Housing
 - Infrastructure
 - Natural and cultural resources

Recovery, cont.

- FEMA's National Disaster Recovery Framework (NDRF) recognizes that local, regional/metropolitan, state, tribal, territorial, and Federal governments have primary responsibility for the recovery of their communities and play the lead role in planning for all aspects of community recovery.
- FEMA's Public Assistance (PA) grants program provides Federal assistance to government organizations and some private nonprofit organizations following a presidential disaster declaration.
- The Federal share of assistance is not less than 75 percent of the eligible cost. The recipient (usually the state) determines how to divide the non-Federal share (up to 25 percent) among the subrecipients (eligible applicants).

Next Steps

- Upcoming exercises and meetings
- Any pending leadership actions:
 - Establish a Town Wide Incident Support Team
 - Work with department heads and identify staff
 - Review and updates to existing plans
 - EOP (Emergency operations plan)
 - COOP (continuity of operations plan)
 - Sheltering plans
 - Evacuation plans
 - Tabletop exercise
 - Identify Access and functional needs priorities

Questions?



Thank you!

Emily Hogan
Assistant Town Manager

Commander Andy Coleman
Emergency Manager

Sergeant Greg Epp