

Platte Canyon
and
Southwest Metropolitan
Water and Sanitation
Districts

Emergency Response Plan

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SECTION 1

EMERGENCY RESPONSE PLAN

1.1 Purpose

The purpose of this Emergency Response Plan (ERP) is for the Platte Canyon and Southwest Metropolitan Water and Sanitation Districts (hereinafter referred to in the singular as District) to prepare and institute a plan to respond to any emergency, defined for the purpose of this plan as a critical event or situation requiring a special response to assure an acceptable solution. The emergency may be initiated by a customer/citizen requesting immediate service or reporting a situation requiring an immediate response, or it may be initiated by the failure of, or attack on, a District asset. The emergency may be characterized by limited response time, enhanced attention internally or externally, the need for non-routine procedures, and/or the need for special analysis, planning, preparedness, and implementation to resolve.

Certification of ERP preparation is required by Section 1433(b) of the Safe Drinking Water Act (Bioterrorism Act) for community water systems (CWS) that were required to submit a Vulnerability Assessment to the U.S. Environmental Protection Agency (EPA). The Bioterrorism Act requires the District to develop a response plan that incorporates the results of its vulnerability assessment and identify procedures and equipment that can be used in the event of an accidental or intentional act, such as adverse weather conditions or a terrorist attack. This plan is to be coordinated with local emergency response committees including those of Jefferson, Douglas and Arapahoe Counties, Jefferson, Douglas, and Arapahoe County Sheriff Departments, City of Littleton, West Metro and Littleton Fire Departments, Denver Water and other Distributors of Denver Water.

Colorado Strategy for Homeland Security identifies water as one of 13 critical infrastructures "that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters." Colorado expects to work closely with other infrastructures and/or utilities to develop and apply compatible approaches to ensure protection for critical asset systems at all levels of society. In order to accomplish this Colorado is preparing to develop and adopt rules and regulations concerning emergency preparedness and response in coordination of Homeland Security needs.

1.2 Goal and Objectives

The **goal** of emergency response is to support the District's mission in ensuring the continuity of a safe and reliable supply of drinking water and the continuous, reliable collection and transportation of wastewater to effective treatment.

The **objectives** of effective emergency preparation and response are to:

- Reduce disruption of operations and impacts to the District and District customers during an incident.

- Establish a readily identifiable chain of command and means of communication, both internally and externally.

Simplify the response to an emergency through proper planning and preparation.

Provide for the safety and well-being of customers, personnel, visitors, and the community.

Organize resolution efforts through coordination with federal, state, and local emergency personnel, as well as other water and wastewater service suppliers and public works entities.

Notify key personnel, stakeholders, and other affected entities during an incident.

Secure facilities against potential situations by identifying areas of vulnerability and allowing for corrective action.

Evaluate the outcome of those incident strategies that have been implemented, determine areas future needs, and update the plan as necessary.

1.3 The Communication Process

While working to achieve these goals and objectives, an intended outcome is the development of a communication process that allows decision-makers to have the best available information possible. As decisions are made, organizational integrity will be adhered to and the ultimate outcome is anticipated to be a stronger organization than at the outset of the emergency.

Because of the potential impact of an event within the District affecting the public and other water and wastewater service providers, it is important that communications complement the needs of each of these entities.

1.3.1 Receiving Notice of Emergencies

When serving as the emergency or on call operator, the District operator is required to carry a pager and constantly remain within communication range of the pager's signal and the District's answering service. The operator is responsible for proper operation of the communication equipment by having the pager tested on a daily basis. The operator must also ensure that the District's answering service has a current record of the employee's telephone number and how the employee should be contacted in case of emergency. This generally requires that the operator contact the answering service at the beginning of each on-call shift to advise them of the length of time he/she will be on call and how they are to be contacted in case of emergency.

The District uses an alpha-numeric paging system to provide notice of emergencies. The on-call employee is required to be capable of receiving pages or alarms at all times while on call.

The District's emergency notification protocol is separated into two categories; one for pump and lift station alarms and one for customer initiated emergency notices. The procedure for receiving, relaying and responding to emergency notices and customer complaints is as follows:

1.3.1.1 Customer Initiated Emergency Notifications

1.3.1.1.1 Calls Received During Regular Working Hours

1. Incoming calls are answered by the District's secretary/receptionist.

2. Emergency calls are forwarded to the operations supervisor if available. If the operations supervisor is not available, the notice is relayed to the office phone or cell phone of an operator II employee or, if unavailable, any operator I employee.
3. The secretary/receptionist logs the call into the Hansen IMS computer customer service module and prints a "Customer Service Request" (CSR) form D. The CSR is placed in the operations supervisor's in-box for disposition as described in Appendix B.

1.3.1.1.2 Calls Received During Non-Regular Working Hours

1. Incoming calls are relayed to the District's voicemail system (VS). The VS prompts the caller to "press 5 if this is an emergency". When 5 is pressed, the call is transferred to the emergency voicemail box which transmits a numeric page (numbers only) to the on-call employee's pager.
2. The on-call employee receives a #150 page which indicates that an emergency voicemail has been left in mailbox 150.
3. The on-call employee acknowledges the page by calling the District office phone number (303-979-2333) and pressing *150 to access the emergency voicemail box, and pressing 150000 (password). The on-call employee acknowledges receipt of the message by pressing "2" to save and "9" to disconnect.
4. If the on-call employee fails to acknowledge the page as referenced in step 3 above, the voicemail system will retry the pager one additional time 10 minutes after the initial page. If the page is still not acknowledged, the VS will dial the home telephone numbers of operations staff members in sequence until the page is acknowledged. The cycle is repeated until the page is acknowledged.
5. The VS is equipped with a battery backup which provides 75 minutes of operating time in the event of a power outage. In the event of a power failure extending longer than 75 minutes, or in the event of any other failures of the VS, a secondary emergency notification system is activated. The secondary system consists of a Qwest automated telephone message which states, "If this is an emergency, please hang up and dial 1-866-554-2129 for the answering service". When contacted, the District's answering service relays the emergency notification to the on-call employee's home phone or cell phone.
6. The on-call employee logs the emergency call into the Hansen IMS computer customer service module and completes a CSR form immediately upon return to work during regular business hours.

1.3.1.2 Pump Station and Lift Station Alarms

1.3.1.2.1 Alarms Received During Regular Working Hours

The District's water pumping sewage lift stations are monitored by a Supervisory Control and Data Acquisition (SCADA) system. The host system is located at the District's main office. The system is equipped with a "SCADA Alarm" module that transmits an alpha page for any and all alarms that the stations produce. The system is programmed to transmit alarms to the pager carried by the on-call employee at all times. The SCADA alarm and response sequence consist of the following:

1. Alarm is received by the SCADA system.
2. SCADA alarm transmits an alpha page (text message) identifying the specific alarm to the pager. The alpha message specifies the station, the specific alarm, and the phone number to dial to acknowledge the alarm (see Appendix I for list of alarms).
3. The on-call employee acknowledges SCADA Alarm by dialing the acknowledgement phone number and following the prompts to acknowledge the specific alarm or all alarms (employees can listen to station reports also). If the on-call employee does not acknowledge the alarm page, SCADA Alarm software will retry the pager one additional time fifteen minutes after the initial page. If there is still no acknowledgement to SCADA Alarm after two attempts to contact the pager (30 minutes elapsed time), it will dial the home phone numbers of operations staff members until the alarm is acknowledged. SCADA Alarm will continue the above cycle until the alarm is acknowledged.
4. In the event the that SCADA Alarm fails due to a power outage, a backup system located at each pump and lift station will be activated. SCADA Alarm is equipped with a battery backup which provides for 35 minutes of operation in the event of a power outage before the backup system becomes activated.

1.3.1.2.2 Secondary/Back-up Emergency Notification System

The District's water pumping and sewage lift stations are equipped with autodialers to act as backup to the emergency notification system (SCADA Alarm). The autodialer notification and response sequence is as follows:

1. An alarm is received by the autodialer.
2. The autodialer dials the District's answering service who sends an alpha page to the on-call employee.
3. The on-call employee calls the answering service to acknowledge the page and to ALSO acknowledge the alarm by calling the autodialer phone number and following the prompts to acknowledge the alarm(s). [The answering service cannot acknowledge the autodialer alarm.] If the on-call employee does not acknowledge the autodialer alarm, the autodialer will dial the home

phone numbers of each of the operations staff in sequence until the alarm is properly acknowledged. The autodialer dials in sequence every five minutes until acknowledged.

4. In the event of an AC power outage at the pump or lift station, the stations backup generator will start and provide DC power to the facility until AC power is restored [Exception: The Columbine West Pump Station is not equipped with a generator.] All autodialers are equipped with approximately 20 minutes of battery backup power to provide for transmission of an "AC Power Fail" alarm. In the event the autodialers and SCADA Alarm fail due to a simultaneous power outage at both the District office and the pump or lift station, the District loses emergency notification capability with the exception of citizen initiated notice.

SECTION 2 RESPONDING TO EMERGENCIES

2.1 Overview of Emergency Response

The response to an emergency will generally involve more than one person, be in response to an event that was unexpected, and involve many elements of the District, and potentially involve private contractors, other governmental agencies and the public as well. When an incident occurs that activates the need for an emergency response, there will not necessarily be overwhelming evidence that the incident is intentional, accidental, or a natural incident.

The emergency response is not to the event, but to the consequence of the event. At the outset of the emergency, the District will attempt to minimize the consequences of the incident, regardless of cause. The determination of who or what was responsible for the incident will not be solely the responsibility of the District. Investigation of intentional or terrorist events will be a law enforcement responsibility. The response to these incidents requires coordination of effort - the District attempting to minimize the consequences of the incident, and law enforcement attempting to determine responsibility.

Incidents fall into six categories:

1. Those discovered by District personnel affecting the District assets
2. Those discovered by District personnel affecting other parties assets
3. Those discovered by an outside individual or entity affecting District assets
4. Those discovered by an outside entity, affecting outside assets, requiring assistance from the District
5. Those discovered by the District or an outside entity involving multiple assets
6. Information received about potential incident affecting the District

Emergency response will vary depending on the incident category. When an emergency occurs, the general steps that are followed are summarized below in Table 2-1 with further information provided in the listed sections. The steps will serve as a guide to the emergency response process, however the process may vary from situation to situation depending on the nature of the emergency, how it was discovered, time to respond, who is involved, and what is affected.

2.1.1 Terms and Acronyms

Appendix A contains a glossary of terms and acronyms used throughout this plan. The most important acronyms referred to in this section are ERP (Emergency Response Plan), ERT (Emergency Response Team), and ERC (Emergency Response Coordinator).

Table 2-1: Emergency Response Process

Step	Action	Section(s)
1	Assess the situation and determine level of emergency	2.2, 4, Appendix B
2	Notify the proper people to begin the response process	2.3, Appendix B
3	Activate the Emergency Response Team if necessary	2.4, 3, 5, Appendix B
4	Resolve the incident	2.5, Appendix B
5	Document the incident for the records	2.6, Appendix B
6	Review the incident to determine future needs	2.7, Appendix B

2.2 Step 1: Assessment

The first step of each emergency response effort involves determining the level of the emergency situation at hand. All customer service calls and emergency notices must be immediately returned to the party reporting the problem. Even when sufficient information regarding a problem has been reported by the customer on voice mail or by the answering service, the customer or complainant must be contacted to verify the nature and severity of the problem as well as to advise the customer of the action to be taken and when it will be taken. Accurate records of the times calls are received and returned as well as information exchanged must be kept by the responding operator.

The responding operator must determine if an immediate response is required. If the caller is merely seeking information or reporting a non-emergency situation, they should be notified of intended action including an estimate of the time the action will take place. If there is any doubt relative to the severity of the problem, the operator should respond immediately.

Emergency situations such as sewer stoppages and water main breaks, require immediate response in order to mitigate property damage and/or injury to individuals as well as to reduce the District's liability exposure.

Not every incident that occurs will require implementation of the ERP or the use of the Emergency Response Team (ERT) in the resolution effort. As events are unfolding and a potential emergency is realized or discovered, the individual on the scene should make a quick assessment of the situation, including:

- Initial evaluation as to the nature of the problem.
- Who is involved?
- What is affected?
- Seriousness of the situation (e.g., life threatening vs. threat against operations).
- What is the level of the emergency?
- Who should be notified?

Immediately thereafter, the individual on the scene should notify their supervisor and provide them with as much information as possible. **In life threatening incidents the person discovering the incident has the authority to notify appropriate local emergency responders such as fire, police or hazmat teams.** Notification then needs to be made to the supervisor/manager/ERC so that additional notifications and decisions can be made.

In those incidents not immediately perceived as life threatening, the individual and supervisor will use current information available to determine the level of emergency. In order to determine the response that is necessary, four incident levels are established for situations that may affect the District's assets and/or personnel. Emergency categories with types and levels of emergencies are described in Section 4. The four levels are summarized in the following paragraphs.

2.2.1 Incident Level One: Normal (Routine)

Incident that is **unplanned or unwanted** affecting any type of asset that is likely to:

- Call for immediate or planned delayed action
- Be contained internally
- Have low potential of adverse impact for the District beyond the consequences of the initial event

Personnel and equipment presently on duty can handle system problems. The ERT is not activated.

2.2.2 Incident Level Two: Alert (Minor Emergency)

Incident that is unplanned or unwanted affecting any type of asset that is likely to:

- Call for immediate action
- Be contained internally
- Has **low to moderate potential** of adverse impact for the District beyond the consequences of the initial event

Personnel and equipment presently on duty can handle system problems, but may require the assistance of private contractors and/or require that off duty or additional personnel be assigned to other than their normal duties, working areas, shifts, etc. The ERT may be activated and other emergency response agencies may become involved depending on the nature of the situation.

2.2.3 Incident Level Three: Major Emergency

Incidents, real or perceived, that have occurred or are rapidly occurring that can focus unplanned and unwanted attention on the District and are likely to:

- **Endanger** the health and safety of staff, visitors, and/or the community in general
- **Jeopardize** the business position of the District
- **Endanger** the capabilities of the District to administer and provide services effectively and efficiently
- **Adversely** affect the perception of the District or Denver Water within the community

Problems somewhat beyond the capabilities of District personnel and equipment, and may require a "Declaration of Emergency" to place staff, and utility, county, municipal, and state entities on notice. Emergency notification may be received from city, state, or local authorities. Requires employees to work additional shifts and may require the assistance of outside personnel and equipment, either by mutual aid or private contracts. The ERT is activated and other Districts and emergency responders may be involved.

2.2.4 Incident Level Four: Disaster

Incidents that are rapidly occurring, real or perceived, that can focus unplanned and unwanted visibility on the District and are likely to:

- **Endanger** the health and safety of, staff, visitors and/or the community in general
- **Jeopardize** the business position of the District
- **Endanger** the capabilities of the District to administer and provide services effectively and efficiently
- **Adversely** affect the perception of the District within the community

Problems clearly and immediately beyond the individual effort of the District. Recovery time may exceed one week, costs will be great, large amounts of assistance of personnel and equipment required, extended shifts will be needed for at least one week. ERT activated, and personnel deployed to city, state, or federal ERT as well.

2.3 Step 2: Notification

After determining the initial level of emergency, the operator should contact the operations supervisor as *soon as possible* for the level three and level four incidents. As a general rule of thumb, level one and two emergencies should be communicated to the manager/ERC within one day, and level three and four emergencies reported **immediately**. The manager/ERC can then determine the proper notification that should be made to address the situation and the consequences of decisions that are being made. If the emergency is such that activation of the ERT is desired or required, the manager/ERC should notify members of the ERT first, and other notifications will be made after the ERT is assembled.

In the event ERT members and other key personnel become aware of a system emergency—such as city or statewide loss of electricity—they should not wait for personal notification, as it may not be practical. These personnel should immediately report to the designated emergency meeting location / command center for further assignment.

There is almost an infinite variety of situations that may be classified as an emergency or may develop into one. Different situations will involve different people in the various operations and assets of the District. Circumstances will dictate who should be made aware of the situation, and when. It is important to engage others to help resolve the problem or issues at hand. It is human nature for people to want to share the burden of the problem with confidantes, colleagues, friends, and others. However, the general rule of thumb should follow the "**need to know**" standard. Involving too many people, or the wrong people can greatly complicate matters through the development of unwanted rumors and conjecture that could give rise to misinformation and even panic. On the other side of the issue, failing to inform some people might delay or impede proper problem resolution. If, during this process, there is any doubt about how to proceed, immediately contact the next level of administration.

Other individuals or entities that may be contacted depending on the nature and severity of the emergency include:

- Law enforcement
- District personnel and affiliates (Board members, District Engineer, attorney, and contractors) (see Section 2.3.1)
- Customers that may be affected; critical customers (businesses, hospitals, schools)
- Denver Water (see Section 2.3.2)
- Other Denver Water Distributors
- Stakeholders
- Emergency Services
- Public Health entities
- Other local governments
- Other utilities
- Regulatory agencies
- The media (see Section 2.3.3)

Contact information is located in the Quick Reference material at the front of the ERP and in Appendix C.

2.3.1 District Callout Notification

In the case of an emergency, it may be necessary to contact all District personnel, the engineer, attorney, contractors, etc., to assist in emergency resolution or apprise them of the situation. A callout notification process listing all personnel and delegating notification responsibility is an effective means to communicate the message as quickly as possible. A copy of the District's callout notification information is located at the front of this ERP.

2.3.2 Denver Water Notification

It is important for the District to notify Denver Water when:

1. Response to an incident requires operation of a Denver Water owned asset.
2. The incident involves an issue with water quality or safety.
3. Any category of a level three or level four emergency has occurred.
4. The District is uncertain of how to proceed during an emergency.

The notification process to Denver Water will be through a phone call to the Water Quality Section or Load Control Center as necessary. Water quality staff will assist in making a determination of an appropriate response to water quality issues. For system operation problems, Load Control will assist in developing an appropriate response to the problem. By notifying Denver Water, incidents and vulnerabilities that may be occurring throughout the Denver metro area could be realized and addressed.

2.3.3 Media Policy

Emergencies generate a great deal of media interest. It is important that the District, through its spokesperson(s), provide accurate, timely, and relevant information to the media in a positive manner. It should not be the intention to hide, trivialize the needs of others, and speculate on what is not factually known, or be deceptive. In working with the media, we emphasize the District's commitment to providing safe water to its customers and demonstrate an affirmative duty to protect the privacy of District personnel, business relationships, and proprietary

interests. The following media guidelines will be followed during normal course of business or during an emergency situation. Additional policies and procedures for media relations are included in Appendix G.

- Only pre-approved personnel will respond to or furnish statements to the media.
- All inquiries from the media must be referred to the designated spokesperson.
- No misrepresentations of the facts or situation will be disseminated to the media.
- No effort will be made to obstruct reporters from finding out the truth.
- All requests to film or conduct interviews must have approval from the Manager/ERC.
- All contacts with the media will be considered as "on the record."
- Names of individuals injured or killed will not be furnished until family is notified.
- No dissemination of information or details without concurrence of legal authorities.
- Formal press releases released only after authorization from the Manager/ERC or designee.
- All media contacts will be designed to demonstrate compassion and openness.
- Statements will not involve any admission of responsibility, guilt, or blame.
- Statements will not place responsibility on anyone else.
- Information released to the media will be equally distributed to all media outlets.

2.4 Step 3: Activate the Emergency Response Team

The manager/ERC will be responsible for activating the ERT to assist in the emergency response. The ERT is composed of members of management and staff that incorporate all aspects of the District and may include other individuals/entities such as the District engineer, District attorney, contractors, and other emergency responders as necessary. The mission, objectives, and participation in the ERT including individual roles and responsibilities are provided in Section 3.

Collectively, during an emergency in which the ERT is activated, the required members should **report to a designated location / Command Center** to:

- Establish the Command Post within the Conference Room, insuring communications equipment (see also Section 2.4.2 and Section 5)
- Initiate the calling of additional personnel or individuals who will report to that command post
- Continue to notify other individuals or entities as necessary
- Gather all material facts available
- Measure impact of event on operations in terms of threat, cost, and reputation
- Present an independent assessment of the situation
- Assess impact on programs, work force, community, facility, and system
- Determine if emergency is isolated or system wide
- Offer specific corrective action measures
- Provide analysis to available course of action in operational matters
- Assist in drafting position statements to decisions made by management
- Prepare a communications strategy for the situation

It is important that all personnel be completely familiar with their potential roles and responsibilities as part of an ERT (see Section 3).

2.4.1 Establishing a Command Center

A command center and/or command post are vital components in the management of emergencies and serve many purposes. Section 4 provides information on establishing a command center. The location of the District's Command Center and Alternate Command Center can be found in the Quick Reference Material.

2.5 Step 4: Resolve the Incident

In most emergencies the resolution effort begins the moment an incident is discovered and initial decisions are made. Depending on the type of emergency, the time to respond and resolve the situation may vary from minutes to days or months. During longer duration emergencies, typically level 3 or level 4, the resolution effort will still be in progress after the initial assessment, notifications, and activation of the ERT.

During resolution, refer to the ERP for guidelines, information, and checklists to assist in the response:

- Review individuals and entities in the contact information roster to ensure appropriate people have been contacted
- Use Appendix E to locate emergency response equipment that may be required
- Review First Hour Plan in Appendix G to determine if all steps have been taken
- Review Incident Checklist in Appendix D to determine additional action items
- Determine if a specific action plan exists for emergency situation at hand (Appendix B)
- Locate specific District asset information that may be required in Appendix F
- Document the incident including all actions and decisions; use forms such as the Emergency Event Log in Appendix D (see Section 2.6)

2.6 Step 5: Document the Incident

For every problem encountered by the District, from minor incidents to full-blown emergencies, the situation should be reported and documented. It is essential that adequate records be maintained of all actions, decisions, and efforts taken to resolve any level of emergency. This is important for two reasons:

1. Proper record keeping will memorialize the decisions and process followed in reaching decisions. Many decisions will be made during the emergency. Post incident, it is important for the decision-makers to have a complete record of the event to demonstrate what they did and why they did it. In many instances, there will be questions regarding the efforts in crisis resolution, and having a documented history will provide answers.
2. Proper record keeping will contribute to the post incident critique. The planning and preparation effort, which has been undertaken towards responding to, a crisis needs to be evaluated for its applicability to the actual incident. Questions such as: was the plan current; was the plan easily understood; were roles properly fulfilled; is the District stronger as a result of the effort; need to be asked. Complete records will assist in reaching valid answers to these questions.

The supervisor or the responding operator and the operations supervisor are responsible for full documentation during level 1 or level 2 incident resolution. The manager/ERC is responsible during a level 3 or 4 incident. Documentation should answer questions from every phase of the resolution including:

- When incident was first discovered?
- Who first discovered and reported it?
- When it was reported and to whom?
- When and by whom the incident was identified as an emergency?
- On what basis and by whom the level of emergency determined?
- When was District Manager first notified?
- When was Board notified?
- When was Emergency Response Plan first called for?
- When was ERT activated and by whom?
- When did ERT become operational?
- When did information first start to develop?
- When were decisions first called for?
- What were decisions made, by whom, and when?
- When was acute phase of emergency resolved?
- Who was assigned to the decision-making team?
- When was incident determined to be resolved?
- When was report prepared of this process?

Documentation forms, such as the Emergency Event Log, Emergency Response Predication Form, Water Break Report Form, Sewer Backup or Spill Report Forms, and Authorization to Conduct Cleaning Services Form are located in Appendix D.

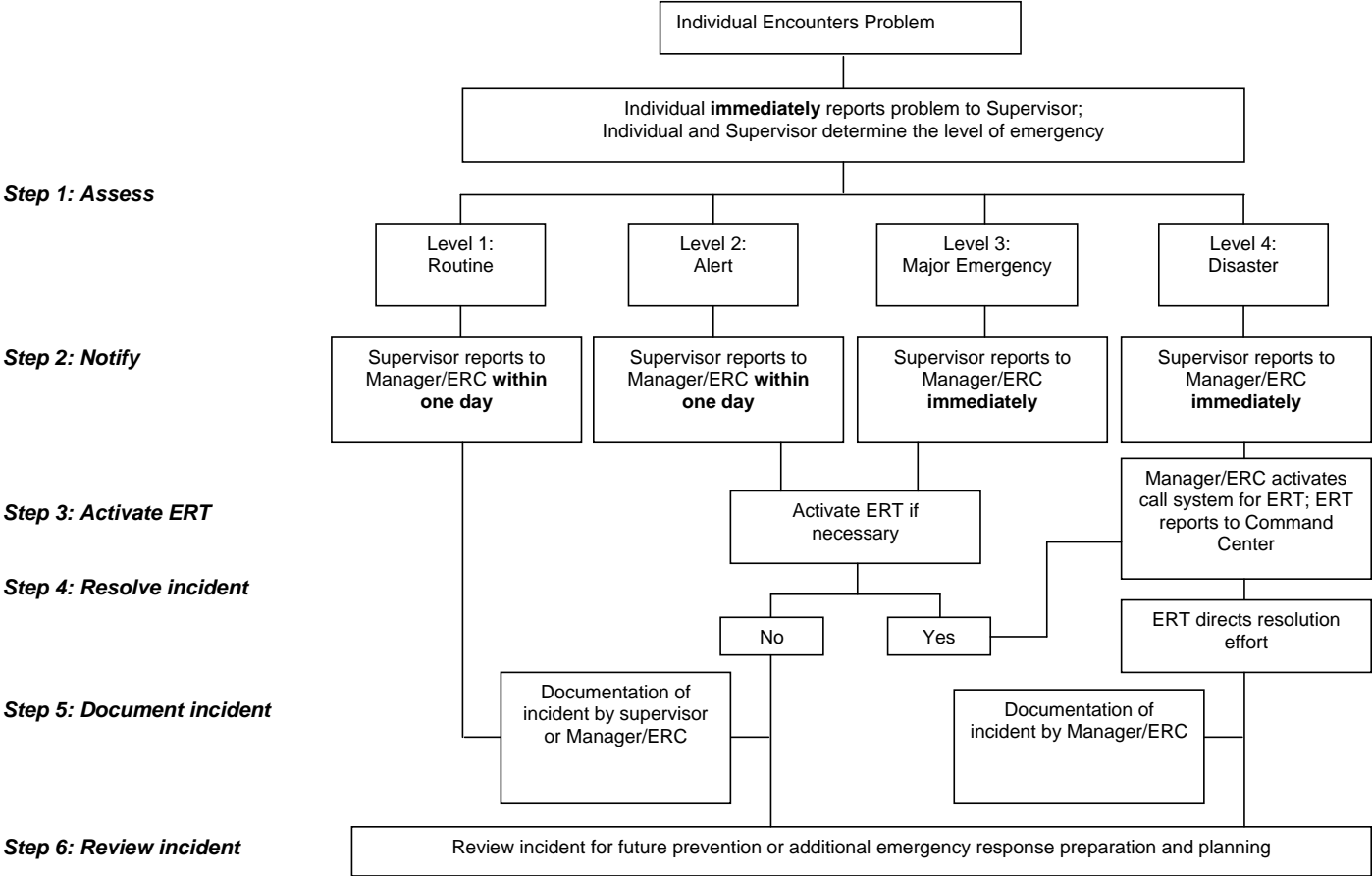
2.7 Step 6: Review the Incident

The purpose of the reporting system described in Step 5 is to ensure a universal approach to the management of incidents, a tracking of incidents to observe trends, and to have readily accessible data to assist in the prevention of emergencies. After each incident, it will be important to review the documentation and determine how successful the response was overall, what worked well, what can be improved, what vulnerabilities were uncovered, areas for future emergency response planning, and additional training that may be needed. In addition, debriefing can be conducted for each individual involved in the incident as part of the review process. Additional suggestions and forms for response review can be found in Appendix D.

2.8 Summary of the Response Process

A summary and overview of the response process is included in the Quick Reference Material at the front of this ERP and is shown in Figure 2-1. As previously mentioned, the process may vary based on the situation at hand.

Overview: Responding to Emergencies



SECTION 3

EMERGENCY RESPONSE TEAM

3.1 Overview of Emergency Response Team

The Emergency Response Team (ERT) is composed of members of management and staff that incorporate all aspects of the District operations and may include other governmental and emergency response agencies. As an emergency unfolds, it is impossible to project what aspect(s) of the District will be impacted. It is essential that all members of the ERT be involved at the outset of the emergency. As the incident evolves, decisions can be made as to the continued necessity to include personnel from all aspects.

MISSION

Emergency Response Team

1. Limit disruptions to operations
2. Maintain the safety of personnel, customers, and those affected by the emergency
3. Ensure reliable internal and external communication
4. Meet continuing needs of customers, distributors, staff, and public
5. Protect record and operating systems security
6. Return to normal operations as quickly as possible
7. Guard the District's reputation within the community
8. Coordinate emergency response with federal, state, and local officials

Prior to an emergency situation, the ERT is responsible for:

- Identifying areas prone to emergency
- Selection of group members
- Working to prevent the emergency type incident from occurring in the first place
- Preparing for response to emergency
- Preparing assigned team personnel to respond to a crisis

During an emergency, the ERT is responsible for:

- Performing as part of the Emergency Response Team in resolving the incident
- Coordinating ERT efforts with other agencies involved in the emergency
- Tasks listed in Section 2.4

Collectively, during an emergency in which the ERT is activated, the required members should report to the Command Center / Command Post to direct the resolution of the problem at hand, as part of the response process described in Section 2.

3.2 Assignments during Emergency Resolution

The following positions identify the primary assignments for the ERT during the acute stage of an emergency. In every situation, the responsibilities of individuals involved will vary. Depending on the availability of personnel, some of the individuals involved on the team will handle multiple assignments during emergency resolution. The purpose for making these specific assignments is to assist in identifying who is responsible for which task and thus assist in the development of a strong organizational structure. Careful consideration should be made when combining positions to insure that the person holding the multiple responsibilities does not have positions that conflict with each other. It is important that all personnel be completely familiar with their potential roles and responsibilities as part of an ERT.

Assignments are described for the following positions with lists for general roles and responsibilities before, during, and after an emergency:

- District Manager
- Emergency Response Coordinator
- Alternate/Assistant Emergency Response Coordinator (ERC)
- Incident Manager (IM)
- Incident Support Manager (ISM)
- Finance Manager
- Public Information Officer (PIO)
- Legal Counsel
- Other ERT Members

3.2.1 District Manager

The ERP exists to assist and support the District manager in resolving an emergency. The manager is involved in necessary "pre-positioning" activities that will enhance the District's ability to respond and manage any emergency. This "pre-positioning" activity includes: identification and liaison with potential stakeholders to an emergency; identifying strengths and weaknesses of the District's response capabilities to an emergency; identifying resources able to compliment identified weaknesses; insuring self and staff are alert for the signs that may allow a potential emergency to be defused. During emergency resolution, the manager will be responsible for keeping the Board, other governmental and emergency response agencies, and water and wastewater customers apprised of events relative to the emergency and procedures being followed relative to emergency resolution. To facilitate the ERT operation, the office of the manager or his designee will:

3.2.1.1 Pre-emergency / Continuous

- Institutionalize the concept of the ERP and ERT
- Develop strategies to avoid the occurrence of emergency situations
- Develop/maintain the ERP
- Approve selection of main participants in the ERT
- Delegate authority/responsibility to ERT members
- Develop/maintain ERT policies and guidance
- Organize, train, and set priorities for the ERT
- Permit ERT the opportunity to learn and develop necessary skills
- Commit appropriate levels of resources necessary for a viable ERT
- Include ERT participation in the job performance standards of ERT members
- Authorize emergency measures and expenditures

- Delegate coordination of emergency procedures to the Emergency Coordinator
- Report to the Board
- Coordinate media, regulatory, and employee communications

3.2.1.2 During an Emergency

- Ensure documentation of action taken/processes followed in emergency resolution
- Allow ERT to function independently during the resolution efforts
- Ensure compliance with appropriate legal, regulatory, and ethical parameters

3.2.1.3 Post-emergency

- Conduct an annual review of incident responses with the ERC to determine future needs and training

3.2.2 Emergency Response Coordinator (ERC)

The District Manager will normally function as the ERC unless the duties and responsibilities are delegated to another District employee. The ERC manages and supports the emergency response effort. Provides liaison with senior personnel regarding status of operation, needs of ERT, and impact of incident on the District. The most important consideration is to ensure protection of life, safety, and protection of property. The ERC will:

3.2.2.1 Pre-emergency / Continuous

- Identify types and levels of emergency that could occur
- Communicates with the Manager
- Direct evacuations
- Notify emergency rescue personnel
- Ensure all pre-emergency protocols have been developed
- Identify equipment, personnel, and other resource needs
- Ensure adequate staffing of personnel to meet crisis needs

3.2.2.2 During an Emergency

- Assist in the management of all emergencies affecting District
- Delineate roles and responsibilities of ERT members
- Disseminate information to legal counsel, media representative, staff, etc.
- Comply with established rules, policies and protocols
- Comply with all regulatory and legal requirements relating to the crisis
- Coordinate as required with any involved outside agencies or participants
- Notify key personnel and stakeholders affected by the incident
- Document all activities in emergency resolution

3.2.2.3 Post-emergency

- Provide guidance and support in the handling and reporting of level one and two events
- Hold a post-emergency review and evaluation

- Conduct an annual review of incident responses with the Manager to determine future needs and training

3.2.3 Alternate/Assistant Emergency Response Coordinator (AERC)

The AERC will normally be the District's assistant manager and will perform the following functions:

3.2.3.1 Pre-emergency / Continuous

- Assist ERC in pre-emergency activities
- Prepare and learn ERC duties

3.2.3.2 During an Emergency

- Act as support for ERC in an Emergency Resolution when ERC is available
- Handle responsibilities of ERC when the ERC is absent or unavailable when an emergency occurs

3.2.3.3 Post-emergency

- Assist ERC in post-emergency activities
- Handle ERC post-emergency activities when the ERC is absent or unavailable

3.2.4 Incident Manager (IM)

The Incident Manager (IM) will be selected during an emergency, based on the type of the emergency at hand (District wide, operations, IT, customer complaints, etc.), and will direct the ERT's resolution.

3.2.4.1 Pre-emergency / Continuous

- Be a member of the ERT familiar with the plan – review ERP and become familiar with general resolution policies and procedures

3.2.4.2 During an Emergency

- Be chosen by the ERC at the time the incident is declared
- Coordinate the efforts of the ERT and other staff to resolve the incident
- Focus on bringing the incident to closure and making appropriate recommendations toward this end

3.2.4.3 Post-emergency

- Document and review incident resolution

3.2.5 Incident Support Manager (ISM)

The Incident Manager (ISM) will be selected during an emergency, based on the type of the emergency at hand (District wide, operations, IT, customer complaints, etc.), and should be the least impacted by the crisis in progress.

3.2.5.1 Pre-emergency / Continuous

- Be a member of the ERT familiar with the plan – review ERP and become familiar with general resolution policies and procedures

3.2.5.2 During an Emergency

- Be chosen by the ERC at the time the incident is declared – selection should be based on availability and being the individual **least** impacted by the crisis in process
- Coordinate the efforts of **support** personnel
- Identify/provide the resources necessary for the incident to be resolved

3.2.5.3 Post-emergency

- Assist in documentation and review of incident resolution

3.2.6 Finance Manager

The Finance Manager will normally be the Districts financial administrator and will:

3.2.6.1 Pre-emergency / Continuous

- Develop policies and procedures for obtaining emergency funds

3.2.6.2 During an Emergency

- Provide approved financial support
- Monitor and approve expenditures
- Track costs

3.2.6.3 Post-emergency

- Provides an incident ending financial report

3.2.7 Public Information Officer (PIO)

3.2.7.1 Pre-emergency / Continuous

- Develops liaison with local media outlets
- Provide pre-emergency advice to staff in properly dealing with the media
- Develop a media strategy to complement the objectives of the crisis resolution
- Review media policy information in Section 2.3.3 and Appendix G.
- Evaluate options to communicate with customers in an emergency: automatic phone message, web page, door hangers, etc
- Have copies of logs available to document customer complaints and phone calls

3.2.7.2 During an Emergency

- Act as a media coordinator, responsible for developing and maintaining a strategy for the dissemination of information – internally and externally
- Ensure factual information is developed for delivery to the media, employees, and other stakeholders to the crisis event
- Ensure adherence to the media policy by all staff
- Provide counsel on appropriate response of Manager/ERC to media inquiries
- Direct effort to receive customer calls and respond to questions
- Communicate necessary information to ensure customers that the District is focusing on resolution of the incident

3.2.7.3 Post-emergency

- Prepare summary report for media, employees, and other stakeholders to the crisis event
- Develop follow-up letter to send to customers (after review by Manager/ERC and possibly legal counsel) explaining the emergency, discussing how the situation was handled, thanking customers for their calls, and providing any other applicable information
- Filing and completion of log sheets and forms used during the incident

3.2.8 Legal Counsel

An important part of any emergency response plan is to establish and maintain access to General Counsel. Most emergencies facing the District will involve General Counsel at some point of the resolution effort. This is necessary to adequately protect public interests, the interests of the District, its employees, clients, stakeholders, and the community it serves. General Counsel is needed to evaluate any legal or regulatory issue. They should address legal consequences of these events, address the legal sufficiency of any allegations, and advise management of recommended avenues of action. With the limited time available to carry out all these steps, General Counsel should be notified immediately upon receipt of allegations or evidence suggesting legal responsibility. They must also take steps to ensure that employee rights are protected and evidence is preserved. In cases where violations of law are alleged, General Counsel will assist in the internal investigation and evaluate the facts and evidence to determine whether there is probable cause of a violation of law. Once all the facts have been evaluated and determinations are made, General Counsel will report back to the Manager with their recommended course of action, including referral to a duly authorized law enforcement agency. Priority is given to issues involving deadlines for required notifications.

3.2.8.1 Pre-emergency / Continuous

- Review prepared material and advise the District on appropriate courses of action
- Provide all personnel information on legal implications of decisions and when to seek legal counsel advice

3.2.8.2 During an Emergency

- Assess legal implications of incident responses
- Provide advice on proper course of action to determine the facts of the incident

- Provide assessment of responses prepared for public comment
- Provide liaison to legal or regulatory authorities and selected stakeholders
- Ensure that there is documentation of all incident actions
- Provide advice on: factual and evidentiary analysis, course of action, any referral decision to a duly authorized law enforcement agency, law enforcement agency contacts, and referrals and disclosures to third parties

3.2.8.3 Post-emergency

- Provide feedback on resolution response and training/information that should be completed prior to future incidents

3.2.9 Other ERT Positions

During an emergency resolution, other positions may be assigned depending on the type of emergency and personnel available. Example of other ERT positions include a Facility Manager to direct efforts towards returning to normal operations, and/or a Technical Information Systems Manager to monitor effects on the information technology system, coordinate efforts to make any necessary repairs, and identify future areas of need.

3.3 Line of Succession and Authority

The purpose of this Emergency Response Plan is to facilitate the management of an emergency situation. This means that decisions will need to be made, and made at the appropriate level of responsibility. After hour and weekend situations may find key decision makers unavailable. For the purposes of this Emergency Response Plan it will be required that an initial effort be made to contact key personnel. **If contact is not made within the first hour of attempted contact, then responsibility is delegated within the next level of management. Responsibility will be relinquished upon notification / arrival of the key person. The line of succession for each aforementioned position is located in the Quick Reference material at the front of the ERP.**

The primary reason for an ERT is to facilitate the communication process necessary to resolve an emergency. Communications in times of trying and unusual circumstances can be very difficult if there is not a clear delineation of authority among those empowered to resolve the emergency. Communication involves the flow of information, particularly as it relates to providing a sound basis for making sound decisions. There are decisions that must be made by those provided the authority to do so. Team members need to know exactly what authority has been delegated to them, as well as delegated to others. It is important that the lines of authority be clearly drawn to avoid confusion and activities operating at cross-purposes. Emergencies will not always require the active involvement of the entire ERT for resolution. Depending on the nature of the emergency only selective elements of the ERT may be needed. The number of personnel utilized will be determined as the incident unfolds. It will be modified and adjusted, as necessary, during the evolution of events.

An important element in emergency organization is the need to separate support functions from those involved directly in making decisions directed toward incident resolution. Those involved in the resolution of the emergency need to focus on resolution procedures, and not be encumbered by concerns over the acquisition of support. They will be part of the team operating under the IM. The support functions are critical to incident resolution and their focus is on being

a support apparatus. They will be part of the team operating under the ISM. To coordinate the efforts of these groups, they will both operate under the direction of the ERC.

SECTION 4 TYPES OF EMERGENCIES AND LEVELS OF RESPONSE

4.1 Emergency Categories

The different categories of emergencies described in this plan correspond, in general, to the asset categories determined during the Vulnerability Assessment (VA) process. Distribution System Operations includes all assets corresponding to the provision of water service; Wastewater System Operations includes all assets corresponding to the provision of sewer service; and Administrative Operations includes assets corresponding to the administration building, information technology systems and equipment, records, and documents. The personnel category strictly relates to issues involving District personnel.

4.1.1 Distribution System Operations

The Distribution System Operations (DSO) category includes accidental or intentional acts affecting the provision of water and services to customers.

Examples include actual or threatened attacks against any DSO assets; a water main break; actual or threatened contamination of water (including accidental incidents); fires, explosions, breakdown or damage to equipment and facilities; disruption to business processes; loss of communication systems necessary for the proper functioning of the DSO; failure or disruption of information technology systems; negative consequences of information technology problems; electrical outages; natural disasters. Refer to Appendix B for procedures relating to responding to DSO incidents.

4.1.2 Wastewater System Operations

The Wastewater System Operations (WSO) category includes accidental or intentional acts affecting the provision of wastewater services to customers.

Examples include actual or threatened attacks against administration any WSO assets; a sewer main stoppage or break; actual or threatened discharge of wastewater into structures or the ground surface, ditches, streams or other water conveyances (including accidental incidents); fires, explosions, breakdown or damage to equipment and facilities; disruption to business processes; loss of communication systems; failure or disruption of information technology systems necessary for the proper functioning of the WSO; negative consequences of information technology problems; electrical outages; natural disasters. Refer to Appendix B for procedures relating to responding to WSO incidents.

4.1.3 Administrative Operations

The Administrative Operations (AO) category includes accidental or intentional acts affecting the administration of the District.

Examples include actual or threatened attacks against administration assets such as the District Administration Building, files and records of the District, financial assets, and information technology systems and equipment.

4.1.4 Personnel

The Personnel category includes accidental or intentional acts affecting personnel or human resources matters both internal and external to the District. Examples include:

Internal - extortion, sabotage, murder, fraud, embezzlement; improper accessing of information systems; work place violence; assaults on visitors, clients and other criminal acts by person(s) associated with Platte Canyon and Southwest Metropolitan Water and Sanitation Districts; human resource matters including workplace accidents involving a District employee; offsite accidents while conducting District business; litigation involving sexual harassment, discrimination, hiring/firing practices; reaction to downsizing, reductions in force, closure of facilities; natural or accidental death of an employee at work and away; civil or criminal matters not work related involving employees or partners; unexplained or unusual absences from work of key personnel.

External - unauthorized access to District facilities; kidnapping, extortion, sabotage, murder, assault, fraud, embezzlement; social activism; boycott, other criminal acts by person(s) not associated with the District.

4.2 Emergency Levels Response Guidelines

Not every incident that occurs within these categories will require implementation of the ERP or the use of the ERT in the resolution effort. Emergencies are divided into four levels, characterized in Section 2. The following guidelines are provided to assist in determining the required level of response and corresponding notification and reporting requirements described in Section 2.

4.2.1 Distribution System Operations (DSO)

<u>DSO LEVEL ONE</u>	<u>DSO LEVEL TWO</u>	<u>DSO LEVEL THREE</u>	<u>DSO LEVEL FOUR</u>
Incident causes minimal if any damage (Ex: fire hydrant damage with no leak)	Incident causes disruptions to operations requiring temporary shut down of function (Ex: water main break)	Incident shuts down significant portion of facilities (Ex: pump station outage)	Access to facilities is denied to staff. Facilities need to be evacuated or incident affects most or all of the District (Ex: systemwide power outage)
Trespasser in vicinity of DSO assets	Repeated trespassing in vicinity of DSO assets	Attempt to enter any DSO assets	Actual breaking and entering of any DSO asset
Graffiti found on any asset	Graffiti found on multiple assets or with frequent occurrence		

<u>DSO LEVEL ONE</u>	<u>DSO LEVEL TWO</u>	<u>DSO LEVEL THREE</u>	<u>DSO LEVEL FOUR</u>
		Effort to disrupt power supply to any DSO facility or asset	Successful sabotage of power supply to DSO facility or asset
Accidental damage to any fence, lock, or security device	Fence or locks cut or vandalized around any asset		
	Vandalism of any equipment or vehicles, loss of tools	Theft of any major equipment or vehicles	
	Adverse weather restricting personnel availability or causing minor asset disruptions	Natural disaster affecting any asset	Natural disaster causing destruction of any asset or interruption of service
		Fire in area threatens operations	Fire disrupts operations
		Accidental water contamination—any level	Intentional water contamination—any level
Any outdoor lighting out of service		Discovery of intentional disruption to lighting or alarms	
	Accidental damage at any asset—does not affect operations	Accidental damage to any asset —does affect operations	Intentional damage to any asset - regardless of affect on operations
Apparent unannounced entry by an associated third party into asset.	Manhole cover removed and not replaced	Multiple instances of manhole tampering	Intentional damage to any manhole—disrupting operations
	Tampering with hydrant—unauthorized use	Tampering with multiple hydrants	Intentional damage or contamination to any hydrant

4.2.2 Wastewater System Operations (WSO)

<u>WSO LEVEL ONE</u>	<u>WSO LEVEL TWO</u>	<u>WSO LEVEL THREE</u>	<u>WSO LEVEL FOUR</u>
Incident causes minimal if any damage (Ex: odor complaint)	Incident causes disruptions to operations requiring temporary loss of use of facility (Ex: sewer main backup)	Incident shuts down significant portion of facilities (Ex: pump station failure)	
Apparent unannounced entry by an associated third party into asset	Manhole cover removed and not replaced	Multiple instances of manhole tampering	Intentional damage to any manhole—disrupting operations
Trespasser in vicinity of DSO assets	Repeated trespassing in vicinity of DSO assets	Attempt to enter any DSO assets	Actual breaking and entering of any DSO asset
Graffiti found on any asset	Graffiti found on multiple assets or with frequent occurrence		
		Effort to disrupt power supply to any DSO facility or asset	Successful sabotage of power supply to DSO facility or asset
Accidental damage to any fence, lock, or security device	Fence or locks cut or vandalized around any asset		
	Vandalism of any equipment or vehicles, loss of tools	Theft of any major equipment or vehicles	
	Adverse weather restricting personnel availability or causing minor asset disruptions	Natural disaster affecting any asset	Natural disaster causing destruction of any asset or interruption of service
		Fire in area threatens operations	Fire disrupts operations

WSO LEVEL ONE

WSO LEVEL TWO

WSO LEVEL THREE

WSO LEVEL FOUR

Unauthorized dumping of non-toxic wastewater in the District's sewer system

Unauthorized dumping of toxic, explosive, or other potentially harmful material in the District's sewer system

Any outdoor lighting out of service

Discovery of intentional disruption to lighting or alarms

Accidental damage at any asset—does not affect operations

Accidental damage to any asset –does affect operations

Intentional damage to any asset - regardless of affect on operations

4.2.3 Administrative Operations (AO)

AO LEVEL ONE

AO LEVEL TWO

AO LEVEL THREE

AO LEVEL FOUR

Unauthorized use of District computer or communications equipment by District employee that does not affect system operations

Unauthorized use of District computer or communications equipment by non-District employee that does not affect system operations

Unauthorized use of District computer or communications equipment that does affect or could potentially affect District operations

Trespasser in vicinity of DSO assets

Repeated trespassing in vicinity of DSO assets

Attempt to enter any DSO assets

Actual breaking and entering of any DSO asset

Graffiti found on any asset

Graffiti found on multiple assets or with frequent occurrence

4.2.4 Personnel

PERSONNEL LEVEL ONE

PERSONNEL LEVEL TWO

PERSONNEL LEVEL THREE

PERSONNEL LEVEL FOUR

Trespasser in vicinity of the administration building

Repeated trespassing in vicinity the administration building

Attempt to enter the administration building

Actual breaking and entering the administration building

**PERSONNEL
LEVEL ONE**

**PERSONNEL
LEVEL TWO**

**PERSONNEL
LEVEL THREE**

**PERSONNEL
LEVEL FOUR**

	Accident caused by equipment malfunction causes injury requires minimal care.	Accident requires medical care, involves single victim; is caused by equipment failure.	Accident involves multiple victims.
Injuries/illnesses of employees not requiring hospitalization.	Injury/illnesses requiring personal leave.	Life threatening Injuries/illnesses to employees requiring hospitalization.	Accidental/tragic death of personnel.
	Human resource practices questioned by individual on staff.	Human resource practices questioned publicly or by multiple staff.	Human resource practices result in litigation. Legal opinion generated against the District.
		Threat of sexual harassment or discrimination suit.	Actual filing of sexual harassment or discrimination suit.
		Information received regarding potential exposure of staff to harmful environment.	Actual exposure of staff to harmful environment.
		Rumors of possible downsizing.	Continued negative employee response to actual downsizing.
		Potential for local media coverage any issue.	Potential for wide area media coverage, or any negative media; public criticism of the District.
	Instance of workplace violence with victim of verbal assault.	Instance of workplace violence with victim of verbal or physical assault, charges may be filed.	Repeated or severe instances of workplace violence, charges are filed.
Minor property loss of staff member (less than \$100), no evidence of theft.	Minor property loss of staff member with suspicion of theft.	Minor property loss of vendor, visitor, with suspicion of theft. Major property loss of staff with suspicion of theft.	Major property loss of staff member, vendor, or visitor with confirmed theft.

**PERSONNEL
LEVEL ONE**

**PERSONNEL
LEVEL TWO**

**PERSONNEL
LEVEL THREE**

**PERSONNEL
LEVEL FOUR**

Potential act of sabotage of any District function such as a Board meeting.

Actual act of sabotage of any District function such as a Board meeting.

District employee served with non-District related civil papers at the work site

Subpoena received in mail for records; official inquiry by regulatory or law enforcement officer

Expected or unexpected visit of multiple officers with subpoena or search warrants or interview requests

Loss of some critical documents, records, or computer systems (such as maps, records, customer billing information, or sensitive District information).

Loss of critical documents, records, or computer systems with minor delays in normal operations.

Complete loss of critical documents, records, or computer systems affecting ability of normal operations.

SECTION 5

PROCEDURES FOR ESTABLISHING A COMMAND CENTER

5.1 Introduction

Command Centers are a vital component in the management of emergencies. They provide unity of command and control in situations where lives are in danger, and the demand for resources is far greater than the supply. Command Centers exist to maximize the use of these limited resources. They also provide a forum where critical thinking and expert opinion can focus on the issues surrounding an emergency. Establishing and using Command Centers saves valuable time, energy, and resources. The result is the resolution of the emergency in an effective and timely manner. This ultimately leads to the continued ability of the District to fulfill its mission of providing safe water.

5.1.1 The Role of Command Centers in Emergency Management

Command Centers perform a variety of roles in emergencies. They include decision-making, coordinating, resource management, information management, directing, and documenting.

5.1.1.1 Decision-Making

The single most important responsibility of Command Centers is to make decisions. Command Centers make decisions in several areas. These areas are discussed in the following paragraphs.

5.1.1.1.1 Policy Decisions

Policy defines the general parameters that will be used in addressing an emergency. As the overall situation changes, policies must be reviewed and modified to effectively deal with the emergency.

5.1.1.1.2 Priority Decisions

There are multitudes of problems that must be dealt with in an emergency. Determining which of these issues has priority is an important task for the Command Center. As with policy decisions, priorities must be reviewed on an ongoing basis.

5.1.1.1.3 Approaches to Resolving the Incident

An emergency can be a very complex situation with a large assortment of issues, concerns, and problems. Deciding on the best approach or combination of approaches managers should take is another responsibility of the Command Center.

5.1.1.1.4 Allocation of Resources

The overwhelming demand for people, equipment, and information is a harsh reality in the managing an emergency. The limits on our ability to provide these resources are equally difficult. Command Centers must weigh these demands and determine the most effective use of the organization's limited resources.

5.1.1.1.5 Strategic Decisions

Command Centers are in a position to have a "big picture" view of an unfolding critical incident. Many times independent similar situations will be occurring simultaneously. Because of limited resources, the District may only be able to address one of these situations. A strategic decision weighs factors such as scope of emergency, public perceptions, the best use of resources, and organizational priorities. Based on this analysis, a decision is made on which problem should be addressed first.

5.1.1.2 Coordinating

Emergencies bring a tremendous demand for personnel, equipment, and information. During certain types of emergencies, such as natural disasters or terrorist attacks, multiple agencies are involved in the resolution process. One of the most important tasks of a Command Center is to coordinate all of these resources to assure that the right type of resource goes to the place where it is needed the most, and that all involved coordinate their efforts.

During times of emergency, the internal resources of the District, both administrative and operational, need to work together to manage the situation. Command Centers provide the vehicle that allows all of these units with their special knowledge and expertise to come together to work in a coordinated manner on a problem. The Command Center assures that the citizens receive the best service by coordinating these resources with identified problems. Issues such as the authority and responsibility of the various government agencies involved in the emergency must be worked out in advance.

5.1.1.3 Resource Management

Command Centers are responsible for managing resources in the following three areas:

- Human resources
- Equipment resources
- Informational resources

The rapid identification of resources available and the placement of these resources in the field are real concerns in emergencies. The Command Center which coordinates activities must assure that needed resources are identified, activated, and placed in those areas where they can be most effective.

5.1.1.4 Information Management

The Command Center is a focal point of activity during an emergency. It has the important role of informing the stakeholders, the management staff, and the public on the status of the emergency. Equally important is the need to provide the public with information on health and safety issues such as quality of water. This type of information has real value for the public because it allows them to help themselves.

Finally, the media can be an asset to the Command Center as they attempt to resolve an emergency. They need to know what is happening. By making a conscientious effort to keep them informed, the District is in a better position to solicit their cooperation as members of the community.

5.1.1.5 Directing

Ultimately, the roles previously discussed are of no value until personnel are directed to accomplish these tasks. While this may seem obvious, this responsibility is at times neglected. It is particularly true when those in charge of a Command Center have not been given the authority to make binding decisions, or when people have been placed in the Command Center because of their position rather than their ability.

High-level management must assure that the Command Center leader has the necessary authority and skills. The presence of a leader who is willing to listen to all the opinions, but is ultimately ready to direct personnel is a top priority. This type of leader is an absolute necessity if Command Centers are to successfully complete their mission.

5.1.1.6 Documenting

All the decisions and efforts of the Command Center to resolve the emergency must be documented. This is important for three reasons:

- First, a written record serves to document the efforts of the District in resolving a situation. At times, it may be necessary to defend actions. Proper documentation can assist in doing this.
- Second, a written record allows the District to go back and analyze what worked and did not work. More importantly, it helps identify the reasons for success or failure.
- Third, written documentation presents the opportunity to improve performance. Through planning and training Command Center staff and the ERT should be able to improve performance in the event of another emergency.

5.2 Important Issues to Consider in Establishing Command Centers

5.2.1 Unity of Command

The principal of unity of command is fundamental to the successful operation of the Command Center. Unity of command mandates that all the District entities function within a predefined structure. Additionally, it assures that one individual is designated as leader and has the final authority to make binding decisions relating to the emergency.

Working in a unified command structure allows the District to overcome several problems such as:

- Poor communications
- Duplication of effort
- Inefficient use of limited resources
- A lack of focus on the real problems
- Poor information flow and sharing

Finally, unity of command does not mean that responding team members should sit back and relax. These ERT members are at the Command Center because of their expertise and

resources. They are obligated to provide the leader of the Command Center with their complete cooperation and expert advice.

5.2.2 Organization by Function

This issue is simple but very important. It requires that Command Centers be organized by function. This means functions, such as field and office staff, work as units. This does not mean, however, that these units work in isolation. Continuous current information must be shared between the various units. The successful resolution of an emergency is dependent on information sharing.

5.2.3 Location

The location of the District Command Center and an alternate location are listed in the Quick Reference material at the front of the ERP. An additional Command Post may be established close to the scene of the emergency. Command Posts need to be capable of being located in a variety of places - some with minimal resources. Regardless of the type of Command Center, there are location issues that are applicable to all of them.

5.2.3.1 Security

The security of the Command Center is a first and most important priority. Do not take for granted that everyone in the command center needs to be there; however, individuals that are not on the ERT may disrupt the Team's operations.

5.2.3.2 Accessibility/Vulnerability

These two issues conflict with each other at times. While it is important to have a Command Center that allows access to the people that need to be there, the more accessible the facility the greater the vulnerability to disruption of resolution efforts. Balancing these two concerns requires careful planning and thought. Accessibility to the Command Center during emergencies is a real problem. Everyone wants to be there. Clear guidelines on who can be in the Command Center must be established beforehand, and must be strictly enforced when the Command Center is operational. A key position is a Sergeant-at-Arms who acts as a gatekeeper for the Command Center.

5.2.3.3 Continuing Operations

Emergencies can last for hours or for months. The Command Centers must be able to support its people and functions on a 24-hour a day, 7-day a week basis. If the District expects their people to perform in an efficient manner, items such as food, water, emergency generators, and rest areas must be available.

5.2.4 Training

All of the District's efforts to create an effective Command Center will be of minimal value if the personnel who will staff them are not trained. A variety of training, ranging from classroom instruction to actual simulations, should be conducted.

5.3 When Is A Command Center Needed?

A Command Center is needed

- When the number of individuals involved in emergency resolution exceeds span of control of existing management.

- In an emergency requiring coordination of multiple units.
- In an emergency requiring multiple activities.

5.4 Requirements of a Command Center

5.4.1 Communications

- FM radio to communicate with distant entities.
- Radio monitoring of other emergency channels
- Commercial radio for emergency broadcasts

5.4.2 Telephones

- Sufficient hardline connections for staff and computers.
- Cellular telephones available to checkout and be backup.
- Batteries and chargers for cellular phones.
- Satellite telephone systems in event of telephone line problems.

5.4.3 Televisions

- Commercial televisions to monitor news casts
- Recording devices for taping of newscasts

5.4.4 Situation Boards

- Chalk or marker boards large enough to have categories regarding the emergency that are visible to all in the Command Center
 - Personnel on site
 - Personnel on call
 - Personnel enroute
 - Key locations
 - Telephone numbers
 - Critical times
 - Available equipment
 - Involved agencies
 - Tasks to be completed
 - Tasks completed
 - Scheduling
- Chalk and Markers
- Flip Charts
- Tape

5.4.5 Logs

- A paper process for documenting decisions, notifications, events.

5.4.6 Computers

- For accessing web
- For word processing
- For recording events

5.4.7 Lighting and Temperature Control

The Command Center needs to support an environment for many people. Special cooling or heating may be required, as well as additional lighting.

5.4.8 Supplies

Expendable supplies need to be available. These include paper, pens, computer discs, flip charts, and other general office supplies.

5.4.9 Rules Governing Activities in Command Center

The function of the command center can easily be disrupted if a disciplined approach to governing activities is not adhered to. The command center is designed to be a center for receiving information in order that effective decisions can be made with that information.

Therefore:

- No coffee pots (staff tend to congregate where the coffee pot is)
- No unauthorized personnel
- Have a separate briefing room
- Place telephone ringers on quiet mode
- No unnecessary TV or radio programs
- Keep space clean and organized

5.5 Types of Command Centers

During Emergency resolution, the District may find themselves involved in an effort that extends beyond Denver and could possibly include city and state enterprises as well as the federal government.

There are three basic types of Command Centers used in the management of emergencies. They are National Command Centers (NCC), Regional Emergency Operations Centers (EOC), and Command Posts.

While the primary operational components and specific tasks may vary in each type of center, the roles and important issues already discussed are applicable to all of them.

5.5.1 National Command Center (NCC)

The primary responsibilities of the NCC center are to: establish policy, set national priorities, identify and assemble needed resources, and liaison with the public, political, and other government leaders, as well as the private sector. High-level government officials generally staff the NCC. The commander might be a cabinet level or executive level minister. Organizational components will include all the major governmental departments that have some role in addressing the critical incident.

5.5.2 Emergency Operations Centers (EOC)

EOCs are more regional in nature. Most large cities, states, or provinces have their own EOCs. EOCs handle local issues. In the event of a national emergency, EOCs serve to facilitate the implementation of the policies and priorities set by the NCC. EOCs are activated in situations where public officials are dealing with emergencies requiring a variety of responses. An

example would be a series of threats against multiple water districts in several areas of a city or region at the same time. Generally, a high-ranking public official will command an EOC. Dependent on the nature of the incident, organizational components will include other governmental departments, such as sanitation or medical services that have an important role in resolving the emergency.

Representatives from other agencies such as the military or the private sector could be a part of the emergency operations center team.

5.5.3 Command Posts

The command post is responsible for the resolution of a specific critical incident occurring at a specific location.

During a major emergency such as a major earthquake, all three types of Command Centers might be functioning simultaneously. The key to effective operations is that each level of Command Centers remembers its purpose. By working as a coordinated team, the priorities set at the national level can be sent to the EOCs throughout the country. They in turn can direct that individual Command Posts resolve specific issues.

5.6 Conclusion

Command Centers perform a key role in the management of emergencies. In order to be effective it is important that ERT members understand the variety of roles and responsibilities the Command Center must fulfill. Equally important is the need to address a variety of issues when creating a Command Center system. The resources needed to design, staff, train, and implement a Command Center must be given a high priority. The three types of command centers: the NCC, the EOC, and Command Posts each perform specific tasks. There will be occasions when Command Centers will work alone and other situations when they will work together.

SECTION 6 COUNTER TERRORISM GUIDANCE

6.1 Overview

Since the events of September 11, 2001, the threat of terrorism has been a driving force in mandates such as the Bioterrorism Act requiring community water systems to evaluate the vulnerability and risk of their systems to such acts. The intention of this section is to provide general information to assist in efforts to recognize potential man caused threats against the District. The information is not all encompassing, and its applicability should be evaluated on a case-by-case, asset-by-asset basis, and in accordance with local conditions. In addition, many of the suggestions and indicators can reduce vulnerability to criminals and vandals as well.

6.2 Potential Indicators of Threats

Many criminal and terrorist acts are often preceded with signs or indications of unusual occurrences that may help the District identify a potential threat. As shown in Figure 6-1, from EPA's ERP *Guidance for Small and Medium Community Water Systems*, a threat warning may come from a variety of sources. What appears to be a single isolated event may be a threat indicator. Developing policies and procedures for reporting suspicious activity and keeping accurate logs of occurrences can allow the District to realize repeat situations and respond accordingly.



Figure 6-1: Potential Threat Warnings (from EPA's ERP Guidance for Small and Medium Community Water Systems)

6.2.1 Example Indicators

Additional examples of potential threat indicators are:

- Unusual packages or containers, especially those found in unlikely or sensitive locations, such as near HVAC, air intake systems, or structural support columns.
- Unusual powders or liquids/droplets/mists/clouds, especially those found near air intake HVAC systems.
- Indications of tampering in sensitive areas such as storage for chemicals, or remote sites.
- Reports of suspicious person(s) or activities, especially those involving sensitive or critical locations within or around a building or critical asset.
- Surveillance of critical areas, including but not limited to garages, shops, administrative areas, storage areas.
- Theft of chemical products/equipment.
- Theft of any company vehicles.
- Reports of theft or missing explosives in area.
- Unusual inquires in person, telephonically, or electronically from outsider regarding facility, operations, etc.
- Repeated unusual activity at any asset or location.

6.2.2 Surveillance Indicators

Terrorist operations have been characterized by meticulous planning, a focus on inflicting mass casualties (or the fear of mass casualties), and multiple, simultaneous attacks. Operatives are trained in basic and sophisticated surveillance techniques, posing challenges for utilities in identifying terrorist surveillance. The following list suggests possible indicators of terrorist surveillance:

- Unusual or prolonged interest in security measures of personnel, entry points, and access controls, or perimeter barriers such as fences or walls.
- Unusual behavior such as starting or quickly looking away from personnel or vehicles entering or leaving designated facilities or parking areas.
- Observation of security reaction drills or procedures.
- Increase in anonymous telephone or e-mail threats to facilities in conjunction with suspected surveillance incidents – indicating possible surveillance of threat reaction procedures.
- Foot surveillance involving two or three individuals working together.
- Mobile surveillance using bicycles, hiking, scooters, motorcycles etc.
- Prolonged static surveillance using operatives disguised as panhandlers, demonstrators, vendors, newsagents, or street sweepers not previously seen in the area.
- Discreet use of still cameras, video recorders, or note taking.
- Use of multiple sets of clothing, identifications, or the use of sketching materials.
- Questioning of security or facility personnel.

6.3 Anti-Terrorism Security Measures

The following suggestions are offered as potential anti-terror steps.

6.3.1 Little or No Cost Actions

- Maintain situational awareness of world events and ongoing threats.
- Ensure all levels of personnel are notified via briefings, e-mail, and signage of any changes in threat conditions and protective measures.
- Encourage personnel to be alert and immediately report any situation that may constitute a threat or suspicious activity.
- Post emergency telephone numbers for police, fire, and rescue. Encourage personnel to memorize important numbers.
- Know the location of the closest law enforcement, hospitals, schools, etc.
- Encourage personnel to avoid routines, vary times and routes, preplan, and keep a low profile, especially during periods of high threat.
- Encourage personnel to take notice and report suspicious packages, devices, unattended briefcases, or other unusual materials immediately; inform them not to handle or attempt to remove any such object.
- Take any threatening or malicious telephone call, facsimile, or bomb threat seriously. If such a call is received, obtain and record as much information as possible to assist in identification of the caller. Record the time of the call, the exact words, any distinguishing features of the caller, and any background noise. Develop bomb threat information forms to assist.
- Encourage personnel to keep their family members and supervisors aware of their whereabouts.
- Encourage personnel to know emergency exits and stairwells.
- Institute / increase vehicle, foot, and roving security patrols varying in size, timing, and duration.
- Review current contingency plans and if not already in place, develop and implement procedures for receiving and acting on threat information, alert notification process, terrorist incident response procedures, evacuation procedures, bomb threat procedures, hostage and barricaded individual procedures, chemical, biological, radiological, and nuclear (CBRN) procedures, consequence and emergency response procedures, accountability procedures, and media procedures.
- When the aforementioned plans and procedures have been implemented, conduct internal training exercises, and invite local responders to participate in joint exercises.
- Coordinate and establish partnerships with local authorities to develop intelligence and information sharing partnerships.
- Place personnel on standby for contingency planning.
- Limit the number of access points and strictly enforce access control procedures.
- Escort all visitors entering and exiting.
- Validate vendor list of all routine deliveries, repair services, and emergency visits.
- Approach all illegally parked or abandoned vehicles in and around facilities, question drivers, and direct them to move immediately, if owner cannot be identified, have vehicle towed and notify law enforcement.

6.3.2 Actions that May Bear Some Cost

- Consider installing telephone caller I.D., record phone calls, if necessary.
- Remove vegetation in and around perimeters, maintain regularly.
- Conduct vulnerability studies annually focusing on physical security, structural engineering, infrastructure engineering, power, water, and air filtration.

6.4 Description of Federal Homeland Security Advisory System

The Department of Homeland Security has developed a color coded Security Advisory System to "target our protective measures when specific information to a specific sector or geographic region is received. It combines threat information with vulnerability assessments and provides communications to public safety officials and the public."

The summary of the each level is provided below with general protective measures to be implemented under each threat level. Section 6.4.1 lists specific actions and procedures the District should consider under orange (high) and red (severe) advisory levels.



Figure 6-2: Homeland Security Advisory System

Low (Green) Signifies *a low risk of terrorist attacks*. Protective measures should focus on ongoing facility assessments; and the development, testing, and implementation of emergency plans.

Guarded (Blue) Signifies *a guarded risk of terrorist attacks*. Protective measure should focus on activating employee and public information plans; exercising communication channels with response teams and local agencies; and reviewing and exercising emergency plans.

Elevated (Yellow) Signifies *an elevated risk of terrorist attacks*. Protective measures should focus on increasing surveillance of critical facilities; coordinating response plans with allied utilities and response teams and local agencies; and implementing emergency plans, as appropriate.

High (Orange) Signifies *a high risk of terrorist attacks*. Protective measure should focus on limiting facility access to essential staff and contractors, and coordinating security efforts with local law enforcement officials and the armed forces, as appropriate.

Severe (Red) This condition signifies *a severe risk of terrorist attacks*. Protective measures should focus on the decision to close specific facilities and the redirection of staff resources to critical operations.

6.4.1 Suggested Terror Threat Response: Level Orange and Red

- Coordinate security efforts with law enforcement agencies
- Consider postponement of public events
- Review contingency plans to work at alternate site or with a dispersed work force
- Announce threat condition to all employees
- Consider full or partial activation of emergency operations center
- Review policy and procedures restricting access to facilities
- Conduct frequent inspections of facilities, assets, and HVAC systems for potential indicators / irregularities
- Enhance security at critical assets
- Institute / increase vehicle, foot, and roving security patrols

- Increase visibility in and around perimeters by increasing lighting, and removing vegetation
- Implement identification procedures for facility access
- Remind personnel to properly maintain badges of identification
- Approach and remove all illegally parked or unusual vehicles around assets
- Institute neighborhood watch
- Encourage personnel to avoid routines
- Validate vendor lists for deliveries and services
- Restrict vehicle parking close to key buildings
- Require identification, sign in, and escorts for all visitors
- Instruct staff to be watchful for suspicious or unattended packages and articles either delivered, left, or sent through the mail
- Review current contingency plans and activate procedures for receiving and acting on:
 - Threat information
 - Alert notification procedures
 - Incident response procedures
 - Evacuation procedures
 - Shelter in place procedures
 - Bomb threat procedures
 - Hostage and barricaded subject procedures
 - Chemical, biological, radiological and nuclear procedures
 - Accountability of staff procedures
 - Media procedures

APPENDIX A

GLOSSARY OF TERMS and acronyms

Glossary of Terms

Asset: a physical component that helps the District fulfill its mission on a consistent basis.

Critical Asset: any asset that prohibits the District from fulfilling its mission if that asset is not working properly, is destroyed, or is unavailable.

Crisis: a circumstance, event, or series of episodes that threatens to fundamentally affect or alter the way an organization conducts business.

Crisis Communication: the process of creating and executing a communication strategy that helps a corporation reach its operational objective and successfully avoid a crisis or minimize its impact.

Crisis Management: the process of identifying, acquiring, and utilizing the resources required to resolve a crisis. Crisis management advocates capabilities to prevent, prepare for, respond to, and recover from a situation, event, or series of events that threaten to fundamentally affect or alter the way an organization conducts its business.

Emergency Response Coordinator: the member of management responsible for coordination of crisis management effort and development / maintenance of communication crisis response team.

Emergency Response Team: a group of individuals responsible for developing and implementing crisis management efforts and strategies to minimize the impact of a crisis on the organization.

Emergency: an incident that threatens, human life, health, or property if not controlled, contained, and or eliminated immediately.

Incident Manager: member of management responsible for coordination of specific crisis resolution effort.

Incident Support Manager: member of management selected to assist the incident manager through coordinating support aspects of resolution effort.

Risk: the relative probability of a purposeful attack being successful (causing damage) given safeguards now in place.

Abbreviations and Acronyms

AO	Administrative Operations
Bioterrorism Act	Public Health Security and Bioterrorism Preparedness and Response Act of 2002
CBRN	Chemical, biological, radiological, and nuclear
CSO	Collection System Operations
CWS	Community water systems
DSO	Distribution System Operations
EOC	Emergency Operations Center
EPA	U.S. Environmental Protection Agency
ERC	Emergency Response Coordinator
ERP	Emergency Response Plan
ERT	Emergency Response Team
IM	Incident manager
ISM	Incident support manager
IT	Information Technology
PIO	Public information officer
SCADA	Supervisory Control and Data Acquisition
SDWA	Safe Drinking Water Act
VA	Vulnerability Assessment
WSO	Wastewater System Operations

APPENDIX B SITUATIONAL RESPONSE PLANS/EMERGENCY ACTION PLANS

Water Distribution System - Water Mains

Assessment Process

The District receives a wide variety of service requests and problem reports related to water supply. General guidelines for responding to service requests is provided in these emergency response procedures and in the District's Customer Service Manual.

Initially, upon receiving a service request or problem report, the District employee must seek to determine the nature and source of the request and, in conjunction therewith, determine the District's responsibility for responding to, analyzing, and correcting the problem. Sometimes service requests and problems can be solved during an initial discussion with the customer. However, a physical response is frequently necessary. General guidelines for responding to service requests and determining District responsibility follows.

Ownership and Repair Responsibility

Water mains in Platte Canyon, Southwest Metropolitan, and Bow Mar are generally owned, operated and maintained by the District. There are, however, areas with private water mains that are owned and maintained by private parties. District operators must be familiar with the location and names of owner's representatives for these private pipe developments.

Water service pipes up to, and including, the connection to the District's water mains are owned by the customer/property owner. Each District does, however, agree to perform limited leak repair services on the service pipe located between the District's water main and the inlet (street) side of the customer's curb stop box. In addition, the District provides water turn off and other assistance to customers who request it.

Firelines serving commercial structures are owned and maintained by the customer with the exception that the District repairs leaks on the pipe between the customers property line and the District's water main.

Water Pressure Problems

Water pressure problems must be researched on an individual basis to determine if the District is responsible for a particular problem. Many areas in the Districts are directly supplied by Denver Water Department facilities which control pressure within District facilities. Other pressure service zones are supplied through District pump stations and pressure reducing valves where the District controls water pressure. It is also common for individual customers to have in line pressure reducing valves installed in their plumbing systems. These valves allow customers to adjust water pressure within their plumbing system. It is the operators responsibility to analyze pressure problems to determine the source of the problem and, thus, the party responsible for correcting the problem.

Water Quality Problems

Water quality problems also can be the responsibility of the District, the Denver Water Department or an individual customer. Again, water quality problems must be pursued until the source and the party responsible for making corrections is determined. All water distributed by Platte Canyon, Southwest Metropolitan, and Bow Mar is supplied by the Denver Water Department. Denver controls water quality to the District's distribution system. However, the Districts' systems are susceptible to water quality degradation if not properly maintained. Customer systems are also susceptible to water quality degradation through cross connections, backflow, failure of point of use and point of service treatment devices and other plumbing problems. See Customer Service Manual for additional information and guidance on responding to water quality complaints.

Water Pipeline Leaks and Breaks

The following procedures have been developed to guide District operators in responding to reports of pipeline leaks and breaks.

Facility Failure Response Process

District operators are required to respond to the site of water leak and break reports. Upon responding to the site, the following procedures are to be followed:

Assess the situation. The operator must assess the situation to determine the extent of property damage, potential for future damage both at the site and downstream of the site, possible source of the leak/break, responsibility for repair, and the need to request backup assistance.

The operator must determine if a leak/break is located on a District facility. Repair of private water mains are the responsibility of the owner. Water service pipes are owned by the customer, but the Districts will repair leaks on those sections of pipe located between the Districts' water main and the inlet (street) side of the curb stop box.

When requested, the operator should provide assistance to private pipe owners and customers experiencing service line or irrigation system problems. Assistance to isolate service pipe or irrigation leaks to prevent property damage and water loss should be provided by District operators.

Contact the District's emergency repair contractor. If the situation assessment calls for immediate repairs, the operator should contact the District's emergency contractor and request an immediate response. When reporting the leak/break to the emergency repair contractor, the operator should coordinate notice to Utility Notification Center of Colorado and the appropriate fire department. Generally, notice to UNCC is provided by the contractor, however, it is the operator's responsibility to ensure that UNCC and the fire department are notified.

Minor leaks which do not present a traffic hazard and are not causing property damage may be delayed until regular business hours. However, if repairs are delayed the operator should barricade the affected area, partially isolate the leak, notify the fire

department of possible pressure/flow reductions, and advise customers adjacent to the leak of the District's repair plan.

Develop a leak/break isolation plan using water system key maps. The operator must determine the location of valves that will be closed to effect repairs. Consideration should be given to partially isolate the break by closing all valves with the exception of one which can then be closed when service is to be terminated. The operator must record the location of all closed valves to provide a record for restoration of service when repairs are completed.

Notify all customers that will be affected by the water outage. When contacting the customers, the operator should advise them of the time service will be terminated and the approximate length of the outage. Customers should also be advised to store water for their use until service is restored. The operator should also determine if there are persons with medical conditions or special needs that need to be addressed prior to, or during, the outage. The operator should arrange to provide bottled water to customers with special needs.

In some cases, severe property damage or other circumstances (late night - early morning) may require water service to be terminated prior to customer notification. In these cases, the operator must leave a water service termination notification card on the customer's door or some other visible location.

Coordinate water shut off with the emergency repair contractor. If water service has not been terminated due to property damage or other circumstances, it should be coordinated with the emergency repair contractor. The District operator and emergency service contractor should attempt to minimize the length of the outage and inconvenience to customers.

Assist emergency repair contractor in making repairs. The operator is to remain on duty during repair operations to assist the contractor in obtaining repair materials, responding to customer inquiries, taking pictures, and maintaining accurate detailed records for preparation of the water break report. The operator must be familiar with the water break report form to be able to keep appropriate records during repair operations.

Restore Water Service. The operator should coordinate restoration of water service with the emergency repair contractor. Care must be taken to protect water mains and customer service lines during water main filling operations. All air must be removed from the pipe by filling the pipeline slowly and flushing through a fire hydrant, blow-off assembly, or customer services at the highest elevation.

It is the responsibility of the operator to ensure that all valves closed during repair operations are restored to a fully open position.

Cleanup coordination. The operator must coordinate cleanup of the repair site with the emergency repair contractor to ensure that all mud and debris are removed from the street and private property. The operator must coordinate acquisition of a street cut permit from the appropriate county or city government with the emergency repair contractor. Generally, the operator will report the need for a street cut permit to the operations supervisor who will then process the appropriate paperwork. Further,

restoration of asphalt, concrete, and landscaping must be coordinated with the emergency repair contractor. Generally, the operator will report the need for asphalt restoration to the operations supervisor who will requisition the required repairs in accordance with the District' purchasing procedures. Repair of damage to private property is to be handled in accordance with the Private Property Damage section below.

Reporting. Damage to private property must be reported to the operations supervisor immediately. Response to private property damage will be processed in accordance with the Private Property Damage section of these procedures.

A draft water break report including digital pictures or video must be filed by the operator with the operations supervisor within 24 hours of completion of pipeline repairs. The Operations Supervisor will work with the operator to add information to the report as street restoration and cleanup work is completed. The operator will provide a copy of the draft water break report to the Administrative Assistant who will input the information into the water break report file on the computer. The Administrative Assistant will then distribute the report and any attachments via email to the District Manager, Assistant Manager, Operations Supervisor, Construction Manager, and all operations personnel when it is received.

Water Distribution System - Pump Stations

Columbine West Pump Station (Platte Canyon)
7677 W. Ken Caryl Ave.
Littleton, CO 870123

Assessment Process

The following table describes typical problems, causes and solutions that may be encountered at the Columbine West Pump Station. Refer to Section 1.3.1.2 for pump station alarm procedures and Appendix I for a list of SCADA alarms.

While it would be impossible to predict every problem that may occur, the purpose of this table is to provide guidance and assistance to District operations personnel to recognize symptoms, possible causes and potential solutions.

COLUMBINE WEST PUMP STATION TROUBLESHOOTING TABLE

Problem	Symptom	Possible Cause	Corrective Solution
Pump # 1, 2, 3, Fail *(see notes)	Alarm Notification Discharge Pressure Loss Pump Lock-out	Pump Overheating Valve Failure Power Failure	Acknowledge Alarm Reset PLC alarm button Restart Lead Pump

Problem	Symptom	Possible Cause	Corrective Solution
Variable Frequency Drive Failure (VFD) *(see notes)	Alarm Notification Pump Failure	Loss of Three Phase Damaged Drive VFD High Temp.	Acknowledge Alarm Reset PLC alarm button Reset Drive button Verify AC operative
Water on Floor	Alarm Notification Water Visible on Floor	Leak on Piping Hot Water Tank Leak Wash Down Hose On	Acknowledge Alarm Reset PLC alarm button Correct exist. condition
Discharge High Pressure *(see notes)	Alarm Notification Gauge Readings High High Pressure Calls	Pressure Transducer Fail PLC Failure	See Transducer Failure Shut Down and Restart Pump Station Reset PLC alarm button
Discharge Low Pressure *(see notes)	Alarm Notification Gauge Readings Low Low Pressure Calls	Pressure Transducer Fail Closed Valve(s) PLC Failure	See Transducer Failure Verify Valve(s) Open Shut Down and Restart Pump Station Reset PLC alarm button
Suction Low Pressure	Alarm Notification Low Pressure Calls	Pressure Transducer Fail Inlet Valve(s) Closed Inlet Source Failure	See Transducer Failure Verify Valve(s) Open Investigate Inlet Sources
Pump Room High Temp.	Alarm Notification PLC Failure VFD High Temperature	Air Conditioning Failure Exhaust Fan Failure	Acknowledge Alarm Verify Power to AC Open Floor Vents Open Doors
Pump Room Low Temp.	Alarm Notification PLC Failure VFD Low Temperature	Heaters not Operating AC Thermostat Floor Vents Open	Verify Heater Operation Verify AC shut-off Close Floor Vents
Transducer Fail – Discharge/Suction *(see notes)	Alarm Notification High/Low Output No Output	Blockage in impulse line Low Voltage at Trans. Sediment in Transducer	Acknowledge Alarm Refer to O/M Manual Flush Transducer Check Fuse (F3, F4)
Three Phase Power Failure *(see notes)	Alarm Notification No Station Lighting Pumps not Operating	Area Power Outage Main Breaker Off/Tripped	Acknowledge Alarm Verify Area Outage Reset Main Breaker

Notes:

Listed problems notated with * could designate total pump station failure. Depending on elapsed time of solution it may be necessary to activate by-pass operations until problem has been corrected. Please see "Emergency Response" section for bypass procedures.

Emergency Response Guide

The following "Emergency Response Guide" describes the procedures to follow in case of a total pump station failure. This guide should be utilized whenever operations personnel believe that normal operation of the pump station is going to be suspended for any length of time. In the case of the Columbine West pump station these problems could include, but would not be limited to, power outage, pump failures, variable frequency drive (VFD) failure, transducer failure, leak on suction or discharge piping, explosion, fire, earthquake, flood, vandalism or any other catastrophic occurrence.

Total Pump Station Failure

1. Proceed to pump station to determine cause of problem.
2. If power outage, contact power company provider to determine cause and length of power outage.
3. If determined that power cannot be restored or problem cannot be repaired immediately the following procedure should be followed:
 - 3.1 Turn all pump switches (3) on the control panel to the "off " position. This needs to be accomplished so that if power is restored the pumps do not operate until by-pass valve is closed.
 - 3.2 Proceed to S. Webster St. and W. Ken Caryl Ave. and open the by-pass valve. This valve is numbered on key maps as **H12-311**. Opening this valve will maintain low water pressure to the Columbine West Subdivision. Pressure will be around 45 to 50 psi at highest elevation. This will sustain water service and fire protection to the Columbine West pumped area until pump station returns to normal operations.
 - 3.3 Notify Littleton Fire Department of the low pressure in the area. Be certain to document on report all names of persons notified and information discussed.
 - 3.4 Monitor pump station to determine when power returns or when repairs have been completed, close by-pass valve and proceed to pump station.
 - 3.5 Set lead pump switch to the "Hand" position. SLOWLY turn speed indicator control to bring lead pump to operating speed. Turn pump control switches (3) to "Auto" position and monitor operation of pump station for at least ten minutes to verify normal operating condition.
 - 3.6 Notify Littleton Fire Department that pressure in the Columbine West subdivision is back to normal.

Hogback Pump Station (Southwest Metropolitan)
13398 W. Coal Mine Ave.
Littleton, CO 80127

Assessment Process

The following table describes typical problems, causes and solutions that may be encountered at the Hogback Pump Station. Refer to Section 1.3.1.2 for pump station alarm procedures and Appendix I for a list of SCADA alarms.

While it would be impossible to predict every problem that may occur, the purpose of this table is to provide guidance and assistance to District operations personnel to recognize symptoms, possible causes and solutions should a listed condition arise.

HOGBACK PUMP STATION TROUBLESHOOTING TABLE

Problem	Symptom	Possible Cause	Corrective Solution
Pump # 1, 2, 3, Fail *(see notes)	Alarm Notification Discharge Pressure Loss Pump Lock-out	Pump Overheating Valve Failure Power Failure	Acknowledge Alarm Reset PLC alarm button Restart Lead Pump
Variable Frequency Drive Failure (VFD) *(see notes)	Alarm Notification Pump Failure	Loss of Three Phase Damaged Drive VFD High Temp.	Acknowledge Alarm Reset PLC alarm button Reset Drive button Verify AC operative
Water on Floor	Alarm Notification Water Visible on Floor	Leak on Piping Hot Water Tank Leak Wash Down Hose On	Acknowledge Alarm Reset PLC alarm button Correct exist. condition
Discharge High Pressure *(see notes)	Alarm Notification Gauge Readings High High Pressure Calls	Pressure Transducer Fail PLC Failure	See Transducer Failure Shut Down and Restart Pump Station Reset PLC alarm button
Discharge Low Pressure *(see notes)	Alarm Notification Gauge Readings Low Low Pressure Calls	Pressure Transducer Fail Closed Valve(s) PLC Failure	See Transducer Failure Verify Valve(s) Open Shut Down and Restart Pump Station Reset PLC alarm button
Suction Low Pressure	Alarm Notification Low Pressure Calls	Pressure Transducer Fail Inlet Valve(s) Closed Inlet Source Failure	See Transducer Failure Verify Valve(s) Open Contact Denver Water

Problem	Symptom	Possible Cause	Corrective Solution
Pump Room High Temp.	Alarm Notification PLC Failure VFD High Temperature	Air Conditioning Failure Exhaust Fan Failure	Acknowledge Alarm Verify Power to AC Open Floor Vents Open Doors
Pump Room Low Temp.	Alarm Notification PLC Failure VFD Low Temperature	Heaters not Operating AC Thermostat Floor Vents Open	Verify Heater Operation Verify AC shut-off Close Floor Vents
Transducer Fail – Discharge/Suction *(see notes)	Alarm Notification High/Low Output No Output	Blockage in impulse line Low Voltage at Trans. Sediment in Transducer	Acknowledge Alarm Refer to O/M Manual Flush Transducer Check Fuse (F3, F4)
Three Phase Power Failure *(see notes)	Alarm Notification No Station Lighting Pumps not Operating	Area Power Outage Main Breaker Off/Tripped	Acknowledge Alarm Verify Area Outage Reset Main Breaker

Notes:

Listed problems notated with * could designate total pump station failure. Depending on elapsed time of solution it may be necessary to activate by-pass operations until problem has been corrected. Please see "Emergency Response" section for bypass procedures.

Emergency Response Guide

The following "Emergency Response Guide" describes the procedures to follow in case of a total pump station failure. This guide should be utilized whenever operations personnel believe that normal operation of the pump station is going to be suspended for any length of time. In the case of the Hogback pump station these problems could include, but would not be limited to, power outage, pump failures, variable frequency drive (VFD) failure, transducer failure, leak on suction or discharge piping, explosion, fire, earthquake, flood, vandalism or any other catastrophic occurrence.

Pump Station Failure With Generator Power

- Proceed to pump station to determine cause of problem.
 - If power outage, contact power company provider to determine cause and length of power outage.
- Note: The Hogback pump station is equipped with back-up generator power that will automatically transfer if the station loses three-phase power. This generator is capable of running for approximately 36 hours, full load, with a full tank of fuel.**

- If power is suspended for longer than 24 hours, arrangements should be made with a fuel supply company to re-fill generator fuel tank. (see emergency phone number list for fuel suppliers).
- If three phase power is restored, generator will transfer automatically back to house power. Generator will run in "cool down" mode for 4 – 5 minutes and then shut-off.
- Monitor Hogback station to verify proper operation of pumps and all other appurtenances.
- Notify Operations Supervisor about problem and present status of Hogback station.

Total Pump Station Failure

- Proceed to Hogback Pump station to determine cause of problem.
- If determined that pump station has totally failed, including no stand-by generator power and the outage is determined to be for an extended period of time, the following by-pass pumping procedures should take place:
- Notify Operations Supervisor and as many crew members as possible.
- Notify Denver Water Department, West Metro Fire Department, and Jefferson County Public Schools (Dakota Ridge High School) (see "Emergency contact phone number list). Explain the situation in detail, making sure to get names, times and phone numbers of persons spoken to.
- Contact Wagner Rents (see Emergency contact phone list), supplier of by-pass pumping equipment and identify yourself and which pump station is in need of emergency by-pass pumping (i.e.; Hogback). Make certain to give precise details on the location of the pump station, approximate arrival time of equipment to be delivered and your return call phone number.

Contingency Plan

The following contingency plan and procedures have been pre-determined for emergency by-pass pumping at the Hogback Pump Station. Wagner Equipment has agreed to supply the following equipment and assist with the setup procedure outlined below.

Pump Station Parameters

600 gpm to 1,200 gpm
 26-psi inlet pressure
 80-psi outlet pressure needed for system operation
 5 ¼ " Fire Hydrant connection for inlet
 5 ¼ " Fire Hydrant connection for outlet
 250' Distance between the inlet connection and the outlet connection

Equipment List

- 1 ea Godwin HL5M Dri-Prime 6" x 6" High Head Pump Set
1,200 gpm at 180' TDH @ 1,800 rpm
Priming system disconnected for pressurized suction
175-gallon fuel tank
6" flanged connections for inlet and outlet
Pump sterilized before shipment
- 2 ea 5 1/4" FHNP x 6" MNPT adapters
- 1 ea 6" Companion Flange
- 5 ea 6" Flange Nut & Bolt Kits
- 1 ea 6" x 20' Flanged Cargo Hose, High Pressure
- 2 ea 6" Slow Close Check Valves
- 1 ea 6" Flange x 6" Male Camlock Adapter
- 200' 6" Discharge Hose, 150 psi, w/Camlock ends Male x Female
- 50' 6" Discharge Hose, 150 psi, w/Camlock ends Female on both ends
- 1 ea 6" Male Camlock x 6" FNPT Adapter

Setup Procedure

Suction Side

- Install one 5 1/4" FHNP x 6" MNPT adapter on the large opening of the supply fire hydrant (P06-F9) located on W. Coal Mine Ave. 1750' south of West Bowles Ave.
- Install 6" Companion Flange on to the 5 1/4" x 6" MNPT adapter.
- Attach one 6" Slow Close Check Valve to the 6" Companion Flange using a bolt and gasket kit with the arrow pointing to the pump.
- Connect one end of the 6" x 20' Flange Cargo Hose to the Check Valve and connect the other end to the suction side of the pump using a bolt and gasket kit for each end.
- The suction side connection is now complete; proceed to connect the discharge side.

Discharge Side

- Attach one Slow Close Check Valve to the discharge flange on the pump with the arrow pointing away from the pump using a bolt and gasket kit.
- Attach the 6" Flange x 6" Male Camlock Adapter to the check valve.
- Connect 200' of M x F discharge hose to the Camlock adaptor.
- Connect 50' of F x F discharge hose to the male end of previous hose
- Attach the 5 1/4" FHNP x 6" MNPT adapter on the large opening of the receiving fire hydrant.
- Attach the 6" Male Camlock x 6" FNPT adapter to the 6" MNPT end of the 5 1/4" FHNP adapter
- Connect the remaining end of the discharge hose to the male Camlock at the receiving fire hydrant (P06-F11) located on W. Coal Mine Ave. 740' north of pump station at 13398 W. Coal Mine Ave.
- The discharge side setup is now complete

Operation Procedure

System Checks

- Engine Oil – Daily
- Coolant Level – Daily
- Fuel Level – Two Time Daily
- Grease Bearings on main shaft – Two pumps per fitting per week

Start Up

- Start engine, let idle and warm up
- Open fire hydrant on discharge side of pump
- Open fire hydrant on suction side of pump
- Increase engine speed to achieve desired flow and pressure

Shut Down

- Decrease engine speed to an idle
- Slowly close the fire hydrant on the suction side of the pump
- Slowly close the fire hydrant on the discharge side of the pump
- Allow the engine to cool down
- Shut down the engine

Service Of Pump

Call Wagner Rents

- When the machine has run 250 hours
- If the oil in the mechanical seal is milky
- If auto stop control shuts the engine down
- In case of leakage in the pump housing or pump failure

Contact Phone Numbers

7:00am to 5:00pm Monday thru Friday

Wagner Rents Downtown Branch	303-433-2727
895 W. 39 th Avenue	
Denver, CO 80216	

After Hours and Emergencies

Michael Loser, Pump Specialist	303-748-5080
Home Phone	303-853-4284

Steve Squires, Rental Representative	303-961-3788
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Dave Jacoby, Branch Manager	303-210-4455
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Common Water Problems Assessment and Response Guidelines

No Water

Callers reporting no water service should be asked if any other residents are not receiving water. If they know their neighbors are still receiving water, the problem is likely to be in the service piping. The caller may then be asked:

Is the hand valve where the water service pipe enters the house turned on? Occasionally children close this valve and prevent water from entering the house.

Have the water bills been paid? If not, service may have been terminated by the Denver Water Department. The Denver Water Department can be contacted at 303-893-2444 during working hours or 303-628-6801 after hours to determine if service has been terminated for non-payment.

Could someone working on the plumbing or sprinkler system have left the service turned off?

If none of these questions resolve the problem, or if there is more than one residence or business lacking service, a response to the site will be necessary. If there is water flowing through the main (usually determined by operating a fire hydrant) and all gate valves are open, a lack of service can be traced to the service pipe. Again, with the exception of leaks, the service pipe must be maintained by the homeowner. Frozen service pipes are not the responsibility of the District to correct.

No Water – Multi-Family Units

Callers reporting no water service in a multi-family complex should be asked if any other residents are not receiving water. In most cases with multi-family units all the residents within that building will be without water service due to the sharing of one tap and one meter supplying that building. The caller may then be asked:

Is the hand valve where the water service pipe enters the individual unit turned on? Occasionally children close this valve and prevent water from entering the unit.

Have the water bills been paid? If not, service may have been terminated by the Denver Water Department. The Denver Water Department can be contacted at 303-893-2444 during working hours or 303-628-6801 after hours to determine if service has been terminated for non-payment.

Could someone working on the plumbing or sprinkler system have left the service turned off?

Has management company been notified of outage? Are they going to respond to site?

If none of these questions resolve the problem, or if there is more than one residence or business lacking service, a response to the site will be necessary. If there is water flowing through the main (usually determined by operating a fire hydrant) and all gate valves are open, a lack of service can be traced to the service pipe. Again, with the exception of leaks, the service pipe must be maintained by the management company. Frozen service pipes are not the responsibility of the District to correct.

It shall be a policy of the District to not restore service to a multi-family complex without the authorization of the management company. If such authorization is given, the operator shall get the name and phone number of the person granting authorization. When service is restored at the meter it is generally good practice to verify that the meter stops turning indicating a “tight system” and no interior leaks.

Low Pressure

Low pressure problems can sometimes be traced to water softening devices or faulty in-line pressure reducing valves. Customers should be asked to have these units inspected if all other residents are experiencing normal pressure conditions.

Water in Basement

Complaints concerning water entering a basement through a floor and/or wall joints should be checked for possible leaks. With all water using devices in the house turned off, the employee should check the customers and neighbors meters to determine if the dials are turning and water is flowing through the meter. If so, there may be a leak on the service pipe. Water flowing through the meter does not prove that a leak exists. Rather, a toilet or faucet may be leaking causing water to pass through the meter. If no water is flowing through the meter, and there is no evidence of a leak on the service pipe, the water problem may be caused by groundwater or a leak on the District’s main line. If a main leak is suspected the Operations Supervisor should be notified as soon as possible.

Wastewater Collection System Incidents - Sewer Mains

Assessment Process

The District receives a wide variety of service requests and problem reports related to sewer services. General guidelines for responding to sewer related service requests is provided in these emergency response procedures and in the District's Customer Service Manual.

Initially, upon receiving a sewer related service request or problem report, the operator must seek to determine the nature and source of the request and, in conjunction therewith, determine the District's responsibility for responding to, analyzing, and correcting the problem. Sometimes service requests and problems can be solved during an initial discussion with the customer. Frequently, however, a physical response is necessary. General guidelines for responding to service requests and determining District responsibility follows.

Ownership and Repair Responsibility

Sewer mains in Platte Canyon, Southwest Metropolitan, Bow Mar, and Columbine are generally owned, operated and maintained by the District. There are, however, areas with private sewer mains that are owned and maintained by private parties. District operators must be familiar with the location and names of owner's representatives for these private pipe developments.

Sewer service pipes up to, and including, the connection to the District's sewer mains are owned by the customer/property owner. The Districts do not perform repair services on any portion of the sewer service pipe.

Facility Failure Response Process (Sewer Backups and Spills)

The following procedures have been developed to guide District operators in responding to reports of sewer backups and spills.

District operators are required to report to the site of a sewer backup or spill. Upon responding to the site, the following procedures are to be followed.

Assess the situation. The operator must first assess the situation to determine if a backup or spill has occurred and, if so, if the District is responsible for correcting the problem. The operator must determine if the backup or spill is caused by a District owned facility. Sewer service pipes are owned by the customer and the District does not perform maintenance services on those facilities.

To determine if a backup is caused by a District owned sewer pipeline, the operator should open and inspect both the upstream and downstream manholes from the potential backup. The operator must be sure that the customer's service connection is on the sewer main being inspected. When inspecting manholes care must be taken to comply with all District safety procedures, particularly confined space entry procedures.

Even if it appears that sewage is flowing normally through the upstream and downstream manholes, the operator should consider making an additional investigation if there is any doubt that the main line is completely unobstructed and flowing. If the operator suspects a partial blockage he/she should attempt to lamp the sewer main. Again, the operator must comply with

confined space entry procedures when conducting lamping operations. If visibility between manholes cannot be observed, the pipeline must be televised to determine if a blockage has occurred.

If the investigation is being conducted during normal business hours, and a television inspection is called for, the operator should notify the operations supervisor so he can schedule a television inspection as soon as possible. If the investigation is being conducted during non-business hours, and sewage is not backing into homes or businesses, the sewer main should be televised on the next business day. However, if the employee is uncertain whether there is a partial blockage in the District's main, he/she should contact the operations supervisor or another operator to assist in televising the sewer main.

Backup repair. If the operator determines that a backup or spill is being caused by a District sewer main, the problem must be reported to the operations supervisor and corrected immediately. The responding operator should contact the operations supervisor or, if unavailable, another employee to assist in using the hydraulic sewer cleaner to remove the blockage. If another employee cannot be contacted, and the sewer cleaner cannot be operated safely, a qualified contractor must be retained to clear the blockage.

Sewage spill repair. If sewage is spilling from a manhole or pipeline, the operator must notify the operations supervisor and immediately initiate action to correct the problem. The operator's first responsibility is to determine the cause of the spill (pipeline blockage, broken pipe, etc.) and initiate activities to correct the problem. As circumstances and time allows, the operator must also attempt to isolate and contain the sewage for later removal and/or treatment. If the spill is caused by a pipeline blockage the operator should follow the procedures outlined above under "sewer backup repair".

If a sewage spill is caused by a broken pipeline, the operator must immediately notify the District's emergency repair contractor. Pipeline repairs should be initiated as soon as possible.

Assist emergency repair contractor. If a contractor is retained to correct a sewer blockage or sewage spill, the operator must remain on duty and assist the contractor until the problem is corrected.

Determination of cause. Once the blockage is removed, the operator should attempt to determine the cause of the blockage so the problem can be permanently corrected. This follow up investigation may necessitate a television inspection of the sewer main. If so, the inspection should be conducted during normal business hours as soon as possible after the backup.

Mitigation of damage. If a backup or spill cannot be quickly corrected, the operator must attempt to limit or mitigate damage. This may entail pumping sewage from one point to another using District owned pumping equipment, or using equipment supplied by a rental company such as Wagner Equipment. The operator should notify the operations supervisor and/or other operators to assist in damage mitigation operations.

Cleanup coordination. Cleanup of residences and/or businesses damaged by a sewer blockage in a District owned facility is to be processed in accordance with the "Private property damage" section of these procedures.

Cleanup of sewage spills is to be determined and conducted on a case by case basis. Generally, however, if contained, sewage should be drained or pumped to the District's collection system.

Reporting. All sewage spills must be immediately reported to the operations supervisor or, in his absence, the assistant operations supervisor. The operations supervisor will verbally notify the following parties of all sewage spills within 24 hours of occurrence. Follow up written notification to the parties will be processed within five working days of occurrence.

- Colorado Department of Public Health and Environment
Water Quality Control Division
Attention: Cary Pilon
WQCD-PE-B2
4300 Cherry Creek Drive South
Denver, CO 80246-1530
1-877-518-5608
- U.S. Environmental Protection Agency
Region VIII
Attention: Lee Hanley
999 18th Street
Suite 500
8ENS-T
Denver, CO 80202
(303) 312-6555
- Littleton/Englewood Wastewater Treatment Plant
2900 S. Platte River Drive
Englewood, CO 80110
(303) 762-2600
FAX: (303) 762-2620
- For sewage spills that may reach the Platte River:
City of Englewood
Allan Water Treatment Plant
1500 W. Layton Ave.
Englewood, CO 80110
(303) 762-2650

Notification shall include the following information:

1. Date, time, location, and extend of spill including affected drainage ways.
2. Cause of spill.
3. Estimate of amount of sewage spilled.
4. Actions taken to halt and/or mitigate the spill.
5. Actions taken, or proposed to be taken to clean up the spill.

6. Actions taken, or to be taken, to prevent a reoccurrence of the spill.

Damage to private property must be reported to the operations supervisor immediately. Response to private property damage is to be processed in accordance with the "Private property damage" section of these procedures.

A draft sewer backup or spill report including digital pictures or video tape must be filed by the operator with the operations supervisor within 24 hours of completion of backup/spill repairs. The Operations Supervisor will work with the operator to add information and complete the report as cleanup activities and private property damage assessment is completed. The Operations Supervisor will provide a copy of the draft sewer backup/spill report to the District Manager.

Wastewater Collection System Incidents - Pump Stations

Platte River Sewage Lift Station
2650 W. Berry Ave.
Littleton, CO 80165

Assessment Process

The following table describes typical problems, causes and solutions that may be encountered at the Platte River Sewage Lift Station. Refer to Section 1.3.1.2 for pump station alarm procedures and Appendix I for a list of SCADA alarms.

While it would be impossible to predict every problem that may occur, the purpose of this table is to provide guidance and assistance to District operations personnel to recognize symptoms, possible causes and solutions should a listed condition arise.

PLATTE RIVER SEWAGE LIFT STATION TROUBLESHOOTING TABLE

Problem	Symptom	Possible Cause	Corrective Solution
Pump # 1, 2, 3, Fail	Alarm Notification Discharge Pressure Loss Pump Lock-out	Pump Overheating Valve Failure Power Failure Air Lock	Acknowledge Alarm Reset PLC Alarm Restart Lead Pump Bleed air at valve
Valve # 1, 2, 3, Fail	Alarm Notification Pump Transfer Pump # 1, 2 Not Operating	Debris in Valve/Pump Fault at Solenoid Switch Air Lock	Acknowledge Alarm Reset PLC Alarm Remove Debris if Possible Check Solenoid Switch
Variable Frequency Drive Failure (VFD)	Alarm Notification Pump Failure	Loss of Three Phase Damaged Drive VFD High Temp.	Acknowledge Alarm Reset PLC Alarm Reset Drive Button Verify AC operative

Problem	Symptom	Possible Cause	Corrective Solution
Compressor Failure	Alarm Notification Valve Fail Alarm Station Flood Alarm	Compressor Bad Leak/Break In Bubbler Line Plugged Bubbler Line	Replace Compressor Repair Break/Leak in Bubbler Line Unplug Line
Station Flood	Alarm Notification High Wet Well Level Sewage Visible on Surface	Power Failure Pump Failure Valve Failure VFD Fail Pump # 3 Fail	Acknowledge Alarm Reset PLC Alarm Verify Operation of Station
Three Phase Power Failure	Alarm Notification No Station Lighting Pumps Not Operation	Area Power Outage Main Breaker Off/Tripped	Acknowledge Alarm Reset PLC Alarm Verify Power Outage Re-set Main Breaker
Transducer Fail	Alarm Notification Pump # 1, 2 Non-operational	Damaged Transducer Debris in Transducer	Acknowledge Alarm Reset PLC Alarm Flush/Clean Transducer Check Transducer Fuses
Comminutor Fail	Non-Operational No Rotation on Blades	Debris in Blade Stack Breaker Tripped	Push Re-set Button Clean Blade Stack Check Breaker.
Generator Fail (DC)	Alarm Notification Station Flood Alarm High Wet Well Level Alarm	ATS Fault Damaged Generator Overcrank	Switch ATS Manually Service on Generator

Emergency Response Guide

The following "Emergency Response Guide" describes procedures to follow in case of a total pump station failure. This guide should be utilized whenever operations personnel believe that normal operation of the pump station is going to be suspended for any length of time. In the case of the Platte River Sewage Lift station these problems could include, but would not be limited to, power outage, pump failures, variable frequency drive (VFD) failure, transducer failure, leak on suction or discharge piping, explosion, fire, earthquake, flood, vandalism or any other catastrophic occurrence.

Pump Station Failure With Generator Power

- Proceed to pump station to determine cause of problem.
 - If power outage, contact power company provider to determine cause and length of power outage.
- Note: The sewage lift station is equipped with back-up generator power that will automatically transfer if the station loses three-phase power. This generator is capable of running for approximately 24 hours, full load, with a full tank of fuel.**

- If power is suspended for longer than 10 hours, arrangements should be made with a fuel supply company to re-fill generator fuel tank. (see emergency phone number list for fuel suppliers).
- If three phase power is restored, generator will transfer automatically back to house power. Generator will run in "cool down" mode for 4 – 5 minutes and then shut-off.
- Monitor lift station to verify proper operation of pumps and all other appurtenances.
- Notify Operations Supervisor about problem and present status of lift station.

Total Pump Station Failure

- Proceed to lift station to determine cause of problem.
 - If determined that lift station has totally failed, including no stand-by generator power, a sewage spill is occurring or is imminent, the following by-pass pumping procedures should be instituted immediately.
- 1) Notify Operations Supervisor and as many maintenance crew members as possible.
 - 2) Notify Littleton/Englewood Wastewater Treatment Plant and Englewood Water Treatment Plant pursuant to the sanitary sewer overflow reporting procedures (see "Emergency Contact" phone number list). Explain situation in detail, making sure to get names, times, and phone numbers of persons spoke to.
 - 3) Initiate Set Up procedure and Operation procedure for emergency by-pass pumping.

Lift Station Parameters

Maximum 1500 gpm flow
 Suction – Open channel
 Suction lift of 15'
 Approximately 60' of discharge to force main
 Force pressure approximately 30psi
 Approximately 300' of force main
 Solids – Standard sewage

Set Up Procedure

- Discharge plumbing is already connected and ready for use.
- Inspect discharge plumbing to ensure it is in place and secure.
- Install suction hose in effluent channel, securing it to not allow the inlet to come in contact with the bottom of the channel. Ideally, 12" to 18" from the bottom.
- Insert self priming overflow tube into effluent channel.

Plumbing Diversion

- Shut off pumps #1 and #2 at Variable Frequency Drive (VFD) Panel.
- Shut off pump #3 in underground lift station tube.
- Close discharge valves #1, #2, and #3 in underground lift station tube.

- Open valve in discharge plumbing, located in bypass vault.
- Open valve in discharge plumbing, located above ground, next to bypass pump.

Operation Procedure

System Check

- Engine Oil - daily
- Codant level - daily
- Fuel level - twice daily
- Mechanical oil seal - daily
- Main shaft bearings - grease daily

Start Up - Manual Mode

- Start engine, let idle and warm up.
- Close drain valves on pump.
- Increase engine speed to achieve desired flow and pressure.

This procedure requires a person on site **AT ALL TIMES** to monitor and adjust engine speed as demand requires. Under no circumstances shall the pump be left running and unattended during this procedure.

Start Up - Auto Mode

- Install "low" float and "high" float to achieve maximum pumping cycles.
- Secure floats to effluent channel, confirming no obstructions for proper operation.
- Start engine, let idle and warm up.
- Close drain valves on pump.
- Turn key to "auto" position.
- Pump will start automatically once "high" float has been tipped.
- Pump will shut off automatically once "low" float has been inverted.
- Pump speed should be set approximately at 1200 to 1300 RPM

This procedure requires a person to monitor the operation of the pump on a frequent basis. They are allowed to leave it unattended, but for no longer than a two hour period. Due to demand, the engine RPM will still need to be adjusted as demand fluctuates.

Shut Down Procedure

- Decrease engine speed to an idle.
- Let engine cool down and turn off.
- Open drain valves on the pump.
- Drain all discharge plumbing.

Re-instate Normal Pump Operation

- Open discharge valves #1, #2, and #3 in underground lift station tube.
- Return Pump #3 to Auto position.
- Return VFD (Pump #1 and #2) to Auto position.
- Confirm all three pumps capable of performing normal pumping abilities.

Disassemble and clean all by-pass system.

Brookhaven Sewage Lift Station (Columbine)
30 Brookhaven Lane
Littleton, CO 80123

Assessment Process

The following table describes typical problems, causes and solutions that may be encountered at the Columbine Water and Sanitation District Sewage Lift Station. Refer to Section 1.3.1.2 for pump station alarm procedures and Appendix I for a list of SCADA alarms

While it would be impossible to predict every problem that may occur, the purpose of this table is to provide guidance and assistance to District operations personnel to recognize symptoms, possible causes and solutions should a listed condition arise.

COLUMBINE SEWAGE LIFT STATION TROUBLESHOOTING TABLE

Problem	Symptom	Possible Cause	Corrective Solution
Pump # 1, 2, Fail	Alarm Notification Discharge Pressure Loss Pump Lock-out	Pump Overheating Valve Failure Power Failure	Acknowledge Alarm Reset PLC Alarm Restart Lead Pump
Valve # 1, 2, Fail	Alarm Notification Pump Transfer Pump # 1, 2 Not Operating	Debris in Valve/Pump Fault at Solenoid Switch	Acknowledge Alarm Reset PLC Alarm Remove Debris if Possible Check Solenoid Switch
Compressor Failure	Alarm Notification Valve Fail Alarm Station Flood Alarm	Compressor Bad Leak/Break In Bubbler Line Plugged Bubbler Line	Replace Compressor Repair Break/Leak in Bubbler Line Unplug Line
Station Flood	Alarm Notification High Wet Well Level Sewage Visible on Surface	Power Failure Pump Failure Valve Failure VFD Fail Pump # 3 Fail	Acknowledge Alarm Reset PLC Alarm Verify Operation of Station

Problem	Symptom	Possible Cause	Corrective Solution
Three Phase Power Failure	Alarm Notification No Station Lighting Pumps Not Operation	Area Power Outage Main Breaker Off/Tripped	Acknowledge Alarm Reset PLC Alarm Verify Power Outage Re-set Main Breaker
Transducer Fail	Alarm Notification Pump # 1, 2 Non-operational	Damaged Transducer Debris in Transducer	Acknowledge Alarm Reset PLC Alarm Flush/Clean Transducer Check Transducer Fuses
Generator Fail (DC)	Alarm Notification Station Flood Alarm High Wet Well Level Alarm	ATS Fault Damaged Generator Overcrank	Switch ATS Manually Service on Generator

Emergency Response Guide

The following “Emergency Response Guide” describes procedures to follow in case of a total pump station failure. This guide should be utilized whenever operations personnel believe that normal operation of the pump station is going to be suspended for any length of time. In the case of the Columbine Sewage Lift station these problems could include, but would not be limited to, power outage, pump failures, transducer failure, leak on suction or discharge piping, explosion, fire, earthquake, flood, vandalism or any other catastrophic occurrence.

Pump Station Failure With Generator Power

- Proceed to pump station to determine cause of problem.
- If power outage, contact power company provider to determine cause and length of power outage.
Note: The sewage lift station is equipped with back-up generator power that will automatically transfer if the station loses three-phase power. This generator is capable of running for approximately 10 hours, full load, with a full tank of fuel.
- If power is suspended for longer than 10 hours, arrangements should be made with a fuel supply company to re-fill generator fuel tank. (see emergency phone number list for fuel suppliers).
- If three phase power is restored, generator will transfer automatically back to house power. Generator will run in “cool down” mode for 4 – 5 minutes and then shut-off.
- Monitor lift station to verify proper operation of pumps and all other appurtenances.
- Notify Operations Supervisor about problem and present status of lift station.

Total Pump Station Failure

- Proceed to lift station to determine cause of problem.

- If determined that lift station has totally failed, including no stand-by generator power, a sewage spill is occurring or is imminent, the following by-pass pumping procedures should be instituted immediately.
- 1) Notify Operations Supervisor and as many maintenance crew members as possible.
 - 2) Notify Littleton/Englewood Wastewater Treatment Plant and Englewood Water Treatment Plant pursuant to the sanitary sewer overflow reporting procedures (see "Emergency Contact" phone number list). Explain situation in detail, making sure to get names, times, and phone numbers of persons spoke to.

Contingency Plans

The following contingency plan and procedures has been pre-determined for emergency by-pass pumping at the Columbine Sewage Lift Station. Wagner Equipment has agreed to supply the equipment and assist with the setup procedure outlined below.

Lift Station Parameters

Maximum 500 gpm flow
 Suction – Wetwell
 Suction Lift of 17'
 Approximately 1,100' of discharge into a Platte Canyon W&S Manhole
 One Road Crossing
 Traffic Control Required at Road Ramp and on Middlefield Rd. at the discharge manhole
 Solids – Standard Sewage

Setup Procedure

- Install three 6" x 10' suction hoses into the wet-well for each pump
- Connect to the pumps
- Install a 6" 90 degree elbow on the discharge of each pump
- Connect one 6" x 25' hose to the 90 degree elbow of each pump
- Connect the hoses to the 6" "Y" adaptor
- Connect one 6" x 50' to the "Y" adaptor and run the other end to the road ramp
- Connect the 6" x 8" increaser on the road ramp and connect the hose
- Connect the 8" x 6" reducer to the road ramp
- Connect the 6" x 20' pipe to the road ramp and run the pipe to Middlefield Road and the Platte Canyon manhole
- Use one 6" x 10' suction hose to transition into the manhole
- Connect the auto start control panel to the standby pump control panel

Operation Procedure

System Checks

- Engine oil - Daily
- Coolant level - Daily
- Fuel level – Two times per day
- Mechanical seal oil level - Daily

- Grease Bearings on main shaft – Two pumps per fitting per week

Start Up

Primary Pump

- Start engine, let idle and warm up
- Open any closed system valves
- Close drain valves on the pump
- Increase engine speed to achieve desired flow and pressure

Stand-By Pump

- Open control panel and set switch to “Test” position, wait up to ten seconds and engine should start
- Let engine idle and warm up
- Close drain valves on the pump
- Increase engine speed until pump primes
- Set RPM at the same level as the primary pump
- Turn switch to “Off” position, wait up to ten seconds and engine should shut down
- Turn switch to “Auto” position, by hand invert low level float switch and then high level float switch, wait a few seconds and the engine should start and go to preset RPM
- Next drop high level float switch back to normal, then drop low level float switch back to normal, wait a few seconds and engine should shut down
- Set float switches to the desired levels in the wet well and start up is complete

Shut Down

- Decrease engine speeds to an idle
- Let engine cool down
- Drain all discharge hose and fittings
- Open drain valves on the pumps
- Close any system valves
- Disassemble system

Service Of Pump

Call Wagner Rents

- When machine has run 250 hours
- If oil in mechanical seal is milky
- If auto stop control shuts pump down
- In case of leakage in pump housing or pump failure

Common Sewer Problem Assessment and Response Guidelines

Service Pipe Versus Main Line Stoppage

Oftentimes, a customer will state that a roto-rooter has been extended through the service pipe a sufficient distance to be at the main line. The District maintains no records of service pipe locations other than the location of the service stub (the service pipe between the main and the owner's property line). The builder can install the service pipe with several bends and angles across the property. This can lengthen the service pipe and make it much longer than the homeowner predicts. As long as the main is open and flowing a stoppage is in some portion of the service pipe and, therefore, the responsibility of the homeowner to repair.

Frequent Stoppages

Another common complaint received from homeowners is that their service plugs up at regular intervals. This is usually caused by a collapsed pipe or settled joint which allows grease and solids to accumulate and plug the pipe.

Private Property Damage

General

Occasionally, water main breaks and sanitary sewer stoppages result in private property damage. Examples of private property damage referred to in this section include settlement of sidewalks and driveways, erosion of soil, plant and landscaping damages, structural damage, building interior damage, and damage to private property inside of buildings. In most cases, as long as the Districts have maintained their facilities in a responsible, prudent manner they are not responsible or liable for private property losses. District operators should not, therefore, make statements which assume any responsibility for private property damage nor obligation to repair or replace private property other than the statements and activities authorized in these procedures.

Liability

In no event should a District employee or authorized contractor admit responsibility or liability for property damage incurred as a result of a water main break or sewer backup.

Reporting

Damage to private property must be immediately reported by the operator to the operations supervisor.

Designation of a Spokesperson

One individual at an emergency site shall be designated spokesperson and only that person should communicate with resident and/or property owners regarding property damage caused by water main breaks or sewer backups.

Cleaning Services for Damage to Residential and Business Interiors in Platte Canyon, Southwest Metropolitan, and Columbine (see separate policy for Bow Mar Water and Sanitation District below

The Board of Directors of Platte Canyon, Southwest Metropolitan, and Columbine have authorized District operators to provide water extraction, cleaning, deodorizing, and dehumidifying services to properties affected by the failure of District owned facilities. The intent of the District's offer to provide cleaning services is to make the residence/business safely habitable. This goal should guide the operator in determining the extent of the services authorized. In offering and providing these services, the following procedures are to be followed.

- All damage to private property shall be immediately reported to the District's operations supervisor.
- The operator must verify that the private property damage is attributed to the failure of a District owned facility. The operator should make an effort to determine the number of properties affected and keep a list of the name, address, and telephone number of each resident and/or property owner. A summary of conversations with affected parties must also be prepared.

- The District operator should thoroughly inspect all private property damage and prepare a detailed report of the nature and extent of the damage, including a list of items damaged and the extent of the damage. Photographs or a video recording of damaged property must be taken by the operator. A report including these items together with the name, address, and telephone number of the affected party is to be prepared by the operator.
- The District operator shall notify the affected resident and/or property owner that private property damage is reported to the District's insurance carrier who will make a determination relative to repair, restoration or replacement of damaged property. The operator should make no admission of responsibility or liability for the damage nor discuss the possible outcome of the insurance company's review.
- The operator shall offer to contract for the removal of water, water carried material, or wastewater from the affected property as an accommodation to the resident/owner. Only water extraction, sanitizing, deodorizing and dehumidifying services shall be provided. Structural repairs, repairs to or replacement of damaged items, and other related services are to be submitted as a claim to the District for referral to the District's insurance carrier.
- Cleaning services shall only be authorized by the operator after the resident/owner has signed the standard "Authorization for Removal and Cleaning Water and Water Carried Material and Debris" form (Exhibit A). Upon receipt of the executed cleaning authorization form, the operator shall contract with an authorized cleaning services contractor to perform the required services. The operator shall discuss the scope of cleaning services with the resident/owner and cleaning services contractor prior to authorizing said services. The scope of services shall be clearly defined on the "Authorization to Conduct Cleaning, Water Extraction, Sanitizing and Deodorizing Services" form (Exhibit B) and the form must be signed by the operator, cleaning services contractor, and property owner/resident before any work is done.
- The District operator shall supervise the cleaning service activities and, if not on site, shall remain available by telephone or other means to respond to any questions or problems that arise.
- The operator shall prepare a detailed written preliminary report of the private property damage response within one working day. The report shall describe the situation causing the property damage, the nature and extent of the private property damage, the operator response (including cleaning services authorized), and any recommendations for follow up services. The report shall contain the following information.

Photographs of property damage.

1. Copies of the Cleaning Services Authorization Form and the Authorization to Conduct Cleaning, Water Extraction, Sanitizing and Deodorizing Services Form (Exhibits A and B) form.
2. Name of cleaning service company.
3. Name of individual contacted.
4. Time the cleaning service company was contacted and estimated time of response.

5. Actual response time.
 6. Number of cleaning service employees.
 7. Description of work conducted.
 8. Materials and/or equipment used.
 9. Time work was completed.
 10. Any additional comments including quality of work and recommendation of future contracts.
- The operations supervisor shall report all private property damage to the District's insurance carrier within one working day of occurrence. Notification shall be provided initially by telephone and followed by written notification within 3 working days. Copies of the operator preliminary damage report and insurance notification letter shall be provided to the District manager upon completion.
 - The operations supervisor shall work with the operator to prepare a final damage report after cleaning services have been completed and all costs have been documented.

Cleaning Services for Damage to Property Interiors in Bow Mar

The Board of Directors of Bow Mar have authorized District operators to advise property owners that the District will reimburse reasonable documented water extraction, cleaning, deodorizing, and dehumidifying services for properties affected by the failure of District owned facilities. The intent of the District's offer is to assist the property owner in making the residence/business safely habitable and thus reduce further damage and potential claims.

1. All damage to private property shall be immediately reported to the District's operations supervisor.
2. The operator must verify that the private property damage is attributed to the failure of a District owned facility. The operator should make an effort to determine the number of properties affected and keep a list of the name, address, and telephone number of each resident and/or property owner. A summary of conversations with affected parties must also be prepared.
3. The operator shall provide a copy of the standard letter explaining the District's water and sewer backup damage restoration policy to each affected resident/property owner (Exhibit C). The operator should explain that the District will reimburse reasonable, documented cleaning costs up to \$3,000 per residence, not to exceed a maximum of \$24,000 total expenses for all affected properties. It is the residents responsibility to contact a cleaning service company and send a request for reimbursement to the District. Reimbursement is restricted to water extraction, sanitizing, deodorizing, and dehumidifying services only. Reimbursement for structural repairs, repairs to or replacement of damaged items, and other related services or expenses may be submitted as a claim to the District for referral to the District's insurance carrier.
4. The District operator should request permission to inspect all private property damage and prepare a detailed report of the nature and extent of the damage, including a list of items damaged and the extent of the damage. Photographs or a video recording of damaged property must be taken by the operator. A report including these items

together with the name, address, and telephone number of the affected party is to be prepared by the operator.

5. The District operator shall notify the affected resident and/or property owner that private property damage is reported to the District's insurance carrier who will make a determination relative to repair, restoration or replacement of damaged property. The operator should make no admission of responsibility or liability for the damage nor discuss the possible outcome of the insurance company's review.
6. The operations supervisor shall report all private property damage to the District's insurance carrier within one working day of occurrence. Notification shall be provided initially by telephone and followed by written notification within 3 working days. Copies of the operator preliminary damage report and insurance notification letter shall be provided to the District manager upon completion.

Procedure for Responding to Contractor Caused Damage to District Facilities

General

District facilities may be damaged by utility contractors excavating in the area where District facilities are located. State law requires that excavation contractors request that the Districts mark their facilities prior to excavation. If a "locate" has not been requested, or if the Districts' facilities are properly marked (usually within 18-inches of their actual location), the contractor is liable for The Districts' damages. Generally, if the facility is not located properly, the Districts are responsible for damage to their facilities as well as for damage to contractor equipment and facilities.

Repair of Damage

When responding to facility damage caused by a utility contractor, the operator may decide to work with the utility contractor to repair the damage or retain the Districts' emergency contractor to repair the damage.

Notification

The operator should report contractor caused damage to the operations supervisor as soon as possible after receiving notice of the damage.

Liability – Responsibility

The operator should not accept responsibility or liability for damages to District facilities, even if the facility has been improperly located. If the District is potentially responsible, the contractor should be advised to submit a claim for damages to the appropriate District. The operator must obtain the name, address and telephone number of the contractor and the name of the contractor's supervisor regardless of apparent responsibility.

Record Keeping – Reporting

As stated above, the operator must obtain the name, address and telephone number of the contractor, and the contractor's supervisor.

The operator should maintain detailed records of the time the facility was damaged, when repairs commenced, and when they were completed. Records should also include a list of the contractor's equipment and manpower on site. This information is necessary in the event the contractor files a claim for loss of time due to the damage. Photographs or video of the damage, including utility location markings shall be taken. The standard District water break and/or sewer stoppage report form must be completed in accordance with the procedures outlined above.

Damage Responsibility Follow Up

If damage to a District owned facility resulted from an improper locate, the operations supervisor shall provide verbal and written notification to the District manager and the Districts' insurance

carrier within one working day. The operations supervisor shall work with the operator to complete a comprehensive report of the damage situation as soon as possible after repairs have been completed.

Once the report is completed, the operations supervisor shall meet with the District manager to determine and discuss potential responsible parties, payment for damage repairs, and potential contractor and/or third party claims.

The operations supervisor shall report the facility damage to the Utility Notification Center of Colorado pursuant to C.R.S. 9-1.5-103(7)(b).

Threat to Contaminate Water Supply

A threat to contaminate the water supply has to be considered a valid threat until proven otherwise. The utility is not the final decider on the validity of such threats. This decision will be made by the utility in concert with law enforcement, other utilities, and health officials.

The response to an incident will be the same whether it is discovered internally or discovered from an outside source. Those discovered outside the utility will require rapid assessment of stakeholders and entities affected by the contamination and the utility should be prepared to respond to those potentially affected.

The following process will be followed when a threat against the water supply is received.

- Assessment Process
- Call regarding threat received – Record time and as much information as possible (see sample form in Appendix D)
- Notify Operations Supervisor / Senior on duty person
- Notify adjacent Districts and Denver Water
- Determine if other threats received
- If other threats received coordinate response with other Districts and/or Denver Water
- If no other threats received Notify Law Enforcement
- Prepare contingencies for isolating water distribution system
- Prepare contingencies for notifying customers
- Prepare response for media
- Prepare for alternative water supply
- Prepare for needs of fire suppression if water supply interrupted
- Inspect source water
- Inspect treatment facility
- Inspect storage
- Commence sampling –
- Consider samples as possible evidence
- Coordinate response with law enforcement
- Appraise Denver Water and adjacent water utilities of threat and response
- Alert Public Health of threat and effort underway
- In concert with ERT, Denver Water, Law Enforcement, and Health Department determine whether to shut down, or limit supply, or disregard threat

Actual Contamination to Water Supply

The contamination of a water supply may be discovered in a variety of ways: internally, from health or hospital officials, from customers, or from the authorities. The contamination does not always have to be from a health threatening substance. The introduction of substances that alter taste, smell, or appearance are of equal concern and will be treated similarly.

See EPA recommendations for response to Contamination Event in ERP appendix

CAUTION

The response to an incident will be the same whether it is discovered internally or discovered from an outside source. Those discovered outside the utility will require rapid assessment of stakeholders and entities affected by the contamination and the utility should be prepared to respond to those potentially affected.

The following process will be followed when an actual contamination is discovered.

Assessment Process

- Notify operations supervisor, district manager and Denver Water - Quality Control immediately
- Isolate affected area
- Notify law enforcement
- Commence sampling with assistance of Denver Water
- Consider samples as possible evidence
- Alert local hospitals and request information regarding potential affected patients
- Prepare to notify public
- Prepare to shut down system
- Prepare for media
- Prepare alternatives for fire suppression
- Determine need for health advisory and who advises
- In consultation with ERT, authorities, public health, and Denver Water, determine who will notify:
 - Colorado Department of Public Health and Environment
 - Local health department
 - FBI
 - District Board of Directors
 - City/County emergency Manager
 - State Office of Homeland Security
 - Arrange for Temporary Service to area
- RECOVERY: Begins once contaminant is removed from system. Recovery will commence after consultation with ERT, Denver Water, authorities, and Colorado Department of Public Health and Environment.

Response to Apparent Criminal or Terrorist Act

In response to an apparent criminal or terrorist act, DO NOT take any action that unnecessarily jeopardizes the safety of yourself, fellow staff, or bystanders. Action may be required on the part of staff without authorization from superior. Staff member action will be primarily designed to limit damage and enhance security.

If a District employee discovers evidence of an apparent or obvious criminal or terrorist act the employee or utility will do the following:

Assessment Process

- Person discovering the act will immediately report same to their supervisor
- Supervisor will report same to manager or designee
- Designee will report incident to police requesting response
- Person discovering act will stay at scene awaiting response of authorities and be prepared to assist them
- If act has caused damage, e.g., main break, etc., person at scene will advise designee
- Designee will advise what action at scene person will perform while awaiting response personnel
- Person at scene will be reminded that scene contains evidence and if at all possible to not damage or interfere with evidence
- If person at scene is taking corrective action, e.g., repair main break, they will do so without worrying about crime scene concerns. Once remediation action is completed this person should secure area and crime scene
- Upon arrival of law enforcement senior utility person on site will advise law enforcement of critical nature of site, sensitive equipment, and potential threats, and assist authorities as requested
- If location contains dangerous / sensitive equipment alert law enforcement to this fact
- Senior person at scene will inventory scene and report any out of ordinary facts
- When law enforcement is finished at scene, senior on site person will make recommendations to Manager relative to putting location back in service. This will be done in concert with approval of law enforcement at scene
- At conclusion of event Manager will ensure a report is prepared summarizing events, activities performed by staff, and affect on system
- Observations of staff, documentation, and actions taken may all become required evidence/ testimony in future law enforcement action

Response to Alarms

The purpose of intrusion alarms is to provide notification of an illegal entry or access into an asset. The alarm does not provide any information other than the fact that an unauthorized entry has occurred. A response to the asset is required to determine reason for the alarm. Do not ASSUME that the alarm is false. Treat all alarms as if they are the result of an illegal intrusion. Those responding to the alarm are not expected to take action of a law enforcement nature. The purpose of response is to be available to help law enforcement personnel in determining cause and effect of alarm.

Assessment Process

- Record time alarm received
- Notify someone of destination and estimated time of arrival
- Record time of destination arrival
- Establish site zone from perimeter of event location
- **Observe site – be alert to surroundings**
- **Do not do anything without adequate lighting**
- Evaluate site conditions
- Maintain crime scene integrity
- If evidence of a break in – **STOP** – Ensure law enforcement responding and notify Manager
- If alarm is false evaluate circumstances for potential cause of alarm
- Record time of departure
- Notify person initially notified of departure

Response to Structural Damage from an Intentional Act

This event is based on intentional structural damage to water system components to disrupt normal system operations.

Assessment Process

- Deploy damage assessment team
- When it appears damage intentional prepare to treat as crime scene
- Notify law enforcement
- Notify Denver Water and surrounding utilities
- Notify Public Health
- Notify Homeland Security Office for Colorado
- Determine if event isolated or if others have occurred.
- Determine need for alternative water supply
- Determine need for supplying water for fire suppression
- Determine need for health advisory and who announces
- Isolate damaged asset from rest of utility
- Assess impact of damage –
 - Water supply to large users
 - Cost to repair
 - Length of time out of service
 - Impact on other utility assets
 - Equipment needed to repair asset and get back into service
 - Equipment available
 - Equipment needed and not available
- Determine if District capable of repair or need of outside contractor
- Consider impact of damage on other Districts or utilities
- Conduct security check of other assets
- Consider enhancing Security at other assets
- Prepare for media
- In concert with ERT, Authorities, Denver Water, affected utilities, public health, prepare for start up of system.

Response to Records Request

As a utility a vast variety of records pertaining to administrative and operational matters are maintained. There are many legitimate uses of non utility personnel of our records. The records, however, contain sensitive information that could be misused. It is important to record all requests for records. Requests to be honored should provide the minimal information possible. Requests for our records are received telephonically, in person, and in writing. The following steps will take place in response to record requests.

Assessment Process

In Person

- Determine identity of requestor with show of Drivers License – record same
- Determine purpose of record request – record same
- Determine validity of request through Manager and or designee
- Verify availability of record
- Determine if other requests for same record
- If valid request furnish only data required for use
- If requestor is unknown, and request is for volumes of material, advise request will be forwarded to appropriate level for approval
- Obtain legal opinion as to consequences of withholding information
- Assess consequence of furnishing record
- Determine if record contains information pertaining to another utility
- Make decision regarding issuance
- Record results

Telephonically

- Record time and date of request
- Obtain identity of requestor
- Obtain mailing address of requestor
- Follow steps for In Person request
- Advise requestor that records will need to be picked up at the utility

Written

- Record time and date of letter receipt
- Correspond with requestor requesting purpose and use of records
- Follow steps for In Person request
- Advise requestor that records will need to be picked up at the utility
- Life and Death Emergencies / Hostage Situations

Life and Death Emergencies / Hostage Situations

First Responder Actions

Depending on the circumstances of the incident, a first responder may be at the site of the Crisis as it is taking place, or may be dispatched to determine if an incident has occurred, and to determine if the Crisis response plan should be activated. The first responder is in charge regarding functions at the scene until designated higher level persons arrive. If the incident is a law enforcement or emergency services-driven incident, the first responder will serve as a resource to the on-scene commander of the involved agencies.

If a law enforcement or emergency services agency has assumed control of the incident, the first responder will defer to these authorities. Upon arrival of senior personnel, a modification in the role of personnel may be made. Our policy, in emergency situations involving law enforcement or emergency services personnel, is to defer to their recommendations for a course of action. We expect to be advised of their planned actions at the earliest opportunity that will not jeopardize the contemplated action.

It is necessary to consider the capabilities and limitations of first responders. A determination needs to be made, and information passed onto the first responder, relative to when additional resources will be coming. First responders should:

1. Approach the incident site with caution
2. Locate and assess the situation to communicate initial report to ERC
 - Situation/nature of incident
 - Have proper agency authorities been notified?
 - Who is on the scene?
 - Location of incident and personnel involved
 - Need for resources
 - Identify possible location for control center
 - Identify who is in charge at incident, and who should be
3. Identify and monitor personnel responding
4. Be prepared to brief incoming resources

Second Tier Response

As the second tier responds to the incident, it is important that they report to the first responder or the person now in charge. The purpose of the second responders is to participate in the efforts to resolve the incident. At the direction of the on-scene commander (who may be first responder), it is important to contribute to the following:

Isolate

- Isolate the threat caused by the incident
- Begin to define the scope of the incident
- Ensure the well being of clients and employees
- If possible, move uninvolved personnel from the scene

Evaluate

- Review available information
- Identify other sources of information to assist in evaluation
- Validate existing intelligence

- Identify individuals with pertinent knowledge related to the incident

Report

- Update initial report
- Provide information to Manager and staff
- Continue to collect and validate intelligence
- Start and maintain incident log

Hostage Situations

Hostage situations are Level Four Crises and require immediate activation of the ERT.

Hostage Situations – A hostage situation is any incident in which people are held against their will. Actual, threatened, or perceived physical force and violence are used by the hostage taker whose goal is to gain the compliance of the hostage or those involved in the resolution of the incident. In the event a staff member discovers a hostage situation, they are cautioned not to take independent action. Hostage situations are unpredictable in outcome, but predictable in their potential for violence, as hostage takers exhibit unpredictable behavior. If a staff member is taken hostage, it is important that he be aware of the unpredictability factor and react with caution.

A hostage situation is any situation in which a visitor, vendor, or staff member holds any individual(s) against his will. These situations are extremely dangerous and their successful resolution is dependent on careful actions of all involved. There are different hostage situations with which staff may find themselves confronted:

- Staff member as hostage of visitor
- Staff member as hostage taker

In the event of a hostage situation, authorities need to be contacted without delay. Response from authorities will not be immediate; therefore, it will be the responsibility of staff to manage the incident in its early stages. **THIS MEANS DO NOT MAKE THE SITUATION WORSE.** Experience has demonstrated that it is critical that hostages **REMAIN CALM.** This includes staff as hostage or staff as a responder. Stress adds to their unpredictability. Staff is encouraged to remain as calm as possible and not take any action that can appear to threaten the hostage taker. To the hostage-taker, threatening action has a wide realm of possibilities. Staff members are encouraged to remain cognizant of their environment in order to assist the authorities when they arrive. At the discovery of a hostage situation, the staff member should immediately alert other personnel. What is important in hostage situations is to contain the situation and if possible prevent other personnel from being taken hostage.

BEFORE AUTHORITIES ARRIVE, OBSERVE THE FOLLOWING:

- Only one person should be in dialogue with the hostage taker
- Communicate empathy
- Avoid provocative statements such as "grow up"
- Avoid communicating aggressiveness or that you are an authority figure
- Encourage communication from the hostage taker
- Be prepared to transition communications to the authorities

ENHANCE SAFETY BY THE FOLLOWING:

- Do not put pressure on the hostage taker
- Do not appear superior to the hostage taker in word or action
- Treat the hostage taker with respect and dignity
- If the individual is armed, do not try to disarm them except as needed to save life
- Do not argue with the hostage taker
- Remain outwardly calm
- Be aware that skilled negotiators are on their way
- Follow instructions of the hostage taker

SUGGESTED ORGANIZATION RESPONSE TO A HOSTAGE SITUATION

- Have pre-established building wide alert system
- Alert other employees to location of system
- Notify authorities—let authorities do their job
- Isolate hostage-taking area
- Shut down elevators to location.
- Lock doors and stairwells with access to location
- Post guards at key access points to limit access
- Evacuate adjacent staff
- Alert Employee Assistance Staff for post-situation needs
- Have emergency medical staff on alert in immediate vicinity of incident
- Be prepared to reconstruct the incident
- Establish internal communication system to keep staff apprised

APPENDIX C EMERGENCY CONTACT INFORMATION

DISTRICT CONTACTS

Employees:

Pat Fitzgerald	cell	303-829-9408
	home	303-694-9550
Scott Morse	cell	720-350-6580
	home	303-683-4992
Dennis Morse	cell	303-829-9407
	home	303-733-3463
Scott Hand	cell	303-921-1426
	home	303-989-7508
Armando Quintana	cell	303-591-5205
	home	720-981-5631
Bruce Yarish	cell	303-591-5067
	home	303-455-7343
Jim Estep	cell	303-591-5117
	home	303-979-3236
TBD	cell	303-591-5206
	home	TBD
Ernie Navarette	cell	303-591-1963
	home	303-716-5794
Barrie Brinkley	home	303-683-4883
Alyssa Quinn	home	303-777-1131
Vanessa Shipley	home	303-795-5795
Spare Radio 1	cell	303-591-5207
Spare Radio 2	cell	303-591-5208
Academy Answer Service Office		303-936-8411
Academy Answering Service		1-866-554-2129
After Hours (Emergency)		303-979-2359 x150
District Office		303-979-2333
District Pager		303-609-7763

GOVERNMENT CONTACTS

Allan Water Treatment Plant		303-762-2650
Arapahoe County Drainage		303-795-4640

Arapahoe County Sheriff	303-795-4710/4711
Emergency	911
Bow Mar Police	303-795-4711
Chatfield Park	303-791-7275
Kent Wiley, Park Manager	
Jim Smith, Assistant Park Manager	
George Whitehead, Maintenance Supervisor	
Colorado Dept. of Public Health-Water Quality Control Division	877-518-5608
Colorado Dept. of Public Health-Water Security	
Jon DeBoer	303-692-3607
.....	jon.deboer@state.co.us
Colorado Highway Patrol	303-239-4501
Columbine Country Club	
Bruce Scott, Golf Course Supervisor (Mobile)	303 798-0662
Mike Hosanna, Head Sprinkler Tech. (Pager)	720 261-9928
Tony Gordon, Golf Course 1 st . Asst. (Mobile)	720 301-9871
Paul Holst, Member Service Manager (Pager)	303 207-0936
Columbine Police	303-795-1434
After Hours	303-795-4710
Columbine, Town of	
Ann Jennings (Town Administrator)	303-795-1434
Rich Cassens (Engineer)	303-670-1406
Denver Water Department	303-628-6000
After Hours	303-628-6000
Billing/Customer Service	303-893-2444
Emergency Dispatch	303-534-2713
Load Control	303-623-3625
Serviced by DWD for all water problems	303-628-1406
Utility Locates	303-628-6666
Water Sales	303-628-6135

Englewood Water Treatment Plant	303-762-2636
Emergency	303-762-2650
Grant Water and Sanitation District	303-628-0708
Jefferson County Public Schools	303-982-6500
Jefferson County Public Works	303-271-8514
Jefferson County Road & Bridge	303-271-5219
Gene Bennetts	303-271-5268 x5252
Chuck Zorn	303-271-5368 x446
Stand-by #	303-271-5244
Jefferson County Sheriff	303-277-0211
Emergency	911
Ken Caryl Ranch Water and Sanitation District	303-979-7424
Pager	303-979-7424
Lakehurst Water and Sanitation District	303-985-7895
Pager	303-855-9311
Littleton, City of	303-795-3700
Public Works	303-795-3863
Billing	303-795-3772
Maintenance	303-795-3967
Littleton Englewood Wastewater Treatment Plant	303-762-2600
Littleton Fire Department	303-795-3800
Dispatch (Hydrant Information)	303-795-3805
Emergency	303-794-1555
Station #3 (W. Coal Mine Ave.)	303-795-3800
Littleton Police Department	303-794-1551
Emergency	911
Meadowbrook/Fairview	303-986-3231
Pager	303-760-7799
Mobile	303-489-0544
Qwest (Outages)	800-954-1211
Southwest Plaza Water and Sanitation District	303-595-9919

Southwest Suburban Denver Water and Sanitation District	303-986-3231
Pager	303-760-7799
State Security	303-692-3607
Utility Notification Center of Colorado – UNCC	800-922-1987
Valley Sanitation	303-798-0332
Answering Service	303-798-0332
West Metro Fire District	303-989-4307
Dispatch/Hydrant Information	303-969-0245
Xcel Energy	303-623-1234
.....	800-895-1999

CONTRACT/MAINTENANCE SERVICES

C & L Backhoe	303-791-2521
Larry Larson (Home)	303-799-0913
(Pager)	303-613-4640
(Mobile)	303-472-7090
Chris Larson (Mobile)	303-472-0558
DRC Construction Services, Inc.	
Diana Carroll	303-688-2166
Guildner Pipeline Maintenance	303-288-2020
Jerry Guildner (Mobile)	303-921-3599
Art Petz (Mobile)	303-921-3614
Northstar Fire/Water Restoration	303-871-8558
Tech Control, Ltd.	303-674-6940
Terry Terpstra (Pager)	303-636-1740
(Cell)	303-378-3009
Utility Technical Service	303-773-2808
Dave Anderson (Home)	303-733-6304
(Cell)	303-913-8917
Variety Landscape	
Dennis Parr	303-730-8380
VSR Corporation	303-665-8981
Jim Shell	303-651-0784

MEDIA

Columbine Courier	303-933-2233
Denver Post	303-820-1201
KOA Radio	303-713-8500
KUSA (9 News)	303-871-9999
Littleton Independent	303-794-7877
Lakewood Sentinel	303-279-5541

VENDORS / SUPPLIERS / CONSULTANTS

A Fast Patch	
Hank Binder	303-278-1413
(Mobile)	303-419-1623
ADT	877-201-7515
Collins, Cockrel & Cole	
Tim Flynn	303-986-1551
Dana Kepner	303-623-6161
After Hours Pager	303-543-5214
Gary McMillan	303-457-9756
Al Thomsick (Home)	303-466-8849
EC Power Systems	
Brett	303-360-7110
ENS Consulting	
Rich Cassens	303-670-1406
Metro Pavers	
Mark Culverson	303-278-1413
(Mobile)	303-817-0435

Meurer & Associates	
Paul Goldfain	303-985-3636
Gordon Meurer	303-985-3636
National Barricade	303-744-2338
PCI Sales Services	303-978-9100
Steve Gotula (Cell)	303-881-3200
Tesco Controls Inc.	916-395-8800
Wagner Rents	
Mike Loser	303-365-8976
(Mobile)	303-748-5080
Williams Equipment	
Mike Williams	303-573-0149
Wright Fleet	800-492-0669

SCADA SYSTEM

SCADA Alarm	303-904-7635
PC Anywhere	303-904-3537

PUMP STATIONS

Columbine West Pump Station	303-932-8174
Alarm Dialer	303-932-7326
Platte Canyon Sewage Lift Station	
Lift Station Verbatim Alarm Dialer	303-347-9553
Hogback Pump Station	303-904-7684
Alarm Dialer	303-904-8011
Columbine Lift Station	
Alarm Dialer	303-734-8960

PLATTE CANYON MULTI-FAMILY MANAGEMENT COMPANIES

Columbine Townhomes I, II, IV, S. Webster St.	303-789-3434
Executive Condo Management & Maintenance/Operator or after hours answering service	
Columbine Townhomes III, W. Glasgow Pl.	303-232-9200
Tyler Community Management/Dana Pepper	303-230-1968
Cell phone:	303-210-0560
Columbine West #4 (Columbine West Apartments) S. Webster St.	
Hudley – Mandell	303-933-3455
Julie Baca	303-266-1610
Le Doman, S. Lowell Blvd.	303-797-6436
Sargent Real Estate Services, Inc.	303-733-7072
Millbrook Townhomes, W. Canyon Ave.	303-730-2200
Colorado Management Association/Operator or after hours answering service	

PLATTE CANYON MANAGEMENT COMPANIES/COMMERCIAL CENTERS

Albertson’s Retail, 3615 W. Bowles Ave.	303-680-5080
Western Centers/Dennis Schoenberger	
Columbine West Office Park, 6901 S. Pierce St.	303-933-8942
David Kennedy	
Depew Retail, 7986 S. Depew St.	
LuAnn Santangelo	303-333-2424
Home	303-989-5295
Ken Caryl Road Center, 6775 W. Ken Caryl Ave.	303-796-2020
Corum Real Estate Group/Dennis Adams	
King Soopers Center, 6760 S. Pierce St.	303-832-3130
Mile High Properties/Tim Turner	
Pierce Street Mall, 6657 W. Ottawa Ave.	303-680-5085
Western Centers/ Dennis Schoenberger	

Pierce Street Retail Center, 7580 S. Pierce St. Covenant Mortgage/Linda	303-623-1660
Platte Canyon Square, 5950 s. Platte Canyon Rd. Colorado Santa Fe Lund Company/Will Adamthwaite	303-440-4044

SOUTHWEST METROPOLITAN MULTI-FAMILY MANAGEMENT COMPANIES

Columbine Ridge	
Michelle Otto - President	303-649-2775
Jerry Smith - Vice President	303-933-2827
Maintenance Contractor: John Erbert	303-948-6631
Dakota Station #1, 9600 W. Chatfield Ave. Professional Management Associates/Jeff Kutzer	303-750-0269
Dakota Station #3, 9601 W. Chatfield Ave. CIC Association Management/Mitch Drobniewski	303-979-5100
Dutch Ridge #1 – Lexington Townhomes I, W. Coal Mine Ave. Management Resource Group	303-680-3475
Barbara	303-879-0798
Dutch Ridge #4 – Lexington Townhomes II, W Coal Mine Ave. ACT/Edisa or Debbie	303-797-5151
Stony Creek #8 – Horizons at Stony Creek	303-755-2732
Management & Maintenance, Inc. Brian Reid	
Stony Creek #9, W. Hinsdale Ave. Hammersmith/Alicia Smith	303-980-0700
Stony Creek #10, S. Field St. Bench Mark II/Mike Asher	303-971-0018
Wolhurst Adult Community, 8501 S. Santa Fe Dr. Self Managed/Ann Edwards	303-795-0777
Woodmar Square #5, A1 – Steeplechase, S. Everett St. Skyline Management	303-758-4355
Nancy Shannic	303-758-4370

SOUTHWEST METROPOLITAN MANAGEMENT COMPANIES/COMMERCIAL CENTERS

Bowles Avenue Marketplace, 8996 W. Bowles Ave.	
Trammel Crow Company	303-220-0900
Carolyn Waldmann	303-220-5566
Bowles Village, 9126 W. Bowles Ave.	303-321-3334
McBride & Company/Answering Service	
Dutch Creek Center, 8250 W. Coal Mine Ave.	
Laura Larson	303-526-5521
Pager/Cell	303-507-9003
Kipling Bowles Commercial Center, 6044 S. Kipling St.	
Tedford Properties/Answering Service	303-534-3444
Meadows at Columbine	303-972-2967
Self Managed/Operator or after hours answering service	
Meadows Shopping Center, 9719 W. Coal Mine Ave.	
Hawkeye – Investco/Jim	303-721-6868
Woodmar Square Retail, 9083 W. Peakview Dr.	
Rozeboom, Inc./Andy Rozeboom	303-278-9700

APPENDIX D FORMS FOR DOCUMENTATION

Form	Name	Page Number
D-1	Customer Service Report Form	D-2
D-2	Water Break Report Form	D-3
D-3	Sewer Backup/Spill Report Form	D-12
D-4	Permission to Remove Water/Wastewater Carried Material Form	D-21
D-5	Bow Mar Water/Wastewater Removal Form Letter	D-22
D-6	Authorization to Conduct Cleaning, Water Extraction, Sanitizing, and Deodorizing Services Form	D-23
D-7	Water/Wastewater Clean Up Sheet	D-25
D-8	Phone Threat Report Form	D-26
D-9	Written Threat Report Form	D-29
D-10	Incoming Threat Information Form	D-32
D-11	Security Incident Report Form	D-33
D-12	Threat Evaluation Worksheet	D-36
D-13	Emergency Event Log	D-41
D-14	Witness Account Report Form	D-42
D-15	Emergency Response After Action Report	D-46
D-16	Post Incident Critique	D-48

Platte Canyon Water & Sanitation8739 West Coal Mine Ave.
Littleton, CO 80123
(303)979-2333 Fax (303)933-1769**Caller Log Detail****Report Date** 03/04/2005 08:36 AM**Submitted By**

Page 1

Service # 1652
Problem NOWTR NO WATER
Address 6891 S DOVER WY
LITTLETON CO 80128-**Location Area** SWSTONCREK STONY CREEK **District** SWM SOUTHWEST METROPOLITAN
Sub-Area**# of Calls** 1 **Duration of Call** 00:00 **Call Date** 10/21/2002 20:49
Template Type **AP #**
Taken By 206 YARISH, BRUCE **Source**
Responsibility **Priority****Scheduled Date** 10/22/2002 06:40**Inspector** 206 YARISH, BRUCE**Due Date****Asset****Avg Insp Duration**Avg Insp Days 0
Avg Insp Hrs 0
Avg Insp Mins 0**Service Request Progress**

Schedule By

Start By

Complete By

Resolve By

 Customer Contact Requested

Budget #

Map #

Project #

Primary Caller**Title****Last Name** ALLEN**First Name, MI** JANE,**Address** 6891 S. DOVER WAY**City, State/Province, ZIP/PC** LITTLETON, COLORADO, 80128 **Foreign****Reference #****Day Phone** (303)933-3937 x**Evening Phone** (303)933-3937 x**Call Date** 10/21/2002 20:49**Caller Comments**

MS. ALAN WAS CONCERNED THAT SHE HAD NO WATER AND WANTED TO KNOW IF THERE WAS WORK BEING DONE THAT MIGHT CAUSE THE WATER TO BE SHUT OFF. SHE SAID THAT IT WAS NOT A REAL EMERGENCY DUE TO THE FACT THAT SHE WAS LEAVING FOR THE EVENING AND IF WE COULD CHECK IT OUT ON 10-22-02 AND JUST GET BACK WITH HER. ON 10-22-02 I RECEIVED ANOTHER CALL AT 6:00 AM FROM JOYCE FAUKINHINE,(303-795-0501), WHO IS WITH THE PROPERTY MANAGEMENT COMPANY. SHE STATED THE SAME PROBLEM AND ASKED IF WE WOULD RESPOND A S.A.P. AND ALSO GET BACK WITH HER.

Call List

There are no calls for this service number

Problem Comments

ARRIVED AT SITE, FOUND METER SHUT OFF. CALLED D.W.D AND VERIFIED THE BILL WAS CURRENT. TURNED METER BACK ON AND CALLED MS. ALAN AND MS. FAUKINHINE AND INFORMED THEM OF THE PROBLEM FOUND AND THE ACTIONS TAKEN TO RECTIFY. (THEN END UNIT WAS VACANT AND FOR SALE, PRESUMED THEY POSSIBLY SHUT OFF METER TO WINTERIZE.) 10/22/02 = I RECEIVED A PAGE FROM JANE ALLEN, WANTING TO KNOW WHAT BRUCE DID TO RESTORE THE WATER. I TOLD HER I WILL TALK TO BRUCE AND CALL HER IN THE MORNING. SHE RE-PAGED ME AT ABOUT 8:15 P.M. AND WAS IN A PANIC BECAUSE SHE GOT ACCESS TO THE VACANT UNIT AND FOUND IT FLOODED. SHE CALLED THE FIRE DEPT. BEFORE SHE CALLED ME. I TOLD HER I WAS ON ANOTHER BREAK, BUT WILL VISIT WITHIN 15 MINUTES. BY THE TIME I ARRIVED THE FIRE DEPT. HAD VISITED AND LEFT. THEY APPARENTLY SHUT OFF ALL THE FAUCETS AND LOCKED THE DOORS. I SPOKE TO JANE, WE COULDN'T GO IN THE UNIT. SINCE THE METER WASN'T REGISTERING USAGE I TOLD HER THERE IS NOTHING I COULD DO. SHE LEFT A MESSAGE WITH THE MAINTENANCE CO. INFORMING THEM OF THE PROBLEM. I TOLD HER I WILL STILL CALL HER IN THE MORNING AFTER SPEAKING TO BRUCE. ((SMH)) 10/23/02 - I DISCUSSED WITH BRUCE, HE DID AS WHAT IS STATED ABOVE. I LEFT A MESSAGE ON HER ANSWERING MACHINE OF WHAT OCCURED. IF SHE HAS FURTHER QUESTIONS TO CALL ME OR THE OFFICE. ((SMH))10/23/02- JANE ALLEN CALLED BACK TO OFFICE AND SPOKE WITH STEVE REGARDING THIS SITUATION. TURNS OUT THAT THE VACANT UNIT HAD BEEN WINTERIZED AND INTERIOR VALVES WERE LEFT OPEN AND WHEN BRUCE RESTORED WATER SERVICE TO THE OTHER UNITS THE VACANT UNIT FLOODED. IN SPEAKING WITH JANE SHE STATED THAT SHE HAD TRIED TO GET A HOLD OF THE MANAGEMENT COMPANY PRIOR TO CALLING THE DISTRICT FOR HELP. IT TOOK THE MANAGEMENT COMPANY OVER AN HOUR TO GET BACK WITH HER ON THE OUTAGE. JANE GAVE ME A NUMBER OF THE MAN. COMPANY MAINT. GUY FOR OUR RECORDS. BRIAN REED (303) 755-2732

Form D-1

D-2

WATER BREAK REPORT

GENERAL INFORMATION:

Caller Log Number: _____ Final Report Date: _____
Work Order Number: _____ Final Report Time: _____

DATE: _____ TIME REPORTED: _____

DISTRICT: (Circle One): Platte Canyon Southwest Metro Bow Mar

LOCATION: _____

SUBDIVISION: _____

REPORTED BY: _____ PHONE: _____

TIME ARRIVED ON SITE: _____

COMMENTS: _____

ACTION TAKEN:

VALVES OPERATED: (# _____)
(# _____)
(# _____)
(# _____)

Time service terminated: _____

Time service restored: _____

VERIFIED ALL VALVES OPENED YES NO

Number of customers affected by outage: _____

Were all residents notified? (If not, explain): _____

COMMENTS: _____

REPAIR INFORMATION:

Primary Contractor(s): _____

Time contacted: _____ **Time contractor responded:** _____

Time locator(s) arrived: _____

Contractor's equipment used:

Dump Truck ___ Trailer ___ Backhoe ___ Pump ___ Saw ___

Compressor/Jackhammer ___ Pickups ___ Lighting Equipment ___

Other: _____

Primary Contractor manpower used:

	<u>Reg.</u> <u>hrs.</u>	<u>OT</u> <u>hrs.</u>
Supervisor's Name: _____	_____	_____
Foreman's Name: _____	_____	_____
Operator's Name: _____	_____	_____
Operator's Name: _____	_____	_____
Driver's Name: _____	_____	_____
Laborer's Name: _____	_____	_____

TOTAL HOURS: _____

Asphalt Contractor: _____

Date contacted: _____

Date completed work: _____

Size of patch(es): _____ **Thickness:** _____

COMMENTS: _____

Other Contractors: _____
Type of work: _____

COMMENTS: _____

DISTRICT INFORMATION:

District equipment used:

Pickups ____ Pump ____ Saw ____ Lighting Equipment ____

Barricades ____ Other: _____

District employee(s): _____

Time work completed: _____

COMMENTS: _____

REPAIR MATERIALS:

Pipe Size: 4" 6" 8" 10" 12" 24"

Repair Clamp: Number Used
12.5" 12.5"x3/4" cc 12.5"x1" cc _____
15" 15"x3/4" cc 15"x1" cc _____
24" 24"x3/4" cc 24"x1" cc _____

Supplied by: District Contractor

Bronze Saddle: Number Used
3/4" cc 1" cc _____

Supplied by: District Contractor

Dresser (Transition) Coupling: Number Used
Ductile Iron/PVC Pipe:
Cement Asbestos: _____

Supplied by: District Contractor

Solid Sleeve:
Gland Pac: Number Used

Supplied by: District Contractor

Valves: Resilient Seat:
 Double Disk: Number Used

Supplied by: District Contractor

Poly Wrap: Size: _____ Amount Used
 Poly Tape: Size: _____ (ft.)
 _____ (ft.)

Supplied by: District Contractor

Pipe: PVC: Amount Used
 Ductile Iron: (ft.)
 _____ (ft.)

Supplied by: District Contractor

Other: _____

Supplied by: District Contractor

SERVICE:

Size: 3/4" 1" 1 1/2" 2"

		Number/Amount Used
Corporation Valve	<input type="checkbox"/>	_____
Curb Stop Valve	<input type="checkbox"/>	_____
Insulator	<input type="checkbox"/>	_____
Flare Coupling	<input type="checkbox"/>	_____
Compression Coupling	<input type="checkbox"/>	_____
Copper	<input type="checkbox"/>	_____ (ft.)

Other: _____

Supplied by: District Contractor

INSURANCE INFORMATION:

Was there Personal Property Damage: Yes No
 (List all pertinent damage information on Exhibit A)

ACTION TAKEN:

Was Insurance Company Notified: Yes No

Name of person notified: _____

Date when notified: _____ Time: _____

Information Discussed: _____

Was cleaning contractor involved: Yes No

Name of Cleaning Company: _____

Cleaning Company Representative: _____

DOCUMENTS:

Homeowner Removal & Cleaning permission attached: Yes No
Contractor Worksheet attached: Yes No
Authorization Worksheet attached: Yes No
Requisitions: Yes No
If No, Explain: _____

CAUSE:

Size and pipe type: _____

What part of main was damaged:

Pipe Barrel Joint Valve
Fitting Tie Rods Service

Other: _____

What caused the damage:

Ground Movement Contractor's Equipment
Corrosion/Electrolysis Unknown

Other: _____

Type of native soil:

Clay Sandy Gravel/Rock

Other: _____

Is bedding existing around the pipe: Yes No

Date water line installed: _____

COMMENTS: _____

PHOTOGRAPHS:

Camera Used: _____

Pictures Download: Yes No

File Name: _____

COSTS:

SUBCONTRACTOR(S):

<u>NAME</u>	<u>REPAIR</u>	<u>AMOUNT</u>
C&L Backhoe	Main Repair	\$ _____
National Barricade	Barricade Rental	\$ _____
Jefferson County	Street Cut Permit	\$ _____
Arapahoe County	Street Cut Permit	\$ _____
Metro Pavers, Inc.	Asphalt Restoration	\$ _____
A Fast Patch	Asphalt Restoration	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____

COSTS:

DISTRICT:

MATERIALS: \$ _____

VEHICLE/EQUIPMENT: \$ _____

Personnel		# of Hours	@ \$/Hr.	Total
Operations Supervisor				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator II				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
TOTAL COST OF BREAK:				\$

DISTRICT REPRESENTATIVE(S)

EXHIBIT A

Name of Homeowner: _____

Address: _____

Phone Number: _____ (Day) _____ (Evening)

Description of Damage: _____

Comments: _____

Name of Homeowner: _____

Address: _____

Phone Number: _____ (Day) _____ (Evening)

Description of Damage: _____

Comments: _____

SEWER STOPPAGE / BREAK REPORT

GENERAL INFORMATION:

Caller Log Number: _____ Final Report Date: _____
Work Order Number: _____ Final Report Time: _____

DATE: _____ TIME REPORTED: _____

DISTRICT: (Circle One): Platte Canyon Southwest Metro Bow Mar Columbine

LOCATION: _____

SUBDIVISION:

REPORTED BY: _____ PHONE: _____

TIME ARRIVED ON SITE: _____

COMMENTS: _____

ACTION TAKEN:

District Equipment used to clear stoppage or repair break: _____

District Employees: _____

Was Contractor used to clear stoppage or repair break? YES NO

If yes, list equipment used and length of time used: _____

List Repair Materials: _____

Time Contractor's work completed: _____

Manholes Inspected: _____

Sewer run(s) where stoppage or break occurred:
Manhole(s): _____ To Manhole(s): _____

Size and Pipe Type: _____

Time Stoppage cleared: _____

CAUSE:

Mainline Stoppage:

- Roots in mainline at _____ ft. from manhole _____
- Grease in mainline at _____ ft. from manhole _____
- Debris in mainline at _____ ft. from manhole _____
- Roots from service at _____
(Address)
- Vandalism in mainline at manhole _____
- Other (explanation) _____

COMMENTS: _____

Mainline Break:

- Collapsed pipe at _____ ft. from manhole _____
- Crushed pipe at _____ ft. from manhole _____
- Contractor Equipment at _____ ft. from manhole _____
- Ground movement at _____ ft. from manhole _____
- Other (explanation) _____

COMMENTS: _____

MAINTENANCE HISTORY:

Last Date Televised: _____
Last Date Cleaned: _____
Last Date Rootcut: _____

Next Scheduled Activity:

Television Date: _____
Cleaning Date: _____
Rootcut Date: _____

Is this run a sewer problem area? YES NO

If no, should it be, and recommend activity and at what interval (ex: TV, 12 month, etc):

INSURANCE INFORMATION:

List all customers reporting damage on "Exhibit A". Explain all actions taken and include statements made to resolve damage complaints

Was Insurance Company notified? YES NO

Who notified them? _____
Time and Date notified? _____

Name of Person contacted? _____

Response (will claim be filed by them?) YES NO

COMMENTS: _____

REMEDIATION/RESTORATION:

Was Cleaning/Restoration Contractor used?

YES NO

If Yes:

Name of Contractor: _____
Name of Supervisor: _____

Primary Contractor manpower used:

	Reg. hrs.	OT hrs.
Supervisor's Name: _____	_____	_____
Foreman's Name: _____	_____	_____
Operator's Name: _____	_____	_____
Operator's Name: _____	_____	_____
Driver's Name: _____	_____	_____
Laborer's Name: _____	_____	_____
TOTAL HOURS:	_____	_____

List of Equipment used:

_____	at	_____	hrs.
_____	at	_____	hrs.
_____	at	_____	hrs.
_____	at	_____	hrs.
_____	at	_____	hrs.

Clean-up activities performed? _____

COMMENTS: _____

***Was Authorization for Cleaning form filled out by District Employee?*
YES **NO**

*****Attach all cleaning forms to this report***

DISTRICT REPRESENTATIVE(S)

PHOTOGRAPHS:

Camera Used: _____

Video Tape Used: _____

Pictures Downloaded: Yes No

File Name: _____

Video Tape #: _____

COSTS:

SUBCONTRACTOR(S):

<u>NAME</u>	<u>REPAIR</u>	<u>AMOUNT</u>
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____
_____	_____	\$ _____

DISTRICT COSTS:

MATERIALS:

<u>Repair Material</u>	<u>Supplied By</u>	<u>Costs</u>	<u>Comments</u>
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	
		\$	

DISTRICT COSTS:

VEHICLE/EQUIPMENT:

<u>Vehicle</u>	<u>Equipment</u>	<u>Rate</u>	<u>Hours</u>	<u>Total</u>	<u>Comments</u>

DISTRICT COSTS:

LABOR:

Personnel		# of Hours	@ \$/Hr.	Total
Operations Supervisor				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator II				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
Operator I (_____)				
	Regular hours		\$	\$
	Overtime hours		\$	\$
TOTAL COST OF BACKUP/BREAK:				\$

EXHIBIT A

Name of Homeowner: _____

Address: _____

Phone Number: _____ (Day) _____ (Evening)

Description of Damage: _____

Action Taken: _____

Comments: _____

Name of Homeowner: _____

Address: _____

Phone Number: _____ (Day) _____ (Evening)

Description of Damage: _____

Action Taken: _____

Comments: _____

EXHIBIT A (continued)

Name of Homeowner: _____

Address: _____

Phone Number: _____ (Day) _____ (Evening)

Description of Damage: _____

Action Taken: _____

Comments: _____

Name of Homeowner: _____

Address: _____

Phone Number: _____ (Day) _____ (Evening)

Description of Damage: _____

Action Taken: _____

Comments: _____



8739 W. Coal Mine Avenue  Littleton, Colorado 80123  303-979-2333 - FAX 303-933-1769

Dear Resident,

The purpose of this letter is to advise you of Platte Canyon Water and Sanitation District policy regarding damages that could result from a water main break in your neighborhood.

Under Colorado law, quasi-municipal water suppliers like Platte Canyon Water and Sanitation District are not responsible for damages resulting from water main breaks unless they are negligent in maintaining the water system. As long as Platte Canyon is careful in the operation and maintenance of its system, it is not liable for damages resulting from water main breaks.

Despite the foregoing, the Board of Directors of Platte Canyon Water and Sanitation District has determined that it is in the interest of public health, safety, and general welfare to remove and clean water and water carried material irregardless of who or what may have caused the water to escape from the District's water mains. Accordingly, removal and cleaning services will be provided at no cost to you; however, before these services can be provided, we must obtain permission for the District, its employees and independent contractors to enter upon your property to remove and clean the fugitive water. Because it is important that this permission be granted quickly, we ask that you evidence your approval by signing a copy of this letter in the space indicated below.

The providing of water removal and cleaning services in no way constitutes an admission of liability on the part of the District for damages that may have occurred or that may occur as a result a break in a District owned water main. Further, please be advised that the District's employees have absolutely no authority whatsoever to settle or compromise claims. Claims for personal property damage or loss must be presented directly to the District manager within 180 days of the incident. The address is 8739 W. Coal Mine Avenue, Littleton, Colorado 80123. A notice of claim must comply with the requirements of section 24-10-109, Colorado Revised Statues.

Permission to provide water and water carried material removal and cleaning service is hereby granted.

Property Owner/Occupant

Telephone Number

Address

Date

Original - Insurance Co.

Yellow - District copy

Pink - Homeowner/Occupant

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Form D-4

Bow Mar Water & Sanitation District
8739 W. Coal Mine Avenue
Littleton, Colorado 80123
(303) 979-2333

Dear Resident

The purpose of this letter is to advise you of Bow Mar Water and Sanitation District's policy regarding damages that result from water main breaks and sanitary sewer backups.

Under Colorado law, quasi-municipal water and wastewater service providers like Bow Mar Water and Sanitation District are not responsible for damages resulting from water breaks or sewer backups unless they are negligent in maintaining their facilities. As long as Bow Mar operates and maintains its facilities in a responsible, effective manner, it is not liable for damages to private property.

Despite the foregoing, the Board of Directors of Bow Mar Water and Sanitation District has determined that it is in the interest of public health, safety, and the general welfare to assist residents with the removal and cleaning of water and wastewater carried material irregardless of who or what caused the water or wastewater to escape from the District's pipes. Accordingly, the District will consider reimbursement of necessary, reasonable, documented water removal, cleaning, drying, and deodorizing expenses in an amount up to \$3,000 per property, not to exceed \$24,000 total reimbursement expenses for any one occurrence. Residents are free to select any reputable qualified cleaning firm to carry out water removal services. To assist homeowners, a list of some firms is attached. Bow Mar does not recommend nor endorse any of the firms and the homeowner is responsible for investigating the qualifications of any firm they choose to retain.

In order to support and document any damages for possible reimbursement by Bow Mar Water and Sanitation District, you are encouraged to contact the District office as soon as possible. The District will dispatch a representative to observe and document the damage at your request.

The agreement to reimburse water and wastewater removal and cleaning services in no way constitutes an admission of liability on the part of the District for damages that may have occurred or that may occur as a result of a water main break or sanitary sewer backup. Further, please be advised that District employees and agents have no authority whatsoever to settle or compromise claims. Claims with supporting documentation for personal property damage or loss must be presented directly to the District within 180 days of the incident. The address to report claims is 8739 W. Coal Mine Ave., Littleton, CO 80123. A notice of claim must comply with the requirements of Section 24-10-109, Colorado Revised Statutes.

Sincerely,

Board of Directors
Bow Mar Water and Sanitation District

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Fire and Water Restoration Companies

Northstar Fire and Water Restoration
1001 South Galapago St.
Denver, CO 80223
Phone: (303) 871-8558

Serv-Pro of Denver - East
5201 S. Santa Fe Dr.
Littleton, CO 80120
Phone: (303) 733-9076

Restoration Technologies
P.O. Box 200896
Denver, CO 80220
Phone: (303) 807-2029
Emergencies: (303) 207-7200

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**Notice To Proceed
and
Authorization to Conduct Cleaning,
Water Extraction, Sanitizing and Deodorizing Services
On Behalf of Platte Canyon Water and Sanitation District**

The undersigned authorized representative of _____ and the owner and/or occupant of the property located at _____ hereby acknowledge that _____ is being retained by Platte Canyon Water and Sanitation District to perform cleaning, water extraction, sanitizing and deodorizing services upon property not owned by Platte Canyon Water and Sanitation District. Further, the undersigned parties agree that _____ will conduct only those services specifically requested and authorized in writing by an authorized representative of Platte Canyon Water and Sanitation District. Services requested by the owner and/or occupant of the property which have not been authorized in writing by an employee of Platte Canyon shall not be conducted until written authorization from a District employee is obtained.

The undersigned parties hereby acknowledge that the services to be provided under this authorization are limited to those necessary to make the property safely habitable. No offsite restoration or cleaning of personal property is to be provided without the specific written approval of an employee of Platte Canyon Water and Sanitation District.

The undersigned acknowledge that Platte Canyon Water and Sanitation District will be responsible for payment of only those services authorized in writing by an employee of the District.

Restoration Services Contractor

Address

Telephone No. Fax No.

Name of Authorized Representative (print name)

Signature of Representative

Owner or Occupant

Address

Telephone No.

Name of Owner/Occupant (print name)

Signature of Owner/Occupant

Platte Canyon Water and Sanitation District
8739 W. Coal Mine Ave.
Littleton, CO 80123
(303) 979-2333 (303) 933-1769
Telephone No. Fax No.

District Representative (print name)

Signature of District Representative

White – District Yellow – Contractor Pink – Owner/Occupant Gold - Insurance

S:\data\WPDOCS\FORM\Word Files\PC Authorization to Conduct Cleaning.FORM.doc

Form D-6



8739 W. Coal Mine Avenue Littleton, Colorado 80123 303-979-2333 - FAX 303-933-1769

WATER / WASTEWATER CLEAN UP WORKSHEET

Date: ____/____/____ Time: _____ Address: _____

Homeowner: _____ Phone # (H) _____ (W) _____

Type of Property: _____ Clean Up Company: _____

The following items must be approved by a District representative prior to conducting any work.

- Pump water over 1" deep _____ Hrs
- Remove water less than 1" deep _____ Sq. ft.
- Clean walls and / or floors _____ Sq. ft.
- Clean carpet / rugs in shop _____ Sq. ft.
- Deodorize and disinfect _____ Sq. ft.
- Clean furniture & contents _____ man hrs. (est)
- Carpet / floor dryers _____ Ea.
- Dehumidifiers _____ Ea.
- Draperly and / or laundry cleaning _____yes _____no If yes, give details
- Remove carpet, pad, tack strip _____ Sq. yds.
- Stair cleaning _____ Ea.
- Return trip, deodorize / disinfect _____ Sq. ft.
- Hauling truck authorized _____yes _____no
- Dumping or landfill needed _____yes _____no
- Install new carpet pad, tack strip _____ Sq. yds.
- Reinstall carpet _____ Sq. yds.

Comments:

ACCEPTED BY: _____ AUTHORIZED BY: _____
 (Contractor) (District Rep.)

Original – District Pink – Contractor Yellow – Homeowner
 Form D-7

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8.5 Phone Threat Report Form

INSTRUCTIONS

This form is intended to be used by utility staff that regularly answer phone calls from the public (e.g., call center operators). The purpose of this form is to help these staff capture as much information from a threatening phone call while the caller is on the line. It is important that the operator keep the caller on the line as long as possible in order to collect additional information. Since this form will be used during the call, it is important that operators become familiar with the content of the form. The sections of the form are organized with the information that should be collected during the call at the front of the form (i.e., Basic Call Information and Details of Threat) and information that can be completed immediately following the call at the end of the form (i.e., the description of the caller). The information collected on this form will be critical to the threat evaluation process.

Remember, tampering with a drinking water system is a crime under the SDWA Amendments!

THREAT NOTIFICATION

Name of person receiving the call: _____

Date phone call received: _____ Time phone call received: _____

Time phone call ended: _____ Duration of phone call: _____

Originating number: _____ Originating name: _____

*If the number/name is not displayed on the caller ID, press *57 (or call trace) at the end of the call and inform law enforcement that the phone company may have trace information.*

Is the connection clear? Yes No

Could call be from a wireless phone? Yes No

DETAILS OF THREAT

Has the water already been contaminated? Yes No

Date and time of contaminant introduction known? Yes No

Date and time if known: _____

Location of contaminant introduction known? Yes No

Site Name: _____

Type of facility

- | | | |
|--|--|---|
| <input type="checkbox"/> Source water | <input type="checkbox"/> Treatment plant | <input type="checkbox"/> Pump station |
| <input type="checkbox"/> Ground storage tank | <input type="checkbox"/> Elevated storage tank | <input type="checkbox"/> Finished water reservoir |
| <input type="checkbox"/> Distribution main | <input type="checkbox"/> Hydrant | <input type="checkbox"/> Service connection |
| <input type="checkbox"/> Other _____ | | |

Address: _____

Additional Site Information: _____

Name or type of contaminant known? Yes No
 Type of contaminant
 Chemical Biological Radiological
 Specific contaminant name/description: _____

Mode of contaminant introduction known? Yes No
 Method of addition: Single dose Over time Other _____
 Amount of material: _____
 Additional Information: _____

Motive for contamination known? Yes No
 Retaliation/revenge Political cause Religious doctrine
 Other _____
 Describe motivation: _____

CALLER INFORMATION

Basic Information:
 Stated name: _____
 Affiliation: _____
 Phone number: _____
 Location/address: _____

Caller's Voice:
 Did the voice sound disguised or altered? Yes No
 Did the call sound like a recording? Yes No
 Did the voice sound? Male / Female Young / Old
 Did the voice sound familiar? Yes No
 If 'Yes,' who did it sound like? _____
 Did the caller have an accent? Yes No
 If 'Yes,' what nationality? _____

How did the caller sound or speak?
 Educated Well spoken Illiterate
 Irrational Obscene Incoherent
 Reading a script Other _____

What was the caller's tone of voice?
 Calm Angry Lispering Stuttering/broken
 Excited Nervous Sincere Insincere
 Slow Rapid Normal Slurred
 Soft Loud Nasal Clearing throat
 Laughing Crying Clear Deep breathing
 Deep High Raspy Cracking
 Other _____

Were there background noises coming from the caller's end?

- Silence
- Voices describe _____
- Children describe _____
- Animals describe _____
- Factory sounds describe _____
- Office sounds describe _____
- Music describe _____
- Traffic/street sounds describe _____
- Airplanes describe _____
- Trains describe _____
- Ships or large boats describe _____
- Other: _____

SIGNOFF

Name of call recipient:

Print name _____

Signature _____

Date/Time: _____

Name of person completing form (if different from call recipient):

Print name _____

Signature _____

Date/Time: _____

8.6 Written Threat Report Form

INSTRUCTIONS

The purpose of this form is to summarize significant information from a written threat received by a drinking water utility. This form should be completed by the WUERM or an individual designated by incident command to evaluate the written threat. The summary information provided in this form is intended to support the threat evaluation process; however, the completed form is not a substitute for the complete written threat, which may contain additional, significant details.

The written threat itself (e.g., the note, letter, e-mail message, etc.) may be considered evidence and thus should be minimally handled (or not handled at all) and placed into a clean plastic bag to preserve any forensic evidence.

Remember, tampering with a drinking water system is a crime under the SDWA Amendments!

SAFETY

A suspicious letter or package could pose a threat in and of itself, so caution should be exercised if such packages are received. The US Postal Service has issued guidance when dealing with suspicious packages (http://www.usps.com/news/2001/press/pr01_1022gsa.htm).

THREAT NOTIFICATION

Name of person receiving the written threat: _____

Person(s) to whom threat was addressed: _____

Date threat received: _____ Time threat received: _____

How was the written threat received?

- | | | |
|--|---|---|
| <input type="checkbox"/> US Postal service | <input type="checkbox"/> Delivery service | <input type="checkbox"/> Courier |
| <input type="checkbox"/> Fax | <input type="checkbox"/> E-mail | <input type="checkbox"/> Hand delivered |
| <input type="checkbox"/> Other _____ | | |

If mailed, is the return address listed? Yes No

If mailed, what is the date and location of the postmark? _____

If delivered, what was the service used (list any tracking numbers)? _____

If Faxed, what is the number of the sending fax? _____

If E-mailed, what is the e-mail address of sender? _____

If hand-delivered, who delivered the message? _____

DETAILS OF THREAT

Has the water already been contaminated? Yes No

Date and time of contaminant introduction known? Yes No
Date and time if known: _____

Location of contaminant introduction known? Yes No
Site Name: _____

- Type of facility
- | | | |
|--|--|---|
| <input type="checkbox"/> Source water | <input type="checkbox"/> Treatment plant | <input type="checkbox"/> Pump station |
| <input type="checkbox"/> Ground storage tank | <input type="checkbox"/> Elevated storage tank | <input type="checkbox"/> Finished water reservoir |
| <input type="checkbox"/> Distribution main | <input type="checkbox"/> Hydrant | <input type="checkbox"/> Service connection |
| <input type="checkbox"/> Other _____ | | |

Address: _____

Additional Site Information: _____

Name or type of contaminant known? Yes No
Type of contaminant
 Chemical Biological Radiological

Specific contaminant name/description: _____

Mode of contaminant introduction known? Yes No
Method of addition: Single dose Over time Other _____

Amount of material: _____

Additional Information: _____

Motive for contamination known? Yes No
 Retaliation/revenge Political cause Religious doctrine
 Other _____

Describe motivation: _____

NOTE CHARACTERISTICS

Perpetrator Information:
Stated name: _____
Affiliation: _____
Phone number: _____
Location/address: _____

Condition of paper/envelop:

- | | | |
|--|--|---|
| <input type="checkbox"/> Marked personal | <input type="checkbox"/> Marked confidential | <input type="checkbox"/> Properly addressed |
| <input type="checkbox"/> Neatly typed or written | <input type="checkbox"/> Clean | <input type="checkbox"/> Corrected or marked-up |
| <input type="checkbox"/> Crumpled or wadded up | <input type="checkbox"/> Soiled/stained | <input type="checkbox"/> Torn/tattered |
| <input type="checkbox"/> Other: _____ | | |

How was the note prepared?

- | | | |
|---|--|---|
| <input type="checkbox"/> Handwritten in print | <input type="checkbox"/> Handwritten in script | <input type="checkbox"/> Computer typed |
| <input type="checkbox"/> Machine typed | <input type="checkbox"/> Spliced (e.g., from other typed material) | |
| <input type="checkbox"/> Other: _____ | | |

If handwritten, does writing look familiar? Yes No

Language:

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Clear English | <input type="checkbox"/> Poor English |
| <input type="checkbox"/> Another language: _____ | |
| <input type="checkbox"/> Mixed languages: _____ | |

Writing Style

- | | | |
|---------------------------------------|--|-------------------------------------|
| <input type="checkbox"/> Educated | <input type="checkbox"/> Proper grammar | <input type="checkbox"/> Logical |
| <input type="checkbox"/> Uneducated | <input type="checkbox"/> Poor grammar/spelling | <input type="checkbox"/> Incoherent |
| <input type="checkbox"/> Use of slang | <input type="checkbox"/> Obscene | |
| <input type="checkbox"/> Other: _____ | | |

Writing Tone

- | | | |
|--|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> Clear | <input type="checkbox"/> Direct | <input type="checkbox"/> Sincere |
| <input type="checkbox"/> Condescending | <input type="checkbox"/> Accusatory | <input type="checkbox"/> Angry |
| <input type="checkbox"/> Agitated | <input type="checkbox"/> Nervous | <input type="checkbox"/> Irrational |
| <input type="checkbox"/> Other: _____ | | |

SIGNOFF

Name of individual who received the threat:

Print name _____
Signature _____ Date/Time: _____

Name of person completing form (if different from written threat recipient):

Print name _____
Signature _____ Date/Time: _____

INCOMING THREAT INFORMATION

If a threatening phone call is received, try to keep the caller on the line to obtain as much information as possible. Record as much information as possible, including:

1. What kind of threat is posed?
 - A. Contamination: What kind of contaminant? _____
How much? _____
 - B. Physical Damage: What kind of damage? _____
With what kind of device? _____
2. Where? _____
3. When? _____
4. Why? _____
5. By whom? _____
6. What is your (caller's) name? _____
7. What is your (caller's) affiliation, if any? _____
8. What is your (caller's) address/phone number? _____
9. What is the exact wording of the threat? _____
10. Is the caller male female well spoken illiterate foul irrational incoherent
11. Is the caller's voice calm angry slow rapid soft loud
laughing crying normal slurred nasal clear lisp
stuttering deep high cracking excited young old
familiar — who did it sound like? _____
accented — what nationality, region? _____
12. Is the connection clear? (Could it have been a wireless or cell phone?) _____
13. Are there background noises? — what kind? _____
street noises — what type? _____
machinery — what type? _____
voices — describe _____
children — describe _____
animals — what kind? _____
computer keyboard/office _____
motors — describe _____
music — what kind? _____
other _____

Name of person receiving call _____ Date _____ Time _____

Notify utility manager _____ Phone _____

Local FBI/law enforcement _____ Phone _____

Other _____

Phone _____

Form D-10

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8.3 Security Incident Report Form

INSTRUCTIONS

The purpose of this form is to help organize information about a security incident, typically a security breach, which may be related to a water contamination threat. The individual who discovered the security incident, such as a security supervisor, the WUERM, or another designated individual may complete this form. This form is intended to summarize information about a security breach that may be relevant to the threat evaluation process. This form should be completed for each location where a security incident was discovered.

DISCOVERY OF SECURITY INCIDENT

Date/Time security incident discovered: _____

Name of person who discovered security incident: _____

Mode of discovery:

- | | | |
|---|--|---|
| <input type="checkbox"/> Alarm (building) | <input type="checkbox"/> Alarm (gate/fence) | <input type="checkbox"/> Alarm (access hatch) |
| <input type="checkbox"/> Video surveillance | <input type="checkbox"/> Utility staff discovery | <input type="checkbox"/> Citizen discovery |
| <input type="checkbox"/> Suspect confession | <input type="checkbox"/> Law enforcement discovery | |
| <input type="checkbox"/> Other _____ | | |

Did anyone observe the security incident as it occurred? Yes No

If "Yes", complete the 'Witness Account Report' (Appendix 8.4)

SITE DESCRIPTION

Site Name: _____

Type of facility

- | | | |
|--|--|---|
| <input type="checkbox"/> Source water | <input type="checkbox"/> Treatment plant | <input type="checkbox"/> Pump station |
| <input type="checkbox"/> Ground storage tank | <input type="checkbox"/> Elevated storage tank | <input type="checkbox"/> Finished water reservoir |
| <input type="checkbox"/> Distribution main | <input type="checkbox"/> Hydrant | <input type="checkbox"/> Service connection |
| <input type="checkbox"/> Other _____ | | |

Address: _____

Additional Site Information: _____

BACKGROUND INFORMATION

Have the following "normal activities" been investigated as potential causes of the security incident?

- | | |
|--|--|
| <input type="checkbox"/> Alarms with known and harmless causes | <input type="checkbox"/> Utility staff inspections |
| <input type="checkbox"/> Routine water quality sampling | <input type="checkbox"/> Construction or maintenance |
| <input type="checkbox"/> Contractor activity | <input type="checkbox"/> Other _____ |

Was this site recently visited *prior* to the security incident? Yes No

If "Yes," provide additional detail below

Date and time of previous visit: _____

Name of individual who visited the site: _____

Additional Information: _____

Has *this location* been the site of previous security incidents? Yes No
If "Yes," provide additional detail below

Date and time of most recent security incident: _____

Description of incident: _____

What were the results of the threat evaluation for this incident?
 'Possible' 'Credible' 'Confirmed'

Have security incidents occurred at *other locations* recently? Yes No
If "Yes," complete additional 'Security Incident Reports' (Appendix 8.3) for each site

Name of 1st additional site: _____
Name of 2nd additional site: _____
Name of 3rd additional site: _____

SECURITY INCIDENT DETAILS

Was there an alarm(s) associated with the security incident? Yes No
If "Yes," provide additional detail below

Are there sequential alarms (e.g., alarm on a gate and a hatch)? Yes No

Date and time of alarm(s): _____

Describe alarm(s): _____

Is video surveillance available from the site of the security incident? Yes No
If "Yes," provide additional detail below

Date and time of video surveillance: _____

Describe surveillance: _____

Unusual equipment found at the site and time of discovery of the security incident:

- | | |
|--|--|
| <input type="checkbox"/> Discarded PPE (e.g., gloves, masks) | <input type="checkbox"/> Empty containers (e.g., bottles, drums) |
| <input type="checkbox"/> Tools (e.g., wrenches, bolt cutters) | <input type="checkbox"/> Hardware (e.g., valves, pipe) |
| <input type="checkbox"/> Lab equipment (e.g., beakers, tubing) | <input type="checkbox"/> Pumps or hoses |
| <input type="checkbox"/> None | <input type="checkbox"/> Other _____ |

Describe equipment: _____

Unusual vehicles found at the site and time of discovery of the security incident:

- Car/sedan
- Flatbed truck
- Other _____
- SUV
- Construction vehicle
- Pickup truck
- None

Describe vehicles (including make/model/year/color, license plate #, and logos or markings): _____

Signs of tampering at the site and time of discovery of the security incident:

- Cut locks/fences
- Open/damaged access hatches
- Facility in disarray
- Other _____
- Open/damaged gates, doors, or windows
- Missing/damaged equipment
- None

Are there signs of sequential intrusion (e.g., locks removed from a gate and hatch)? Yes
 No

Describe signs of tampering: _____

Signs of hazard at the site and time of discovery of the security incident:

- Unexplained or unusual odors
- Unexplained dead or stressed vegetation
- Unexplained clouds or vapors
- Other _____
- Unexplained dead animals
- Unexplained liquids
- None

Describe signs of hazard: _____

SIGNOFF

Name of person responsible for documenting the security incident:

Print name _____
Signature _____ Date/Time: _____

8.2 Threat Evaluation Worksheet

INSTRUCTIONS

The purpose of this worksheet is to help organize information about a contamination threat warning that would be used during the Threat Evaluation Process. The individual responsible for conducting the Threat Evaluation (e.g., the WUERM) should complete this worksheet. The worksheet is generic to accommodate information from different types of threat warnings; thus, there will likely be information that is unavailable or not immediately available. Other forms in the Appendices are provided to augment the information in this worksheet.

THREAT WARNING INFORMATION

Date/Time threat warning discovered: _____

Name of person who discovered threat warning: _____

Type of threat warning:

- | | | |
|--|--|---|
| <input type="checkbox"/> Security breach | <input type="checkbox"/> Witness account | <input type="checkbox"/> Phone threat |
| <input type="checkbox"/> Written threat | <input type="checkbox"/> Law enforcement | <input type="checkbox"/> Unusual water quality |
| <input type="checkbox"/> News media | <input type="checkbox"/> Consumer complaints | <input type="checkbox"/> Public health notification |
| <input type="checkbox"/> Other _____ | | |

Identity of the contaminant: Known Suspected Unknown

If known or suspected, provide additional detail below

- Chemical Biological Radiological

Describe _____

Time of contamination: Known Estimated Unknown

If known or estimated, provide additional detail below

Date and time of contamination: _____

Additional Information: _____

Mode of contamination: Known Suspected Unknown

If known or suspected, provide additional detail below

Method of addition: Single dose Over time Other _____

Amount of material: _____

Additional Information: _____

Site of contamination: Known Suspected Unknown
If known or suspected, provide additional detail below

Number of sites: _____
Provide the following information for each site.

Site #1

Site Name: _____

Type of facility

- | | | |
|--|--|---|
| <input type="checkbox"/> Source water | <input type="checkbox"/> Treatment plant | <input type="checkbox"/> Pump station |
| <input type="checkbox"/> Ground storage tank | <input type="checkbox"/> Elevated storage tank | <input type="checkbox"/> Finished water reservoir |
| <input type="checkbox"/> Distribution main | <input type="checkbox"/> Hydrant | <input type="checkbox"/> Service connection |
| <input type="checkbox"/> Other _____ | | |

Address: _____

Additional Site Information: _____

Site #2

Site Name: _____

Type of facility

- | | | |
|--|--|---|
| <input type="checkbox"/> Source water | <input type="checkbox"/> Treatment plant | <input type="checkbox"/> Pump station |
| <input type="checkbox"/> Ground storage tank | <input type="checkbox"/> Elevated storage tank | <input type="checkbox"/> Finished water reservoir |
| <input type="checkbox"/> Distribution main | <input type="checkbox"/> Hydrant | <input type="checkbox"/> Service connection |
| <input type="checkbox"/> Other _____ | | |

Address: _____

Additional Site Information: _____

Site #3

Site Name: _____

Type of facility

- | | | |
|--|--|---|
| <input type="checkbox"/> Source water | <input type="checkbox"/> Treatment plant | <input type="checkbox"/> Pump station |
| <input type="checkbox"/> Ground storage tank | <input type="checkbox"/> Elevated storage tank | <input type="checkbox"/> Finished water reservoir |
| <input type="checkbox"/> Distribution main | <input type="checkbox"/> Hydrant | <input type="checkbox"/> Service connection |
| <input type="checkbox"/> Other _____ | | |

Address: _____

Additional Site Information: _____

ADDITIONAL INFORMATION

Has there been a breach of security at the suspected site? Yes No
If "Yes", review the completed 'Security Incident Report' (Appendix 8.3)

Are there any witness accounts of the suspected incident? Yes No
If "Yes", review the completed 'Witness Account Report' (Appendix 8.4)

Was the threat made verbally over the phone? Yes No
If "Yes", review the completed 'Phone Threat Report' (Appendix 8.5)

Was a written threat received? Yes No
If "Yes", review the completed 'Written Threat Report' (Appendix 8.6)

Are there unusual water quality data or consumer complaints? Yes No
If "Yes", review the completed 'Water Quality/Consumer Complaint Report' (Appendix 8.7)

Are there unusual symptoms or disease in the population? Yes No
If "Yes", review the completed 'Public Health Report' (Appendix 8.8)

Is a 'Site Characterization Report' available? Yes No
If "Yes", review the completed 'Site Characterization Report' (Module 3, Appendix 8.3)

Are results of sample analysis available? Yes No
If "Yes", review the analytical results report, including appropriate QA/QC data

Is a 'Contaminant Identification Report' available? Yes No
If "Yes", review the completed 'Sample Analysis Report' (Module 5, Appendix 8.1)

Is there relevant information available from external sources? Yes No
Check all that apply

- | | | |
|--|---|--|
| <input type="checkbox"/> Local law enforcement | <input type="checkbox"/> FBI | <input type="checkbox"/> DW primacy agency |
| <input type="checkbox"/> Public health agency | <input type="checkbox"/> Hospitals / 911 call centers | <input type="checkbox"/> US EPA / Water ISAC |
| <input type="checkbox"/> Media reports | <input type="checkbox"/> Homeland security alerts | <input type="checkbox"/> Neighboring utilities |
| <input type="checkbox"/> Other _____ | | |

Point of Contact: _____

Summary of key information from external sources (provide detail in attachments as necessary):

THREAT EVALUATION

Has normal activity been investigated as the cause of the threat warning? Yes No

Normal activities to consider

- Utility staff inspections Routine water quality sampling
- Construction or maintenance Contractor activity
- Operational changes Water quality changes with a known cause
- Other _____

Is the threat 'possible'? Yes No

Summarize the basis for this determination: _____

Response to a 'possible' threat:

- None Site characterization Isolation/containment
- Increased monitoring/security Other _____

Is the threat 'credible'? Yes No

Summarize the basis for this determination: _____

Response to a 'credible' threat:

- Sample analysis Site characterization Isolation/containment
- Partial EOC activation Public notification Provide alternate water supply
- Other _____

Has a contamination incident been confirmed? Yes No

Summarize the basis for this determination: _____

Response to a confirmed incident:

- Sample analysis Site characterization Isolation/containment
- Full EOC activation Public notification Provide alternate water supply
- Initiate remediation and recovery
- Other _____

How do other organizations characterize the threat?

Organization	Evaluation	Comment
<input type="checkbox"/> Local Law Enforcement	<input type="checkbox"/> Possible <input type="checkbox"/> Credible <input type="checkbox"/> Confirmed	
<input type="checkbox"/> FBI	<input type="checkbox"/> Possible <input type="checkbox"/> Credible <input type="checkbox"/> Confirmed	
<input type="checkbox"/> Public Health Agency	<input type="checkbox"/> Possible <input type="checkbox"/> Credible <input type="checkbox"/> Confirmed	
<input type="checkbox"/> Drinking Water Primacy Agency	<input type="checkbox"/> Possible <input type="checkbox"/> Credible <input type="checkbox"/> Confirmed	
<input type="checkbox"/> Other	<input type="checkbox"/> Possible <input type="checkbox"/> Credible <input type="checkbox"/> Confirmed	
<input type="checkbox"/> Other	<input type="checkbox"/> Possible <input type="checkbox"/> Credible <input type="checkbox"/> Confirmed	

SIGNOFF

Name of person responsible for threat evaluation:

Print name _____

Signature _____ Date/Time: _____

8.4 Witness Account Report Form

INSTRUCTIONS

The purpose of this form is to document the observations of a witness to activities that might be considered an incident warning. The individual interviewing the witness, or potentially the witness, should complete this form. This may be the WUERM or an individual designated by incident command to perform the interview. If law enforcement is conducting the interview (which may often be the case), then this form may serve as a prompt for "utility relevant information" that should be pursued during the interview. This form is intended to consolidate the details of the witness account that may be relevant to the threat evaluation process. This form should be completed for each witness that is interviewed.

BASIC INFORMATION

Date/Time of interview: _____

Name of person interviewing the witness: _____

Witness contact information

Full Name: _____

Address: _____

Day-time phone: _____

Evening phone: _____

E-mail address: _____

Reason the witness was in the vicinity of the suspicious activity: _____

WITNESS ACCOUNT

Date/Time of activity: _____

Location of activity:

Site Name: _____

Type of facility

- | | | |
|--|--|---|
| <input type="checkbox"/> Source water | <input type="checkbox"/> Treatment plant | <input type="checkbox"/> Pump station |
| <input type="checkbox"/> Ground storage tank | <input type="checkbox"/> Elevated storage tank | <input type="checkbox"/> Finished water reservoir |
| <input type="checkbox"/> Distribution main | <input type="checkbox"/> Hydrant | <input type="checkbox"/> Service connection |
| <input type="checkbox"/> Other _____ | | |

Address: _____

Additional Site Information: _____

Type of activity

- Trespassing Vandalism Breaking and entering
- Theft Tampering Surveillance
- Other _____

Additional description of the activity _____

Description of suspects

Were suspects present at the site? Yes No

How many suspects were present? _____

Describe each suspect's appearance:

Suspect #	Sex	Race	Hair color	Clothing	Voice
1					
2					
3					
4					
5					
6					

Where any of the suspects wearing uniforms? Yes No

If "Yes," describe the uniform(s): _____

Describe any other unusual characteristics of the suspects: _____

Did any of the suspects notice the witness? Yes No

If "Yes," how did they respond: _____

Vehicles at the site

Were vehicles present at the site? Yes No

Did the vehicles appear to belong to the suspects? Yes No

How many vehicles were present? _____

Describe each vehicle:

Vehicle #	Type	Color	Make	Model	License plate
1					
2					
3					
4					
5					
6					

Where there any logos or distinguishing markings on the vehicles? Yes No

If "Yes," describe: _____

Provide any additional detail about the vehicles and how they were used (if at all): _____

Equipment at the site

Was any unusual equipment present at the site? Yes No

- Explosive or incendiary devices Firearms
- PPE (e.g., gloves, masks) Containers (e.g., bottles, drums)
- Tools (e.g., wrenches, bolt cutters) Hardware (e.g., valves, pipe, hoses)
- Lab equipment (e.g., beakers, tubing) Pumps and related equipment
- Other _____

Describe the equipment and how it was being used by the suspects (if at all): _____

Unusual conditions at the site

Were there any unusual conditions at the site? Yes No

- Explosions or fires Fogs or vapors Unusual odors
- Dead/stressed vegetation Dead animals Unusual noises
- Other _____

Describe the site conditions: _____

Additional observations

Describe any additional details from the witness account: _____

SIGNOFF

Name of interviewer:

Print name _____

Signature _____

Date/Time: _____

Name of witness:

Print name _____

Signature _____

Date/Time: _____

EMERGENCY RESPONSE AFTER ACTION REPORT

Organization _____ Date: _____

Briefly describe critical incident: _____

(over)

Was your team able to effectively intervene and manage the critical incident? _____

Were organizational needs effectively met? _____

Were client needs effectively met? _____

Were staff needs effectively met? _____

Were stakeholders properly identified and their needs met? _____

Was logistical support (space, communications, resources) adequate? _____

How would you modify the Emergency Response Plan? _____

Did you identify any training needs? _____

THE POST INCIDENT CRITIQUE

It is important that when the emergency is resolved a thorough analysis of what went on before and during the resolution process be analyzed. There are valuable lessons learned during every incident and they need to be reviewed for applicability in plan adjustments and future responses. The critique, or debriefing process, is one that needs to be handled with sensitivity and practicality. It is not a time for pointing blame or figuring out who erred and where. For a critique to be of value it needs to be held close to the conclusion of the incident, but after giving the participants adequate time to prepare.

The Purpose of the debriefing is:

- To allow each participant to discuss in detail their issues or concerns, good and bad
- To identify common, recurring issues
- To identify training needs
- To assist in identifying areas for modification in future plans

The following guidelines are offered for having an adequate briefing:

- During incident resolution have a scribe note important issues
- Advise participants that there will be debriefing at the incident conclusion
- Give ample time to prepare
- Advise purpose of debriefing
- Furnish outline to be followed
- Have formal but comfortable setting
- Require individual teams to debrief on own
- Require prioritization of issues from teams
- Require identification of training needs from teams
- Appoint a debriefing coordinator
- Document input for preparation of debriefing paper
- Do not allow issues to be personalized
- Take action after the debriefing
- Allow recipients to see action taken
- Reward those with positive contribution
- Summarize the debriefing issues
- Publish a formal report

The debriefing outline should inquire about the following areas of crisis resolution:

- Was the mission properly identified and communicated?
- Were the teams adequately identified?
- Were there proper resources for the teams?
- Did the teams receive adequate support?
- Were the teams prepared to do their job?
- Were communications effective?
- Were plans adequate for initial response?
- Where necessary, did proper transitions of responsibility occur?
- Was the operational center effective?

- Were proper lines of authority established?
- Was administration of the incident effective?
- Was liaison effective?
- Were media relations effective?
- How effective was information gathering?
- Did plan meet needs of incident resolution?

APPENDIX E

EMERGENCY RESPONSE EQUIPMENT

1992 TV Van
1997 Flatbed Truck with compressor
1998 Sewer Cleaner
1998 TV Unit
1999 Dodge Pick-up
2000 GMC Pick-up (Pewter)
2000 GMC Pick-up (Red)
2002 Ford Explorer
2002 Sewer Cleaner Combo VAC
2003 Chevy Pick-up (Blue)
2003 Chevy Pick-up (Red)
2004 Chevy Colorado Pick-up
2005 Chevy Pick-up

- 2-2" Trash pumps with 30 feet of suction hose and 100 feet of discharge hose
- 3" Trash pumps with 60 feet of suction hose and 100 feet of discharge hose
- 4" Gorman Rupp Trash Pump with 20 feet of suction hose and 475 feet of discharge hose
- 6" By-pass pump with 30 feet of suction hose and 0 feet of discharge hose
- Homelite Generator (120V - 2250W)
- Honda Generator (120V/240V, 4000 kVA)
- 2 - Manhole Blowers with (1) 10 foot hose, (1) 20 foot hose, and (1) 30 foot hose
- Emergency Lighting (2) 300W Halogen lamps with outlet (115V)
- 3 - 4 Gas monitors - (3) Lumidor (Micromax) gas monitors - detecting O₂, CO₂, H₂S, and flammable environments)
- Scott Air Pack - 60 minute/5 minute reserve
- Traffic Control Signs and Cones - (2) 48" Diamond "Men Working" with stands, (2) 48" Diamond "Lane Closed" with stands, (50) 24" night reflective traffic cones, (45) 18" night reflective traffic cones
- Metrotech Line Locator
- 4 Schonstedt Metal Locators
- Leak locator (S20)
- 10 Mobile cell phones/walkie-talkies
- 2 Camcorders
- 3 digital cameras

APPENDIX F

MAPS AND INFORMATION ON DISTRICT ASSETS

MAPS

A District boundary map and water and sanitary sewer facility maps are maintained in a separate map binder. Map binders are stored in each District vehicle, at the District office reception desk, the District office map room, the operations staff office, and the offices of the District manager, assistant manager, construction coordinator and operations supervisor.

DISTRICT ASSETS

Platte Canyon

Pump Stations

Columbine West Water Pump Station - 7677 W. Ken Caryl Ave.
Platte River Sewage Lift Station - 2650 W. Berry Ave.

Water and Sanitary Sewer Facilities

See the following report titled Platte Canyon Water and Sanitation Facility Ownership Statistical Report.

Southwest Metropolitan Water and Sanitation District

Pump Stations

Hogback Water Pump Station - 13398 W. Coal Mine Ave.
Sheridan Blvd. Pump Station - 5600 S. Sheridan Blvd.

Water and Sanitary Sewer Facilities

See the following report titled Southwest Metropolitan Water and Sanitation Facility Ownership Statistical Report.

APPENDIX G EMERGENCY RESPONSE/ CRISIS MANAGEMENT INFORMATION

FIRST HOUR PLAN

The initial response to an Emergency becomes the foundation for the entire effort towards successful resolution. The first hour of the response needs to be structured in order to insure proper utilization of resources.

- Account for personnel on site of emergency
- Establish recording and information gathering functions
- Assure Emergency Response Plan activated
- Establish contact with District Manager, Emergency Response Coordinator, and Denver Water as necessary
- Identify and categorize initial decisions needed to be made
- Prepare and approve initial public and employee communications
- Designate spokesperson responsible for delivering these communications
- Obtain necessary delegations of authority and delegate
- Begin implementation of appropriate emergency specific and functional plans
- Involve appropriate outside agencies
- Consider need to send representative to staff outside agency command post
- Inventory communication equipment – acquire needed telephones, radios, batteries
- Start collecting additional or supplemental telephone numbers, list them prominently

INCIDENT CHECKLIST

As the response stage is preparing to move into the resolution stage, it is important that managers take a look at their initial response and determine if any critical steps have been ignored in the haste to respond. The following checklist is to be used by senior managers as a guide to minimize errors in initial organization:

- ✓ Is there a contingency plan for this incident?
- ✓ Has it been activated?
- ✓ Has Manager / Denver Water been notified?
- ✓ Has ERC been notified?
- ✓ Has ERT been activated?
- ✓ Has need for legal counsel been considered?
- ✓ Has a scribe been appointed?
- ✓ Is event ongoing or concluded?
- ✓ Have appropriate debriefings been held with personnel involved in the incident?
- ✓ Have sources of information been identified and evaluated?
- ✓ Has a command center been set up?
- ✓ Have appropriate authorities been notified?
- ✓ Are Regulatory Groups/Emergency Agencies aware?
- ✓ Have Employee Assistance Personnel been notified?
- ✓ Will there be a disruption in services?
- ✓ Have there been experiences with this incident in the past?
- ✓ Is there a need to vary personnel schedules?
- ✓ Has a shift system been considered to include presence of key personnel?
- ✓ Are participants aware of chain of command?
- ✓ Has appropriate authority been delegated to key participants?
- ✓ Is there a response mechanism for when key management is out of office?
- ✓ Has an after-regular-hours person been designated as representative of Manager?
- ✓ Have appropriate stakeholders been advised?
- ✓ Have appropriate vendors been notified?
- ✓ Has a system for formal briefings been established?
- ✓ Is there appropriate administrative support provided?
- ✓ Is there a comfortable span of control?
- ✓ Is the media aware of the incident? Should they be?
- ✓ Have provisions been made for dissemination of information to the press?
- ✓ Has the press policy been reiterated to all involved?
- ✓ Has consideration been made to request support from other sources?
- ✓ Is a locator board in place for quick recall of personnel?
- ✓ When Manager is absent who is in charge?
- ✓ Is Manager handling too much detail?
- ✓ Have Board Members been advised?

GENERAL RULES OF EMERGENCY MANAGEMENT

1. Only one person can be in charge
2. Levels of authority must be established
3. Roles must be defined
4. Identify the locations where management crises will be controlled
5. Plan for the long-term consequences of decisions
6. Establish responsibility and discipline guidelines
7. Don't compromise ethical and legal precepts
8. Take control of the emergency. Don't let it control the organization
9. Gather and analyze all available information
10. Share information with everyone who needs to know
11. Identify all the stakeholders affected by the emergency
12. Allow the emergency manager to manage. Let leaders lead
13. Maintain a contemporaneous record of all actions and decisions
14. Do not ignore outsiders
15. Do not make assumptions. Deal with facts
16. Use the Emergency Response Team to resolve the emergency
17. Make all the preparations in advance of any crisis

Crisis Management, An Overview

Although clinical crises are daily events, and are part of the landscape of healthcare services, communication crises are not. They seem to happen when least expected, are least able to be handled, and often occur in an area that was not seen as vulnerable to crisis.

Because of the infrequency of and short life span for crisis events, managers find themselves involved in situations they have little or no experience handling.

To resolve a crisis, decisions need to be made and made quickly. Decisions (good and bad) have short term and long term effects. Decisions have internal and external consequences.

Crisis Management

Crisis Management is a process to help managers

- Respond quickly and efficiently to any management crisis
- Make key decisions in advance of any crisis
- Establish levels of authority for a crisis
- Identify necessary roles to resolve a crisis
- Make the appropriate selection for people who will play a role crisis resolution
- Identify stakeholders to the crisis
- Train key people on crisis response planning

Crisis Management as Communication Management

During a crisis it is important that there be open and simple communications designed to efficiently

- Gather information
- Foster open communications
- Analyze information
- Disseminate information
- Facilitate the decision making process
- Direct internal communications
- Control external communications

Questions to be Answered for the Manager during a Management Crisis

- Who will have the ultimate responsibility for the resolution of a crisis?
- Who will be held responsible if the critical event is not resolved appropriately?
- How will the Manager respond in a crisis?
- How will leadership respond if the Manager is absent during a crisis?
- What would constitute a management crisis?
- Who should be involved in management crisis resolution?
- Who are the stakeholders should a management crisis occur?

Specific Goals of Crisis Management

- Limiting harm to people, property, profits, and reputation
- Providing factual and timely communication to all stakeholders
- Proper response to the stakeholder concerns
- Facilitating management of a crisis to minimize adverse impact
- Maintaining organizational and individual credibility during a crisis
- Protecting reputation (public, customers, employees, community, stakeholders)
- Adhering to legal requirements and expectations
- Following agreed-upon procedures (insurers, unions, regulators, stakeholders)
- Adhering without compromise to organizational values and principles

Collaboration

Crises require the collaboration of many people for successful resolution. This requires advanced planning and preparedness, involving virtually all components of the organization. During crisis resolution, the collaborative process will permit managers to take *control* and *expand* their environment as necessary to resolve the crisis. A Crisis Response Team can be used to facilitate this process. The Team must have trained members with delegated responsibilities. A properly prepared and organized Team will materially benefit resolution of a crisis situation. A properly empowered Team can mitigate and minimize the negative effects of the crisis. They also provide a resource that can be used to assist in the identification of vulnerable areas.

Crisis Organization

A crisis distracts from routine business operations. Reaction to a crisis calls for an alternative way of continuing business. To avoid disruptions, the organization must be structured in a way that enhances communication. The organization must have carefully defined levels of authority and responsibility. Flattened hierarchies, during a crisis, must be restructured to permit efficient gathering of information that flows directly to the decision-makers. A disciplined approach to this process will enable the final decision-maker to have the best information available to the organization.

Time

There is a difference between *wasted* time and *lost* time. Wasted time is gone. Lost time can be regained. In a crisis, it is necessary to remain focused on getting the job done. The crisis provides a clear and compelling goal—resolution. Small problems distract and frustrate the achievement of that goal. Proper crisis management prevents time from becoming the enemy and enjoins it as an ally. Proper advanced planning means, during a crisis, time is not wasted on making organizational decisions. All effort should be directed towards immediate problem resolution.

Ten Reasons for a Crisis Response Plan

1. A Crisis Response Plan provides for proper response to a crisis should be based on advanced analysis.
2. A Crisis Response Plan avoids wasting time during a crisis to organize and prepare one.
3. An existing Crisis Response Plan will have key decision-makers identified in advance, making them ready and available when needed.
4. A Crisis Response Plan permits key decisions to be made in advance without stress, pressures, or emotion.
5. A Crisis Response Plan permits people, who will be charged in crisis resolution, to know their role, understand their responsibilities, and be properly trained to carry them out.
6. Advance planning will anticipate and provide for the absence of key personnel at the time of a crisis.
7. An existing plan will identify key elements to be included in a chronology to ensure a proper record during the post-incident review.
8. Identification of all key stakeholders and their interests in advance will avoid overlooking someone during the heat of a crisis.
9. Advanced planning for crises is fiscally responsible.
10. A properly prepared and flexible plan can be adapted quickly for any crisis, including natural disasters, health emergencies, compliance issues, and regulatory issues.

Self Analysis for Emergency Response

Are We Prepared to Manage Emergencies?

Emergencies will eventually come about to test the District's preparedness and ability to perform. Being prepared for Emergencies does not guarantee that the outcome will be positive. Being prepared, however, does guarantee that the District can avoid negative results by being able to focus on the substance of the emergency or incident.

Are You Prepared for an Emergency?

Ask yourself questions the Chamber of Commerce in San Antonio asks its members.

1. Are senior staff management and actively committed to Crisis planning and preparedness?
2. Has management explored all vulnerabilities, considered potential Crises, and planned appropriate responses to each?
3. Does management regularly identify and track critical public issues that may affect the District and its operations?
4. Are steps regularly taken to avoid potential Crises, such as carefully structured employee exit interviews?
5. Do we have a clear, written policy and action plan for responding to Crises?
6. Does that policy include a comprehensive communication plan that identifies all potential audiences?
7. Have we assembled and trained a Crisis Response Team that includes staff management, official spokesperson, communications experts, and legal counsel?
8. Are all employees aware of the Crisis policy, the existence of an action plan, the chain of command, and where to access emergency contact numbers?
9. Have we prepared accurate, up-to-date background materials to quickly inform the media?
10. Are all Crisis Response Team members and tools ready to respond as quickly as a Crisis can occur?

Why Plan and Prepare for an Emergency?

The planning process for a Crisis involves a structured and complete review of our operations designed to prepare for the most efficient and effective response to the unexpected. The review process itself will identify those areas that appear to be more vulnerable to extraordinary events than others. These vulnerable areas can be more effectively developed to diminish this vulnerability.

Planning + Preparation = Prevention

Prevention starts at the top of the administration. The entire purpose of Crisis management is to provide the administration with a process to resolve incidents quickly. The process of planning and preparation, supported by the top levels of management, provides a clear direction to those involved. This is critically important as the concept of preparing for Crises is based on the perceived idea that something critical is going to happen at some distant point in the future.

What it will be, where it will occur, who it will affect, why it will happen, are all just a concept in the planning stage, and therefore, it is difficult to maintain interest.

What is not a concept, and one that needs to be emphasized by those at the top, is that regardless of who, what, where, when, or why, this organization is going to be prepared. In fact, the organization is going to work diligently towards prevention. Planning and preparation will not always succeed in prevention, but the knowledge gained in the process will allow time to be focused on a comprehensive and proper course of action directed towards resolution.

Crisis Lifecycle – The Pre-Crisis Stage, the Acute Stage, the Chronic Stage, the Resolution Stage

A careful review of Crises after they have been resolved has determined that their life cycle is in four stages. Steven Fink, in *Crisis Management - Planning for the Inevitable*, classified the stages as:

- **Pre-Crisis Stage** – when small, seemingly insignificant warning signals can signal an impending disaster - for those who know where to look.
- **Acute Crisis Stage** – when a Crisis has erupted and only swift, sure management can minimize the damage to you and the organization.
- **Chronic Crisis Stage** – when the plaudits are shared for a well managed Crisis, but a badly managed incident destroys careers and organizations.
- **Crisis Resolution Stage** – when business returns to normal, until the next crisis.

In the Planning Step of Crisis Management, the warning signals of the **Pre-Crisis** can often be discovered. Planning leads to identification of weaknesses in areas such as:

- Policies being ignored or not adhered to
- Unsafe operating practices
- Improper staffing levels
- Inattention to procedures
- Equipment vulnerabilities
- Responsibilities not delegated
- Ineffective communication processes

In identifying these signs of an emerging crisis, the organization can face the problem and cause corrective steps to be taken.

Before an actual Crisis is considered concluded, it is necessary to perform a review of not only how the incident was resolved, but also how it could have been prevented in the first place. Were the signals there, and could they have been identified in time to prevent the Crisis from occurring?

In the **Acute Step**, the organization realizes that it is facing a Crisis. Denial or "let's ignore" is often the first reaction to discovery. Response to the Crisis is in direct proportion to recognition, and admission, of the seriousness of the incident. The sooner resources are deployed to resolve the Crisis, the more able management is to control resolution efforts. This is not the time to place blame or identify someone to be held at fault. The **Acute Step** is best managed through

the use of plans, trained personnel, specific communication plans, and a deliberative decision-making process. A lack of preparedness will be evident throughout the **Acute Step**.

Organizations, through preparedness, have the opportunity to come out as a stronger organization at the conclusion of the incident. The **Chronic Step**, which is one of plaudits, serves to reinforce the core values of the organization.

In the **Post Crisis** or **Crisis Resolution Step**, operations return to normal. The incident is over, but the event is still with those involved. The goal of Crisis Management is for recollections to be positive, and for those involved not to be hesitant to participate in the next Crisis that arises.

Effective Communications

Emergency Management is Communications Management. It is important for the organization and the leadership to recognize that the communication process during an emergency will have a direct impact on future events and credibility. This means both formal and informal communication. The goal of Communication Management is to insure

- A communication system is established
- All participants are able to communicate effectively
- Available Information is gathered and disseminated
- Resources are available to identify other sources of information
- Misinformation and miscommunication is minimized
- Decisions are based on fact and not guess work or assumption
- Communication is maintained during a crisis from one shift to another
- Participants know where to seek answers

Formal Communications – The model for formal communications is through the supervisory chain beginning at the Manager level. Such formal communication from the leadership of the organization or those acting on its behalf (ERT, Media Coordinator), is essential that it be clearly stated, expresses confidence, is timely, and attends to the details. A formalized process needs to permit filtering, analysis, and processing of information before being disseminated. There can be no *ad hoc* comments that may mislead or confuse matters. Never forget: Once something is disseminated, it cannot be recalled and will remain as an expression of the organization. Any information received by staff that is faulty in any way cannot be acted upon efficiently or without problems. This goes for oral as well as written commentary and directions. In particular, written or recorded communications during an emergency need to be succinct and without ambiguities, for they will be accessible by a large audience (during and after the incident). The key phrase relative to formal communications is "think before commenting."

Informal Communications – The discipline that naturally flows from the formal communication process has an infectious affect on the informal process. Informal communications cannot be guided by the rigid rules of formal communications to inhibit quick and free flow of information. However, the informal process must be governed by certain ground rules that insure the flow of information will be based on fact rather than assumptions or conjecture. All communication must be based on fact. People should be permitted to speak freely (there is no such thing as an informal written communication) so as to facilitate fast dissemination. It is difficult to predict what information received is important to incident resolution. The motto of any crisis communication should be "Evaluate - Disseminate - Evaluate." It is important that a process of open dialogue and free exchange of ideas and information be put into place. This process requires

- No negative consequences for their expression
- Positive consequences for those who offer ideas that positively affect outcome
- An atmosphere (reinforced by Manager) of receptivity of ideas for problem resolution
- Group participation in forums to allow for expression of ideas

Briefings

As a crisis unfolds, it is important that a regular and predictable system of communication be established involving all key participants. This should be a process that permits regular

exchange of information and ideas. During an emergency, there is disruption to normal activities and routine. This creates a need for explanations and reassurance. Organized communication is essential to meet these needs. Failure to address this problem could result in misinformation and confusion.

Purpose of Briefings

When multiple parties are involved in resolution of an emergency, it is imperative that formal communication include oral briefings. This permits exchange of information and ideas, as well as ensuring proper dissemination of unfolding events. This process can assist materially in giving direction to those involved in resolving issues. Even negative information helps establish a direction toward resolution.

Process of Briefings - The Five W's

Who attends –The briefings should not be a show and tell exercise, and attendance should be required of those with a need to know and those with information to share. At the very least, members of the Emergency Response Team who are participating in the resolution effort should be in attendance.

What is discussed – The use of time is important. At the outset of the emergency participants should be made aware of the mission and objectives of the effort underway. Briefings must be designed to permit all participants' input to matters pertaining to incident resolution. Everyone needs to be made aware of his obligation to share with the group results of his own or his team's efforts since the last briefing. Assessing blame, protecting turf, and self-interests should not be permitted at the briefing.

When – Briefings need to have a regular schedule. At the outset of the incident, they may be held more frequently than later on in the process. Participants need to be able to plan their work periods around the briefing period. Briefings are not to be disruptive to the resolution process, and are best held at the start of the day or at the end of the day. Set a time for them, and let participants know when they are expected to be there.

Where – A room or location large enough to comfortably hold and accessible to, all participants is necessary. Audiovisual equipment, chalkboards, charts, and other items need to be readily accessible. It is best to identify a location for briefings during the planning process so this area can be prepared. A location with the ability to provide quiet and privacy is essential.

Why – The goal of emergency response is the positive resolution of the incident at the earliest possible time. This can be realized only if information is put to use in a proper and formal process. Briefings provide an opportunity for information to be shared, analyzed, connected, and acted upon. Direction of resolution process can be formulated and modified as necessary. Decision-makers will have the ability to receive valuable, timely information that will positively affect the quality of their decisions.

Setting the Tone – SMEAC

The briefing should be structured, yet informal. Participants need to be comfortable and involved, as a free flow of ideas is an intended by-product of the briefing. The Manager, DOM, or ERC should be the facilitator of the process, and they will call on all in attendance to provide updates on their individual efforts. The facilitator will ensure that discussions are not wide

ranging and stay to the point. A simple way to conduct a briefing is to follow the SMEAC system used by military organizations:

- SITUATION
- MISSION
- EXECUTION
- ADMINISTRATION/LOGISTICS
- COMMAND/CONTROL

1. **SITUATION** – The facilitator will give an overview of the situation. At the initial briefing it is important that the situation be fully described as currently known so participants can fully understand their role in resolving the problem. Subsequent briefings should start with a synopsis of events that have occurred and the current standing of the situation. If previous briefings have produced positive results this is the time to highlight these results to reinforce the value of the briefing process. It is important that a time frame not be established for resolution. The resolution process will end when crisis ends. Do not add to the pressures of the incident by placing self-imposed deadlines or restrictions on the resolution effort. Some key points to cover are:

- Impact on operations
- Impact on patients, staff, and visitors
- Identity of assisting entities
- Identity of those participating in briefing
- Assessment of efforts to date, emphasizing the positive

2. **MISSION** – The facilitator must be able to relate the Emergency Response Team mission in a clear, concise statement understandable by all. At the outset of the incident resolution process, the mission of the ERT will be identified. Subsequent briefings will reinforce the goals and objectives to attain the mission at hand. The more people involved in the resolution of the incident, the more important it is to clearly define the mission. This will minimize confusion or misunderstanding. People are affected by the incident in different ways and it is necessary that they subordinate their personal objective to ensuring success of the overall mission. The kinds of considerations would include:

- Current location of all key staff
- Determine which weaknesses allowed the incident to occur
- Prepare to deal with intensive media if a celebrity is involved
- Review policies regarding confidentiality for currency and appropriateness

3. **EXECUTION** – The facilitator will provide a **detailed** explanation of how the mission will be accomplished. It is necessary to cover points such as:

- Identity of team members involved in resolution of incident
- Number of people involved
- Identity of non-organization people involved
- Explain role and expectation of administrative support teams
- Review media policy
- Affect on operations and business activities

4. **ADMINISTRATION AND LOGISTICS** – Those involved need to be aware of availability of support services and resources. Discuss Administrative matters essential to success such as:

- Where and when to obtain supplies
- Special food and lodging arrangements
- How to obtain transportation
- Availability of cell phones
- Communication equipment available
- Financial support
- How to prepare written reports
- Where to find specific information

5. **COMMAND AND CONTROL** – It is important that personnel know who is in charge, and who has responsibility for what areas. Provide a detailed description of the chain of authority so that everyone will know whom they report to and who has authority and responsibility for what. This will include:

- Location of command center or conference room
- Identity of person in charge, and the second in charge
- Identity of team leaders and alternates
- After hours chain of command and recall process
- Review of protocols to responding to crises

Role of Briefing Facilitator

The person facilitating the briefing process should be the Manager, DOM, Emergency Response Coordinator, or at the very least someone with recognized authority on behalf of the Manager. This person will coordinate receipt of information from all sources and direct the results toward assisting in the resolution process. The facilitator should:

- Conduct briefing within appropriate time restraints
- Control the best use of time
- Permit time for questions and explanations at the end of the briefing
- Be flexible to respond to changing facts and situation
- Not permit briefing to turn into a discussion session
- Deal with facts, not conjectures
- Be prepared to assert authority over the session

POLICIES AND PROCEDURES FOR MEDIA RELATIONS

1. DEFINITION OF THE TERM "MEDIA"

The term "media" means members of the news media, which includes employees of newspapers, magazines, radio and television stations, and news wire services (e.g., associated Press).

2. DISTRICT SPOKESPERSON

(a) The Manager is the District spokesperson in emergencies. This spokesperson designation continues from the time the Manager determines an emergency exists until he determines the emergency has ended.

(b) The Manager may designate a staff member to report to the media during emergencies. The primary staff member so designated is _____. **ONLY THE DESIGNATED SPOKESPERSON(S) AND / OR DESIGNATED STAFF MEMBER(S) ASSISTING WITH TECHNICAL INFORMATION ARE AUTHORIZED TO TALK WITH THE MEDIA.**

3. REPORTING TO THE DESIGNATED SPOKESPERSON

The Emergency Response Coordinator will report to the designated spokesperson as soon as possible the following information:

- (a) Type or nature of the emergency
- (b) Location of the emergency, i.e., what area of the system has been impacted, and geographic extent of any threat to employees, public, and property.
- (c) Time the emergency occurred and expected duration of the emergency.
- (d) Cause of the emergency, if known.
- (e) Manner in which emergency is being remedied.
- (f) Injuries or deaths that have occurred, nature of injuries if known, (names will not be released to the media pending notification of next of kin).
- (g) Whether a threat exists to either the environment or non – District personnel or property.
- (h) Provide follow-up information after the initial report to the Manager, as time and opportunity permit and as required by the nature of the emergency.

4. REPORTING TO THE MEDIA

- (a) The designated spokesperson will conduct a media response program to provide the media with timely and accurate information commensurate with the necessity to avert panic, to protect the interests of the District, to avoid having the District judged "guilty" in the "court of public opinion," and with regard to possible liability claims. The media response center will be set up in the District Office.
- (b) The designated spokesperson will choose the most appropriate mode(s) of communication to convey information to the media, including telephone calls, fax distribution of news releases and statements, and/or press conferences, if necessary. The "peak" news distribution time for TV news shows is afternoon and early evening and the evening deadlines for daily newspapers must be adhered to for the next morning's publications.
- (c) The designated spokesperson will suggest to the Manager or ERC, which representatives of the media, if any, will be allowed to enter the District site of emergency.

- (d) If the designated spokesperson is not immediately available by telephone, the Command Center, will take all media calls, recording name of caller, media outlet represented, time of call, deadline for returning call, and questions asked / information requested. In the absence of the Manager or ERC can delegate media contact responsibility.

5. REPORTING TO REGULATORY AGENCIES

Communication with government and community leaders will be performed by the Manager or _____ depending on urgency and level of official to be communicated with. Such communication will first be coordinated with the Manager or ERC.

6. REPORTING TO DISTRICT EMPLOYEES

Communication with employees will be handled through designated lines of authority. Such communication will be coordinated with the Manager or ERC.

7. EMERGENCY MEDIA NOTIFICATION LIST

The media outlet list in the existing plan should be reviewed for verification before inclusion here.

APPENDIX H

NATIONAL INCIDENT MANAGEMENT SYSTEM

(See www.dhs.gov)

The National Incident Management System (NIMS) has been developed by the U.S. Department of Homeland Security as the Nation's standardized management plan for a unified structure for Federal, State, and local government for incident response. NIMS is designed to provide a consistent nationwide response for Federal, State, and local entities to work effectively and efficiently together in preparation, response, and recovery from domestic incidents, regardless of cause, size, or complexity.

NIMS anticipates that elements of the countries infrastructure, to include water and wastewater utilities, will be participants in the concepts enumerated in NIMS in the event of attacks against them. The primary concepts of NIMS involve utilization of a Incident Command system (ICS) that provides for a unified command and multi agency coordination systems in response to attacks.

This Section will describe NIMS the impact it may have on individual utilities.

PROBLEMS EXPERIENCED DURING LARGE SCALE EMERGENCIES:

- Impacts on multiple services and structures.
- Different organizations responding have different response protocols
- Little structure for enhancing coordination
- Inadequate communication systems (internal and external)
- Lack of common language
- Utility or locals unable to cope with complexities of incident

HOW DOES NIMS AFFECT THIS UTILITY?

- Water and wastewater utilities are considered critical elements of the U.S. Infrastructure
- Utilities will need to formally coordinate their response with that of other agencies responding using NIMS as a platform
- Federal preparedness assistance will require use of NIMS in their response

ELEMENTS OF NIMS

- Incident Command System
- Multi Agency coordination and Unified command
- Training, common qualifications and certification
- Identification and management of needed resources
- Collection, tracking, and reporting of incident information and resources
- Development and Provision of supporting technologies

INCIDENT COMMAND SYSTEM

- Common Terminology
- Modular Organization
- Unified Command Structure
- Management by Objective
- Manageable Span of Control
- Designated Incident Facilities
- Comprehensive Resource Management
- Integrated Communications

INCIDENT COMMAND SYSTEM ORGANIZATION

- Command Section – Emergency Response Coordinator
 - Public Information Officer
 - Liaison
 - Safety Officer
- Operations Section
 - Response Activities
- Logistics Section
 - Supply
 - Transportation needs
 - Facilities
 - Communications
- Planning / Intelligence Section
 - Resource Identification
 - Situation Status
 - Documentation / Records
 - Damage Assessment
 - Demobilization
- Finance / Administration
 - Procurement Unit
 - Claims / Compensation Unit
 - Time / Cost Unit
 - Vital Records Unit
 - Claims Unit

NIMS INCLUDES UTILITIES IN UNIFIED COMMAND SYSTEMS AND THE ICS

- Unified Command – no split lines of authority / responsibility
- Shared Emergency Operations Centers
- Coordinate activities of involved agencies
- Develop Joint information systems and sharing of same

NIMS AND IMPACT ON THE UTILITY RESPONSE

- One mission and common goals
- Organize objectives to achieve goals
- Shared experiences
- Develop realistic response protocols

APPENDIX I

PUMP & LIFT STATION ALARMS

Name	Page Number
Columbine Lift Station	I-2
Hogback Pump Station	I-3
Columbine Pump Station	I-4
Platte River Lift Station	I-5

PUMP & LIFT STATION ALARMS

Columbine Lift Station

Pump 1 Fail
Pump 2 Fail
Wet Well XDCR Fail
Wet Well Low
Wet Well High
Panel Overtemp
Water On Floor
High High Level
Low Low Level
A/C Phase Fail
PLC Power Fail
Wet Well Flood Alarm
Pump 1 Start Fail
Pump 2 Start Fail
Valve 1 Fail to Open
Valve 2 Fail to Open
Soft Start 1 Fault
Soft Start 2 Fault

Hogback Pump Station

Phase Failure
D/C Power Fail
Water on Floor
Pump Rm High Temp
Pump Rm Low Temp
Gen. Rm High Temp
Gen. Rm Low Temp
Discharge Flow Xducr Fail
Discharge Flow (Low-Low)
Discharge Flow (Low)
Discharge Flow (High)
Discharge Flow (High-High)
Discharge PSI Xducr Fail
Discharge PSI (Low-Low)
Discharge PSI (Low)
Discharge PSI (High)
Discharge PSI (High-High)
Suction PSI Xducr Fail
Suction PSI (Low-Low)
Suction PSI (Low)
Suction PSI (High)
Suction PSI (High-High)
VFD #2 Speed Xducr Fail
VFD #2 Low Speed
VFD #2 High Speed
VFD #3 Speed Xducr Fail
VFD #3 Low Speed
VFD #3 High Speed
VFD #4 Speed Xducr Fail
VFD #4 Low Speed
VFD #4 High Speed
Pump #1(Jockey) Fail
Pump #2 Fail
Pump #3 Fail
Pump #4 Fail

Columbine Pump Station

A/C Power Failure
Pump Rm High Temp
Discharge Flow Xducer Fail
Discharge Flow (Low)
Discharge Flow (High)
Discharge Flow (High-High)
Discharge PSI Xducer Fail
Discharge PSI (Low-Low)
Discharge PSI (Low)
Discharge PSI (High)
Discharge PSI (High-High)
Suction PSI Xducer Fail
Suction PSI (Low-Low)
Suction PSI (Low)
Suction PSI (High)
Suction PSI (High-High)
VFD Speed Xducer Fail
VFD Low Speed
VFD High Speed
Pump #1 Fail
Pump #2 Fail
Pump #3 Fail (Fire)
VFD Fail
Discharge Flow (Low-Low)

Platte River Lift Station

Lift VFD Fail
Station Flood
Valve #1 Fail
Valve #2 Fail
Valve #3 Fail
Pump #1 Fail
Pump #2 Fail
Pump #3 Fail
VFD Fail
High Wet Well Level
Low Wet Well Level
DC Power Fail
3 Phase Power Fail
Xducr Fail

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*S:\data\WPDOCS\Manual\Emergency Response Plan.FORM.doc
Revised: July 7, 2005*