

Colorado Division of Homeland Security and Emergency Management



FY 2013 Annual Report



COLORADO DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT

OFFICE OF PREVENTION AND SECURITY/CIAC

OFFICE OF EMERGENCY MANAGEMENT

OFFICE OF PREPAREDNESS

“Government can and will continue to serve disaster survivors. However, we fully recognize that a government-centric approach to disaster management will not be enough to meet the challenges posed by a catastrophic incident. That is why we must fully engage our entire societal capacity...”

Craig Fugate, Administrator
Federal Emergency Management Agency (FEMA)



Table of Contents

Letter from the Director	3
Fiscal Year Milestones	5
Division History	7
Homeland Security Advisory Committee	9
Colorado Emergency Planning Commission	12
Organizational Charts	13
Budget and Finance	15
Legislative Digest	19
Strategic Communications	21
Office of Prevention and Security	23
Office of Emergency Management	31
Office of Preparedness	39
The Way Forward	49

Letter from the Director



To Our Stakeholders:

On July 1, 2012, House Bill 12-1283 established the Colorado Division Homeland Security and Emergency Management within the Colorado Department of Public Safety, and as we reflect on the past fiscal year, it is with great pride, that I present the inaugural DSHEM Annual Report.

Within the newly created division is the Office of Emergency Management, the Office of Prevention and Security and the Office of Preparedness. Together these organizations work to build strong stakeholder partnerships before, during, and after disaster, as well as enhance statewide preparedness to ensure greater resiliency of our communities.

Charged with the unification of homeland security and emergency management within the Colorado Department of Public Safety, we are committed to the support of tribal and local government and ensuring effective state and federal agency coordination.

The past 12 months have been not only challenging, but exciting as the division comes together to support the needs of local government. There is no greater responsibility than the protection of the lives and property of our fellow Coloradans and this year has tested us in many ways.

There is no greater responsibility than the protection of the lives and property of our fellow Coloradans...

The Division hit the ground running on day one with the Waldo Canyon Fire, and by year's end we were testing lessons learned from that fire in the Black Forest and Royal Gorge incidents.

We also have intensified efforts to ensure adequate resources are available for not only the state, but for our partners as well.

Signed into law by the Governor on June 5, the Resource Mobilization Act is a big step forward in the State's ability to address large-scale disasters that cross multiple jurisdictions. HB 1031 assures state, local, and tribal jurisdictions mobilized for disaster will be eligible for appropriate federal and state funds for the duration of their service.

It is my distinct pleasure to work with the dedicated men and women that make the Division of Homeland Security and Emergency Management a success. Their commitment—as well as that of our local, state, federal and tribal partners—ensures we will continue to play a decisive role in the safety and security of the people of Colorado.

Sincerely,



Kevin R. Klein, Director
Colorado Division of Homeland Security and Emergency Management



The State of Colorado was first accredited by the Emergency Management Accreditation Program in 2010. EMAP, is a voluntary review process for state and local emergency management programs. Accreditation is a means of demonstrating, through self-assessment, documentation and peer review, that a program meets national standards for emergency management programs.

EMAP was created by a group of national organizations to foster continuous improvement in emergency management capabilities. It provides emergency management programs the opportunity to be recognized for compliance with national standards, to demonstrate accountability, and to focus attention on areas and issues where resources are needed.

Colorado will be seeking re-certification again in 2014.

Division of Homeland Security and Emergency Management

FISCAL YEAR MILESTONES

July 1, 2012 - June 30, 2013

JULY 1

House Bill 12-1283 creates the Division of Homeland Security and Emergency Management (DHSEM).

JULY 20

Mass shooting inside the Aurora Century 16 movie theater during a midnight screening of *The Dark Knight Rises*. SEOC partially activated. CIAC and DHSEM PIO actively supported operation.

AUGUST 19-25

USA Pro Challenge, 600-mile professional bike race through Colorado. SEOC partially activated. CIAC and regional field managers support operation and course re-routes.

OCTOBER 3

University of Denver hosts U.S. Presidential Debate. Special security measures and disaster plans reviewed and implemented for Presidential motorcade, access to campus and for crowds gathered to watch. SEOC activated and CIAC has major role in assisting state and federal authorities, including U.S. Secret Service.

OCTOBER 23

Wetmore Fire begins near Wetmore, burning approximately 2,000 acres and destroying 15 structures. Division supported the operation with the activation of the SEOC, CIAC, and PIO. Field managers provided assistance and support on site.

JULY

SEPTEMBER

NOVEMBER

JULY 1 - 10

Waldo Canyon Fire continues to burn approximately 4 miles northwest of Colorado Springs. More than 32,000 residents were evacuated, two fatalities and 346 homes destroyed by fire. SEOC activated and state assigns regional field manager to support affected areas. Major disaster declared.

SEPTEMBER 5-7

The Colorado Emergency Planning Commission (CEPC) hosts annual conference for Local Emergency Planning Commission (LEPC) members, first responders, and local, state and federal partners who are responsible for hazardous material response planning.

OCTOBER 6

Massive search begins for Westminster girl Jessica Ridgeway. More than 100 investigators from 75 agencies, as well as hundreds of volunteers look for the missing 10-year-old. Division supported the operation with activation of the SEOC, CIAC and PIO. Field managers also provided assistance and coordination.

OCTOBER 9

An illegal campfire sparks the Fern Lake Fire near Estes Park. The long-burning fire is contained in May 2013. The Division supported the operation with activation of the SEOC, CIAC and PIO. Field managers also provided assistance and coordination.

DECEMBER 31
DHSEM launches www.dhsem.state.co.us. The website serves as an essential source of overall division information.

JANUARY 14
First meeting of the Homeland Security & All-Hazards Senior Advisory Committee (H-SAC).

MARCH 14
Division resources provide support for the Tom Clements murder investigation.

JUNE 5
Governor signs All Hazards Resource Mobilization and Reimbursement Bill. HB 1031 directs state, local, and tribal jurisdictions mobilized pursuant to the statewide resource mobilization plan be eligible for appropriate federal and state funds as appropriate.

JANUARY

MARCH

JUNE

FEBRUARY 26 - 28
DHSEM co-hosts statewide Emergency Management Conference. Themed "Resilience Through Collaboration," the three-day event attracted more than 200 emergency management professionals from across the state.

JUNE 11
Royal Gorge Fire chars 3,220 acres and destroys 48 of the 52 structures at the historic Royal Gorge Park, a major economic driver in Fremont County. SEOC activated, PIO and field managers provide assistance and coordinate assistance and official information. A major disaster declaration follows.

JUNE 11
Black Forest Fire begins near CO-83 and Shoup Road in Colorado Springs. SEOC and PIO activated. Field managers provide on-site assistance. More than 4,000 acres were burned, 509 homes destroyed, and two people lost their lives. The blazes labeled most destructive in state history. Major disaster declaration.

DIVISION History and Framework

On Oct. 18, 2011, Gov. John Hickenlooper signed Executive Order D 2011-020. As a result of that order, all staff, federal funding and resources within the Governor’s Office of Homeland Security was consolidated and transferred to the new Division of Homeland Security and Emergency Management within the Colorado Department of Public Safety.

Essentially, the directive established a single entity to manage state homeland security duties and enhance communication among the various levels of government, reduce overlapping efforts, clarify roles and responsibilities, maximize usage of funds, improve customer service, and ultimately strengthen the ability of the state to provide safety and security for all Coloradans.

House Bill 12-1283 codified this consolidation and moved the former Division of Emergency Management from the Department of Local Affairs to the newly created DHSEM, effective July 1, 2012.

Among other changes, the order also moved the Colorado Information Analysis Center (CIAC) under the Division. The CIAC is the state’s fusion center, which creates connections between federal, state, tribal and local agencies, as well as private sector partners. This concept is integral to the U.S. Department of Homeland Security’s strategic initiative for information sharing.

And finally, the order transferred wildfire operations to CDPS, transforming the Office of Fire Safety into the Division of Fire Prevention and Control.



DAVE HARD, Director,
Colorado Office of Emergency
Management



Captain J.P. BURT, Director,
Colorado Office of Prevention and
Security/CIAC



DANA REYNOLDS, Director,
Colorado Office of Preparedness



In late summer of 2012, the Colorado Division of Homeland Security and Emergency Management rolled out its new logo. Drawing from the look and feel of the state seal, the new design places the state at the center with the outside borders connecting in the center, demonstrating the divisions commitment to a merger of strength.

What **DHSEM** Does

- Builds partnerships with first responders, agencies and citizens in the public and private sectors
- Coordinates activities with other state agencies and the all-hazards emergency management regions created by the Governor's executive order
- Develops and updates a state strategy for homeland security
- Facilitates, coordinates and conducts capabilities assessments as necessary
- Coordinates protection activities among owners and operators of critical infrastructure and other tribal, state, local, regional, and federal agencies
- Reports its progress on or before Feb. 1, 2013, and each year through Sept. 1, 2017

Homeland Security and All-Hazards Senior Advisory Committee

HB 12-1283 created a 24-member Homeland Security and All-Hazards Senior Advisory Committee, known as H-SAC, with representation from a variety of state and local agencies. The Committee, through collaborations with internal and external partners, assists the state in its effort to prevent, protect, mitigate, respond, and recover from threats and hazards posing the greatest risk to Colorado.

Specifically, the H-SAC provides:

- Trusted counsel and advice to the State Homeland Security Advisor
- Formulated recommendations on the State Homeland Security Strategy
- Review of grant funding applications
- Policy guidance to the new Division of Homeland Security and Emergency Management



The first meeting of the H-SAC committee was held in the DHSEM policy room in Centennial, CO. (Photo by DHSEM)

Internal Department of Public Safety Appointments

Executive Director James Davis
Colorado Department of Public Safety

Director Kevin Klein
Division of Homeland Security and Emergency Management (non-voting member)

Lt. Col. Brenda Leffler
Colorado State Patrol

Director Paul Cooke
Division of Fire Prevention and Control

Colorado State Agency Appointments

Director Lyle Moore Jr., MPH, REHS
Colorado Department of Public Health and Environment

Deputy Director Michael Hunt
Department of Military and Veterans Affairs

Safety Communications Network Manager Peter Bangas
Governor's Office of Information Technology

Deputy Director Bruce Eisenhauer
Department of Local Affairs

Chief Information Security Officer Jonathan Trull
Governor's Office of Information Technology

External Agency Representatives

Commissioner Peggy Littleton
Colorado Counties Inc., (El Paso County Representative)

Jim Lancy
President, Colorado Emergency Management Association

George Heinrichs
*President, Intrado Corporation
(Private Industry Representative)*

Meghan Storrie
Legislative Policy Advocate (Colorado Municipal League Representative)

Scott Field
*Director, Office of Emergency Management and
Homeland Security, City and County of Denver
(Denver Urban Area Security Initiative Representative)*

Ann Terry
Executive Director, Special Districts Association

Mike Gavin
*Ft. Collins Emergency Manager
State All Hazards Advisory Committee*

Bill Tolbert
Colorado Voluntary Organizations Active in Disaster

Scott Kellar
*Homeland Security Coordinator, North-Central Region
(Regional Homeland Security Coordinators Representative)*

Kathi Gurule
*Risk and Emergency Manager,
Southern Ute Indian Tribe (Tribal Representative)*

Sheriff Bruce Hartman
Gilpin County Sheriff, County Sheriffs of Colorado

Chief Randy Leshner
*Thompson Valley EMS
(Emergency Medical Services Association Representative)*

Chief Dwight Henniger
*Vail Police Department
(Colorado Association of Police Chiefs Representative)*

Chief Joseph Bruce
*North Metro Fire Rescue
(Colorado State Fire Chiefs Association Representative)*

John Mencer
*Executive Director
Colorado Emergency Preparedness Partnership*



Colorado Emergency Planning Commission

The Emergency Planning and Community Right-To-Know Act (EPCRA) was enacted in October of 1986.

This Act establishes federal, state local government, tribal and industry requirements for emergency planning and “Community Right-to-Know” reporting on hazardous and toxic chemicals.

The Community Right-to-Know provisions help increase the public’s knowledge and access to information on chemicals at individual facilities, their uses, and releases into the environment. States and communities, working with facilities, may use the information to improve chemical safety and protect public health and the environment. Legislation requires each state appoint a State Emergency Response Commission to implement

the Act. In Colorado, the Colorado Emergency Planning Commission (CEPC) was formed.

The CEPC implements provisions of the Act by designating Local Emergency Planning Districts and then seeking nominations from those districts for appointment to the Local Emergency Planning Committees (LEPC).

Each LEPC is charged with implementing EPCRA requirements within their respective district. The CEPC conducts several activities that include the Annual LEPC Conference, training programs and grant programs.

Permanent Commission Members

Greg Stasinos*
Colo. Dept. of Health and Environment -
Hazardous Waste Division

Barry Cress*
Colo. Dept. of Local Affairs -
Division of Local Government

Dave Hard*
Colo. Dept. of Public Safety -
*Division of Homeland Security
& Emergency Management*

Theresa Staples*
Colo. Dept. of Public Safety -
Division of Fire Prevention and Control

Josh Downing*
Colo. Dept. of Public Safety -
Colorado State Patrol

Governor Appointed Members During FY 13

Industry representative
John Shober

Industry representative
Stephen Riner

Community group representative
Patricia Williams

Public interest representative
Tim Gablehouse

Local Emergency Planning Committee
Roy Rudisill

Elected official
Steve Boand

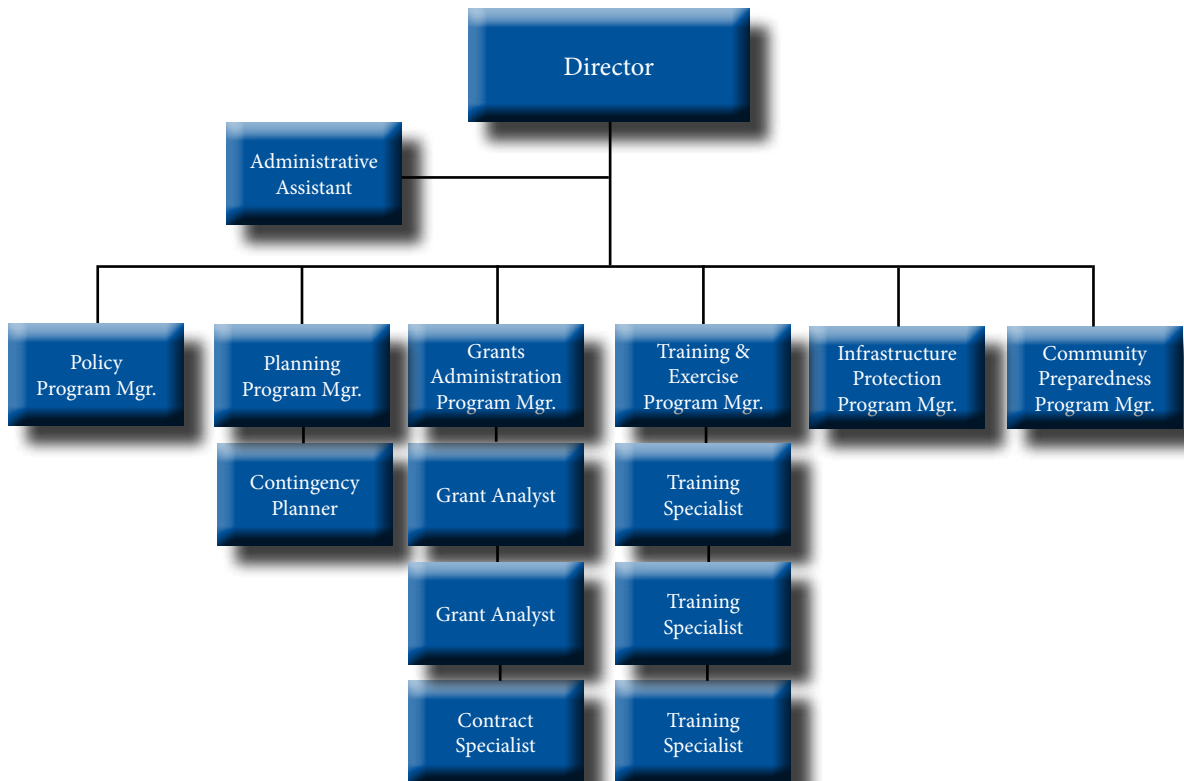
**Indicates a statutorily required member organization. The balance of the CEPC is comprised of representatives appointed by the governor to serve a two-year term.*

For more information, visit
www.coloradoepc.org

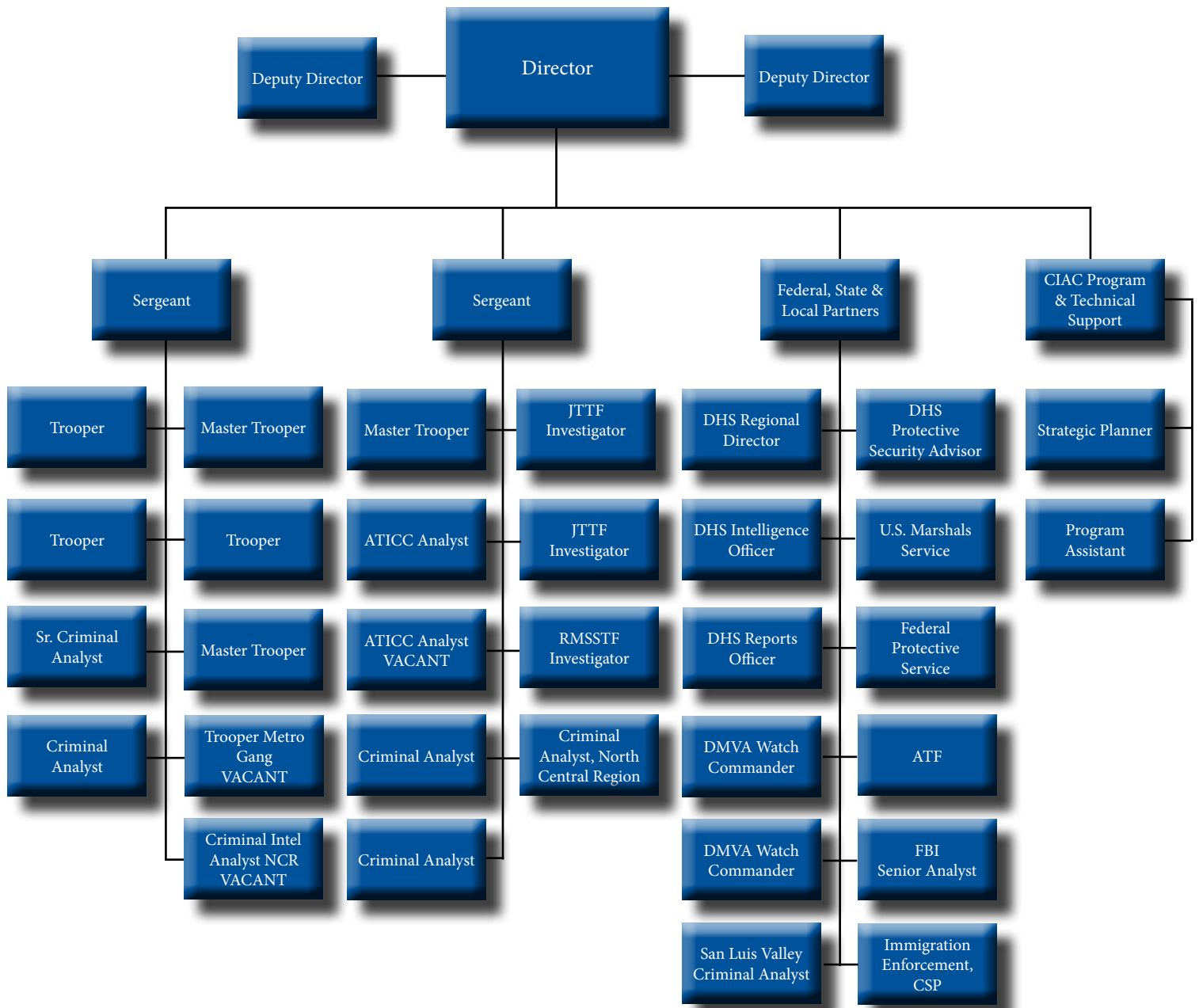
Colorado Division of Homeland Security and Emergency Management



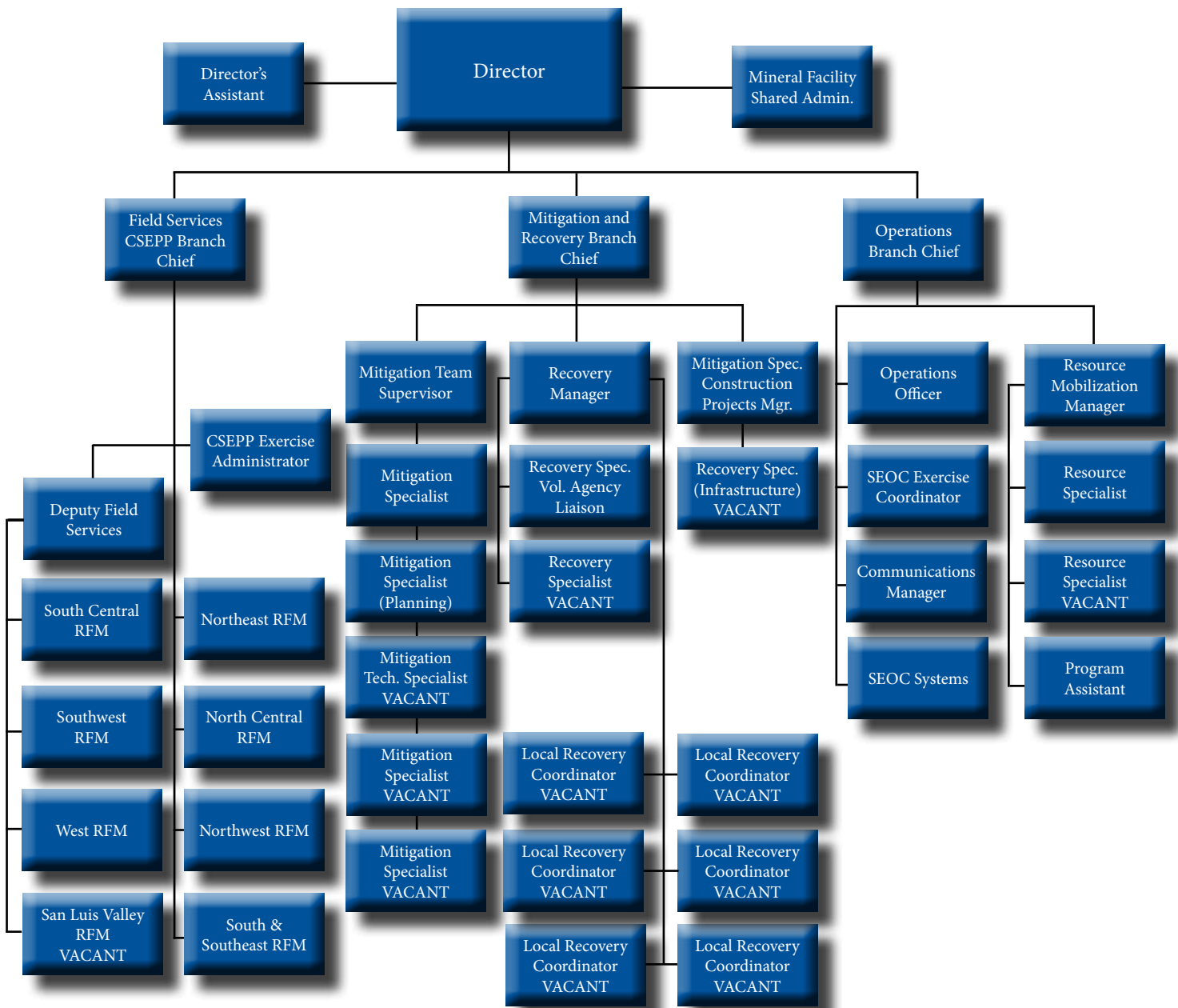
Office of Preparedness



Office of Prevention and Security



Office of Emergency Management



Budget and Finance Program

Critical to the continued delivery of statewide homeland security and emergency management support, the Budget and Finance program provides a full range of budget, finance, procurement and grant administrative services for the division. Along with the preparation and oversight of the division

budget and grant management, the program provides technical assistance to sub-grantees, ensuring program compliance at both state and federal levels. Primarily funded by a variety of state and federal grants, the program manages and distributes monetary awards to local governments and affiliated partners.

These grant programs play an important role in the implementation of the National Preparedness System (NPS) by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal (NPG) of a secure and resilient nation.

Additionally, grant programs provide the financial means needed to protect communities by enhancing the ability of the state, local and tribal governments, and nonprofit organizations to prevent, respond to, and recover from acts of terrorism and other catastrophic events.

The program also ensures all DHSEM financial transactions are recorded in the state’s financial reporting system and maintains accurate records within the appropriate grants database. During disaster activations, and throughout recovery, this program supports the finance section and administration function within the Incident Command System (ICS) structure.

Additionally, it assists recovery efforts, ensuring potential and actual subgrantees, with federal and/or state programs, are aware of the requirements of the programs and understand the financial and grant portions of the recovery from the disaster.

During the 2013 fiscal year, the grant management program issued 24 Homeland Security Grant Program agreements, processed 253 grantee reimbursement requests, performed 288 desktop audits of grantees, and conducted 12 on-site monitoring visits of grantees.

About the FY 2013 Budget

The Division of Homeland Security and Emergency Management, as well as its subordinate offices, relies heavily on

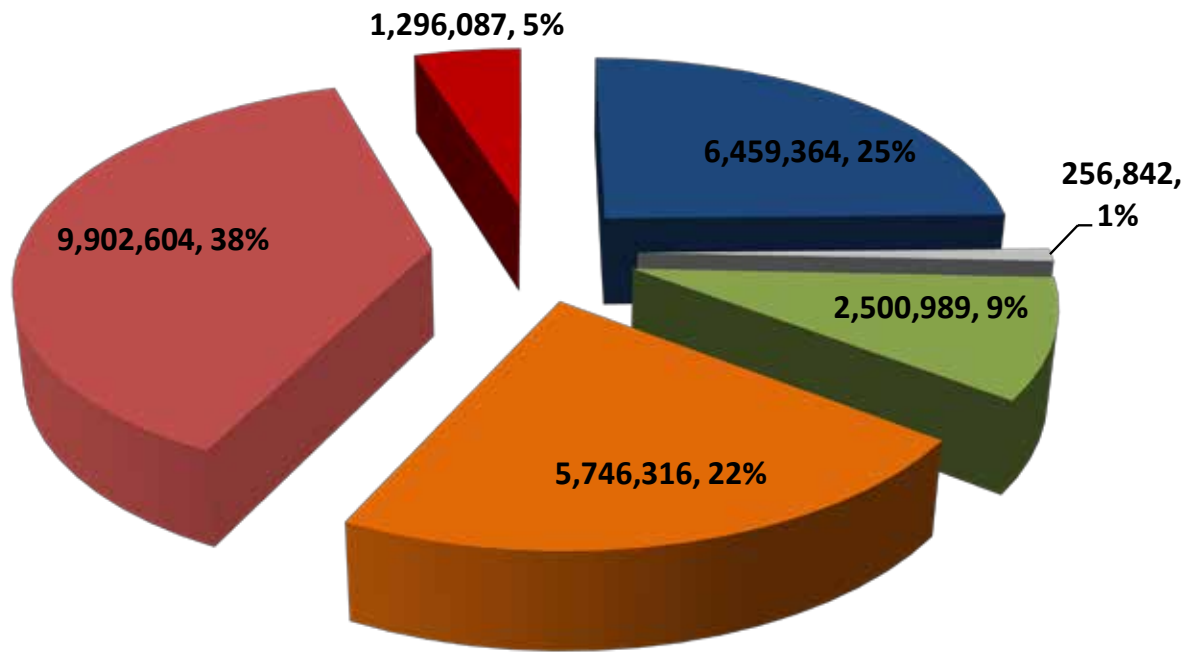


Federal grant funding for Colorado has actually increased from FY 2012 to FY 2013. The State Homeland Security Program (SHSP) has seen a 23.5 percent increase over last year’s award. The Urban Area Security Initiative (UASI) has seen an 18.7 percent increase.

grant funding from a variety of sources. These grants, primarily from federal sources, such as the Homeland Security Grant Program (HSGP), enable the state, local and tribal governments to enhance capabilities to prevent, deter, respond to, and recover from terrorist attacks, major disasters, and other emergencies. Because most grants received have a performance period that exceeds the fiscal year, funding within the FY 13 budget incorporates grants from previous years, but allocated for the reporting fiscal year.

DHSEM 2013 Fiscal Year Budget

■ HSGP ■ NSGP ■ SLIGP ■ EMPG ■ CSEPP ■ STATE



Total Budget: \$26,162,202

HSGP: HOMELAND SECURITY GRANT PROGRAM

NSGP: NONPROFIT SECURITY GRANT PROGRAM

SLIGP: STATE AND LOCAL IMPLEMENTATION GRANT PROGRAM

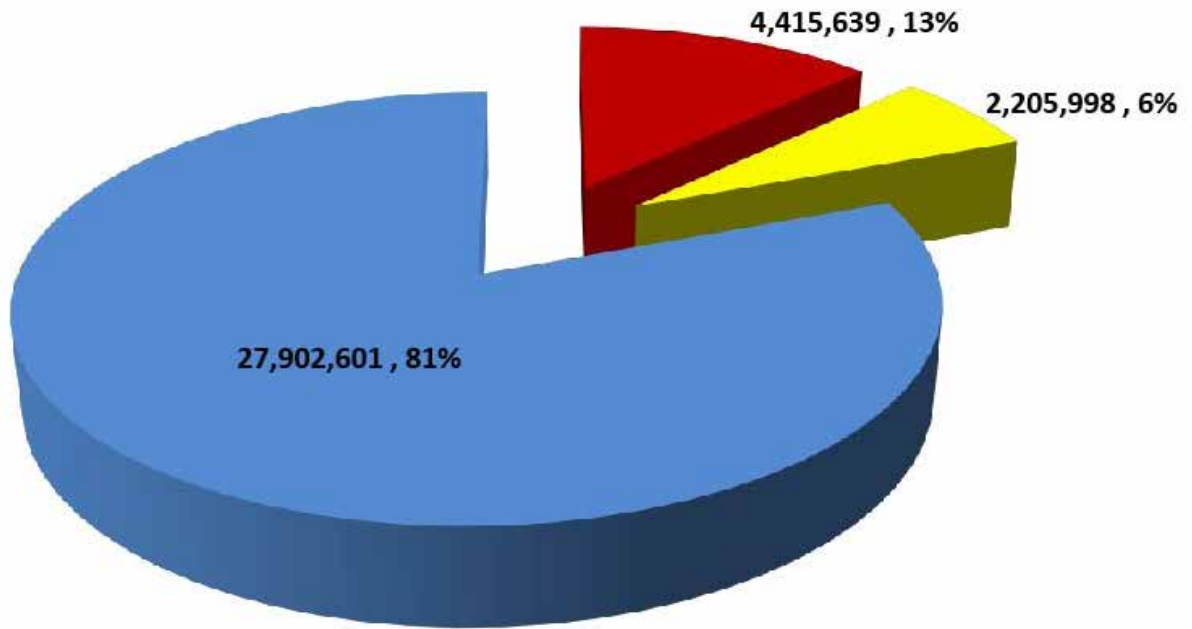
EMPG: EMERGENCY MANAGEMENT PERFORMANCE GRANT

CSEPP: CHEMICAL STOCKPILE EMERGENCY PREPAREDNESS PROGRAM

STATE: COLORADO GENERAL FUND

DHSEM 2013 Fiscal Year Expenses

■ Personnel
 ■ Operating
 ■ Pass-Through to Local Communities



Total Expenses: \$34,524,239

PERSONNEL
EMPLOYEE SALARY AND BENEFITS

OPERATIONS
GENERAL OPERATIONAL EXPENSES

PASS-THROUGH TO
LOCAL COMMUNITIES
FUNDS RECEIVED BY THE STATE
AND THEN PASSED ON TO
LOCAL JURISDICTIONS

About Budget and Finance

Assists all division programs with contract and grants management

Creates, maintains financial and procurement policies and procedures

Designs, maintains and adjusts, as necessary, all grant and sub-grant processes

Adjustments are made to improve efficiency and efficacy of grant execution and reimbursement processes

Manages accounts payable/receivable and purchasing

Provides budget analysis and forecasting for each program and the division as a whole

Projects and calculates sub-grant amounts available in connection with the Local Emergency Manager Support (LEMS) program

Delivers financial reports for all federal or state grants received by the division

Prepares and submits grants on behalf of state or other sub-grantees

Monitors financial and program eligibility throughout the life of the grant

The Colorado fiscal year (July 2012-June 2013) does not align directly with the federal fiscal year or specific grant performance periods.



Photo by Governor's Office

2013 Legislative Digest

During Colorado’s 2013 legislative session, a total of 613 bills were introduced; 29 more than in the 2012 session. Of those bills, 441 bills were sent to the Governor for signature. The Division of Homeland Security and Emergency Management had a very productive first year, with most of its legislative interests becoming law. Among these were legislative acts that help those impacted by Colorado’s recent wildfires, creating mechanisms to speed emergency resources and funding to local and tribal governments. Some bills of interest to DHSEM that became law:

HB 1012 **Extend Wildfire Mitigation Financial Incentives**

This bill extends the current tax deduction for wildfire mitigation efforts that is set to expire in tax year 2013 until tax year 2024. The bill also extends, until 2023, the authority of the Colorado Water Resources and Power Development Authority to issue bonds up to \$50,000,000 for watershed protection and forest health projects undertaken by governmental agencies.

Effective: April 4, 2013
Fiscal impact: No fiscal impact to DFPC, DHSEM or CDPS.

HB 1282 **Governor May Repay Transfers to Disaster Emergency Fund**

HB 1282 authorizes the Governor to credit the Disaster Emergency Fund (DEF) with moneys received for reimbursement of payments from the DEF, while immediately transferring such moneys to the state’s other emergency funds. Under current law, the governor is authorized to transfer funds to and from the Disaster Emergency Fund (DEF) for large emergencies, and any reimbursements of expenditures from the DEF are deposited and retained in the DEF.

Effective: May 11, 2013
Fiscal impact: No fiscal impact to DHSEM or CDPS.

SB 023

Increase Damages Caps Under CGIA

This legislation increases the damages cap under the Colorado Governmental Immunity Act (CGIA) to \$350,000 for the claim on an individual party and a total recovery of \$990,000 for any single occurrence.

Effective: April 19, 2013

Fiscal impact: No direct fiscal impact to DHSEM or CDPS.

SB 288

GA Approval Additional Payment Under CGIA

SB 288 amends the Colorado Governmental Immunity Act (CGIA) to specify a process to issue certain additional payments by unanimous vote. The bill excepts specific cases of payment related to the Lower North Fork Wildfire and subjects those payments to additional certification by the Attorney General's Office that the claim conforms with CGIA requirements. If the Claims Board authorizes a payment when the General Assembly is not in session, the JBC may authorize the payment by unanimous vote.

Effective: Bill signed May 25, 2013, but effective retroactively to claims filed on or after Jan. 1, 2103.

Fiscal impact: No direct fiscal impact to DHSEM or CDPS.

** Only general highlights from each bill listed have been included. For a more complete understanding of the bill and its impact, please visit: <http://www.leg.state.co.us>.*

Legislative Success Story

HB 1031 All Hazards Resource Mobilization and Reimbursement

Recommended by the Lower North Fork Wildfire Commission, HB 1031 requires the Office of Emergency Management to develop and maintain procedures for mobilization, allocation, tracking, demobilization, reimbursement, and other functions within that system.

The bill directs that state, local, and tribal jurisdictions mobilized pursuant to the statewide resource mobilization plan, and participating in a mutual aid or a similar intergovernmental agreement, are eligible for appropriate federal and state funds from the time of mobilization through demobilization.

Effective: June 5, 2013

Fiscal impact: DHSEM is appropriated \$260,114 General Fund and 2.8 FTE to implement the bill.

Strategic Communications



Click. Like. Tweet.

Engaging the community online

A viable source of real-time news and information, social media now shapes the way the nation responds to disasters. From assisting in missing person cases to aiding victims of national disasters, Twitter, Facebook and other online media have come to serve as a vital and efficient outlet for managing information and disaster responses.

“When a crisis occurs, it isn’t emergency responders who are first on the scene. It’s everyday people who use everyday resources like their mobile phone and social networks to share what they know.”

Heather Blanchard, Co-Founder of Crisis Commons | Testimony before the Ad Hoc Subcommittee on Disaster Recovery and Intergovernmental Affairs, May 2, 2010

DHSEM’s Strategic Communications program has made a concerted effort to harness the power and transparency of social media, aggressively leveraging its scalability and availability to inform the community when it matters most. Public information and external relations is the public interface with the division through the division public information officer and staff.

This section staffs Emergency Support Function 15 in the State Emergency Operations Center and supports statewide preparedness efforts through messaging and strategic communication with the community and local jurisdictions using

a variety of media, enabling them to make informed decisions during disaster.

The DHSEM PIO supports a connected and coordinated communications effort and has trained more than 200 public information officers across the state in social media and basic PIO coursework.

The strategic communications program also develops and coordinates risk-based communication products, incorporating homeland security, public health, and emergency management information for state-level awareness and distribution.

In December of 2012, DHSEM launched www.dhsem.state.co.us. The website serves as an essential source of overall division information. Its counterpart, www.COEmergency.com, provides up-to-date information during times of disaster or SEOC activation.

Official state information flows daily from COEmergency.com in a clean text format, making key messages easily accessible across a wide variety of systems and mobile platforms—key during emergency response.

READYColorado.com serves as the state’s official online portal for homeland security and all-hazards preparedness information. Both sites are amply supported by official Twitter and Facebook accounts, effectively layering information and building communities before, during and after disaster strikes.



Partnerships with other state agencies, such as the Colorado Department of Transportation, enable DHSEM to effectively layer public messaging to reinforce safety and other critical information. (Photo by DHSEM)

PERFORMANCE Report

Timely, meaningful and accurate information is essential during times of disaster. The Strategic Communications Group has worked to build a trusted social media network within the community to ensure the fasted dissemination of official news and information.

Social media by the numbers Web traffic

Page views for COEmergency.com

FY 2013 **1,582,471**

Page views for READYColorado.com

FY 2013 **17,000**

Page views for DHSEM.state.co.us

FY 2013 **34,697**

Facebook

Facebook “likes” for [COEmergency](http://COEmergency.com)

FY 2013 **1,435**

Facebook “likes” for [READYColorado](http://READYColorado.com)

FY 2013 **535**

Twitter

Twitter followers for [COEmergency](http://COEmergency.com)

FY 2013 **16,970**

Twitter followers for [READYColorado](http://READYColorado.com)

FY 2013 **422**

** Statistics based on analytics as of June 30, 2013*



prevention and security:

Protecting Colorado communities and critical infrastructure from all hazards, including terrorism; a centralized resource that collects, analyzes and disseminates all-hazards information to stakeholders throughout the state and the nation.



Photo by Steve Hostetler. Used with permission.

Office of Prevention and Security/CIAC

To protect Colorado communities and critical infrastructure from all hazards, including terrorism; to create a centralized resource that collects, analyzes and disseminates all-hazards information to stakeholders throughout the state and the nation.



The Colorado Office of Prevention, Security and Fire Safety was created under an emergency Executive Order issued by Gov. Bill Owens on Nov. 7, 2001, in response to the Sept. 11 terrorist attacks on the World Trade Center, Pentagon, and Flight 93. Once considered high improbable, these tragic, unforeseen events identified a critical need to bring focus and structure to terrorism prevention and preparedness.

The Office of Prevention and Security is charged with ensuring Colorado maintains a safe and secure environment, free from intentional acts of terrorism, and accidental harmful events, as well as natural disasters through the implementation of prevention methods, coordinated

response and effective recovery plans. OPS visualizes achieving this goal through a collaborative, cooperative, and interdisciplinary partnerships. This vision also requires effort and strengths that remain focused on prevention and deterrence, all of which rely on information-sharing, sound defensive strategies, and quality training.

Because the success of prevention and preparedness hinges on the ability to share information with international, national, state, tribal and local partners in the both the private and public sectors, the Colorado Information Analysis Center (CIAC) is committed to developing strong partnerships within communities and building a comprehensive action plan to detect, deter and defend the state from acts of

Colorado Information Analysis Center

The CIAC serves as a state and local focal point for the receipt, analysis, gathering, and sharing of threat-related information between federal, state, local, tribal, territorial and private sector partners. It is the state's fusion center and is the central point for inter- and intra-agency information gathering, and as such, is responsible for the review, analysis, and dissemination of such information.

Located in Lakewood, the CIAC is designed to be a cross-jurisdictional partnership between local, state and federal agencies—including private sector participation when appropriate. This center serves as a single-entry point in Colorado for the collection, analysis, and timely dissemination of all-hazard related information. Information is distributed to stakeholders in the form of daily reports, special reports, and bulletins to numerous agencies representing a multitude of disciplines.

The CIAC does not actively gather intelligence. However, it does play a major role in assisting those who do by analyzing information forwarded to the unit for processing. The CIAC maintains a direct liaison with the FBI Joint Terrorism Task Force, with the U.S. Attorney's Office Anti-Terrorism Task Force, and with other local, state, and federal law enforcement and fire agencies regarding ongoing investigations and items of interest.

Historically, the CIAC delivered support from a single central location. However under the direction of DHSEM, the unit is able to actively engage its direct customers, such as the SEOC on site. During the High Park Fire in the summer of 2012, the CIAC placed intelligence



CIAC analysts in a mobile command post work closely with coordinators of the USA Pro Challenge. Partnerships that law enforcement, subject matter experts and intelligence analysis prove an effective way to detect and deter threats. (Photo by DHSEM)

analysts in the incident command post, directly supporting the operation.

The CIAC emphasizes detection, prevention and information-driven response to protect the community and critical infrastructure of Colorado. This counterterrorism effort is centralized in order to enhance inter-agency cooperation and expedite information flow.

The CIAC is a certified U.S. Department of Homeland Security-designated local fusion center that adheres to the policies and procedures of federal, state, and local regulators.

The CIAC is primarily federally funded through a variety of state and federal grants. A majority of the full-time staff are funded by their respective sponsoring organizations.

The CIAC is composed of three units:

Investigative Support and Analysis Unit (IAU)

The IAU gathers and analyzes a variety of information points and creates custom data and intelligence products for stakeholders. Through collaborative analytical projects developed with local, state, federal, tribal and private sector partners, the IAU strives to meet the CIAC's data collection plan and annual production plan to identify events, outline projects and formalize priorities.

The unit also collects, processes and evaluates information to better define the scope and frequency of criminal activity. Law enforcement workups are created to exploit known information and fill case-specific gaps. The IAU processes queries and leads, and then alerts relevant agencies and jurisdictions. It also facilitates the information exchange between jurisdictions that have interests in the same case, conflicting where appropriate.

Auto Theft Intelligence Coordination Center (ATICC)

ATICC is tasked with the mission to reduce vehicle theft within the state by providing timely, viable and reliable intelligence to law enforcement stakeholders. The ATICC provides a centralized repository for the collection of intelligence and analysis for auto theft investigations and related crimes. Auto theft is consistently a transitional crime to the most serious and violent crimes, and can rapidly cross multiple

jurisdictions. This unit specifically gathers and analyzes auto theft data to identify crime patterns and statewide trends.

Recently, ATICC analysts helped investigators target a series of international car thefts. Vehicle identification numbers of high-end sports cars stolen in Europe and later discovered in the U. S. had puzzled law enforcement authorities on two continents. By chance, one of the stolen vehicles appeared in a Colorado motor vehicle registry. When the vehicle's registration lacked a thorough history of its entry into the U.S., analysts shared information among partners, bringing an end to the car theft operation.

Colorado State Patrol Intelligence Unit (CSPIU)

The CSPIU provides the Colorado State Patrol with intelligence support for all crimes at the tactical, operational and strategic level by providing strategic intelligence to command staff, delivering tactical intelligence to field troops and sections, and leveraging investigative technology and resources to bolster effectiveness. This unit also identifies training needs for CSP based on specific criminal trends and encourages the continued use of field contact reports to assist in investigations and trend analysis. CSPIU supports only CSP.



*The Colorado Information Analysis Center, in conjunction with the Colorado State Patrol, worked to provide critical safety information for the 2012 USA Pro Challenge, a grueling 600-mile bicycle race through Colorado. Information sharing coordinated by the CIAC helped re-route racers through areas that were affected by active wildfires.
(Photo by Colorado State Patrol Media Center)*

"In developing our country's response to the threat of terrorism, public safety leaders from all disciplines have recognized the need to improve the sharing of information and intelligence across agency borders. Every law enforcement, public safety, and private sector official involved in information and intelligence sharing has a stake in this initiative. Leaders must move forward with a new paradigm on the exchange of information and intelligence."

Excerpt from **The Role of Leadership**
Fusion Center Guidelines

SUCCESS STORY: U.S. Secret Service Honors CIAC Team

On Jan. 24, 2013 the United States Secret Service honored the Colorado Information Analysis Center and eight analysts from the Colorado Bureau of Investigation, the Federal Bureau of Investigation, the Denver Police Department and the Colorado State Patrol, for their dedication to identify threats to the 2012 Presidential Debate in Denver, Colorado.

Special Agent in Charge (SAC) Bruce Ward, presented the CIAC and the affiliated criminal analysts with special recognition for their outstanding efforts and cited specific examples of the threats mitigated by the team.

During the 2012 debates, a multi-agency analytical team was created in the CIAC to focus on potential threats to the candidates and the venue.

The team identified dozens of threats in real time and quickly vetted the information before passing it to the command post at Denver University for immediate investigation. The CIAC team identified every threat against the event, including an unexpected mass of protesters advancing on the venue in violation of multiple laws.



Why Outreach is Important to the CIAC

- Educate partners, public, oversight and advisory bodies
- Communicate a long-term vision
- Build a broader customer base
- Enhance public perception
- Sustain long-term support and funding
- Support the development and maturation of national fusion center network

Community Engagement

Often the best sources of information come from those outside law enforcement. Teachers, students, clergy, delivery drivers and small business owners can play an important role in preventing terrorism by simply reporting suspicious activity.

The CIAC harnesses community power with several outreach projects that educate and building advocates at all levels, informing internal and external stakeholders of their mission, vision, and value. By establishing, and enhancing collaborative relationships, the CIAC expands customer base and creates a robust information flow with partners.

The Community Awareness Program™ (CAP) empowers citizens to play a role in enhancing the community's safety. The CAP is a free, interactive course taught by members of the public safety community and taught by the Community Preparedness staff. It provides citizens with the basic tools needed to recognize and help prevent criminal activity and terrorism in the United States while preserving civil liberties protected by the U.S. Constitution.

In an effort to educate and increase ordinary citizens' awareness of terrorism planning, the state of Colorado, the CIAC and the Denver-based nonprofit Center for Empowered Living

and Learning (CELL) co-produced a educational video that explores suspicious activities that may indicate terrorist planning.

Narrated by Hall of Fame Denver Broncos quarterback John Elway and local news anchor Kim Christiansen, the eight-minute video, “Recognizing Eight Signs of Terrorism,” the film was released shortly after a multi-jurisdictional task force arrested Najibullah Zazi, the Denver shuttle bus driver believed to have been planning a terrorist attack in New York City. Zazi had purchased large quantities of hydrogen peroxide and acetone from beauty supply stores around the Denver area.

Along with the CELL project, the Department of Homeland Security’s recently introduced program to “See Something, Say Something” campaign is a great reminder to community to not only stay alert and aware, but also to act.

“See Something, Say Something” is key to early identification of potential threats. In Colorado, the CIAC encourages community members to report suspicious devices, activities or people by calling 911.

One call can—and does—make a difference.



The CIAC makes it easy for anyone to submit a confidential tip which does not require immediate law enforcement response. Submit tips at:

Website: www.dhsem.state.co.us
Email: cdps_ciac@state.co.us
Phone: 1-877-509-2422

Outreach programs foster trust and proactive engagement in two-way dialogue that help illustrate the CIAC’s mission, purpose, and value of fusion center activities.

PERFORMANCE Report

The CIAC marked one of its busiest years to date. Organizational changes, as well as several high-profile events across the state, showcased the center’s ability to prevent, adapt and respond to a changing environment.

Wildfires, a mass shooting, a prolific child abduction case and a presidential debate challenged the CIAC and its staff. Criminal intelligence analysts from the CIAC drove several support missions by handling large volumes of information and connecting data points for investigators and first responders. Some of those events include:

Aurora Theater Shooting
High Park and Waldo Canyon Fires
Wetmore Fire
USA Pro Challenge
U.S. Presidential Debates
Jessica Ridgeway Abduction
Tom Clements Shooting

Information sharing by the numbers:

Terrorism screening cases:	60
OPS/CIAC presentations:	80
Regional information calls:	15
Suspicious activity reports:	150
Request for Information:	1,030
For Official Use Only reports:	140
Law enforcement sensitive reports:	320
Early warning alerts:	30

The Terrorism Liaison Officer (TLO) program expands partnerships with multi-jurisdictional professionals to raise the level of prevention and preparedness within communities and better prepare public safety personnel to deal effectively with the threat of terrorism.

Terrorism Liaison Officer Program

TLOs trained:	200
TLOs active:	750
TLO training classes held:	4





emergency management:

The state's comprehensive emergency management program which supports local and state agencies before , during and after disaster, both natural and man-made.

Office of Emergency Management

Responsible for the state’s comprehensive emergency management program which supports local and state agencies. Activities and service cover the five phases of emergency management: prevention, protection, mitigation, response and recovery.

The Office of Emergency Management (OEM) creates the managerial framework in which communities work to reduce their overall vulnerability to hazards and disasters like flooding, tornadoes, wildfire, hazardous materials incidents and acts of terrorism.

Operations

During disasters, the State Emergency Operations Center (SEOC) provides emergency resource management to include acquisition, prioritization and mobilization of resources.

Located in Centennial, Colo., it tasks appropriate state and non-governmental organizations (NGO) as Emergency Support Functions (ESF) to deliver requested resources, services and informational needs.

The SEOC delivers situational awareness and coordination among private, non-governmental, local, tribal, state and federal agencies and conducts consequence management to minimize impacts to life safety, preserve property and stabilize the incident. Direct customers are federal, state, local, tribal, and NGOs providing services to the people of Colorado.

A Duty Officer is available 24 hours a day, seven days a week to support emergency managers and local jurisdictions in Colorado. The Duty Officer program is managed by the OEM Operations Branch Chief and is staffed with individuals from the Office of Emergency Management, Office of Preparedness and the Division. Planning and education services, including financial and technical



Specially-trained field services staff help bridge the gap between the state and local jurisdictions. They help local emergency managers achieve emergency and preparedness goals, effectively leverage local resources and build strong relationships that improve regional coordination and inter-jurisdictional cooperation. (Photo by DHSEM)

assistance as well as training and exercise support, are also delivered to local governments through local emergency managers supported and assigned by OEM.

Major wildfires, weather events, law enforcement activities, including the Aurora Theater shooting and massive search for a missing child kept the SEOC activated for 58 days during FY 13. During the same time period, full-scale exercises and training continued.

Field Services

Serving as a critical outreach to local jurisdictions, OEM employs regional field managers based out of Centennial, Colo., as well as in satellite field offices across the state. Each assigned to a separate region or regions, field managers help local governments achieve emergency management goals by providing technical assistance, strategic planning, emergency operations plan development, community preparedness, disaster recovery, hazard mitigation, training support, exercise support and response assistance during emergencies.

OEM Strategic Objectives

Develop, maintain and enhance partnerships through participating in venues and engaging participation in regular communication

Ensure adequate support to our stakeholders in the field through direct support as well as State Emergency Operation Center support

Improve state level incident response through exercises

Ensure access and functionality of reliable connectivity and mobility through technology and equipment for response



Expanding the state's reach, OEM field managers provide support at the Black Forest Fire incident command post. Trained field managers are assigned to nine distinct regions across the state and help build local partnerships and expedite state resources when needed. (Photo by DHSEM)

The establishment of geographic planning regions has strengthened local-state partnerships. It builds a greater familiarity, on the part of state staff, with people, places and hazards in local communities and a better appreciation of local challenges and issues. It also creates a direct link between local and state officials before, during and after the occurrence of a disaster, as well as improved regional cooperation and inter-jurisdictional coordination on emergency management issues. Information sharing through a comfortable and familiar face helps stakeholders meet goals, reduce duplication and fill in vital program gaps.

Chemical Stockpile Emergency Preparedness Program

The Chemical Stockpile Emergency Preparedness Program (CSEPP) is a partnership between FEMA and the U.S. Department of the Army that provides emergency preparedness assistance and resources to communities surrounding the Army's aging chemical warfare agent stockpiles.

CSEPP's mission is to "enhance existing local, installation, tribal, state and federal capabilities to protect the health and safety of the public, work force and environment from the effects of a chemical accident or incident involving the U.S. Army chemical stockpile."

Through the support of preparedness exercises and planning, Colorado ensures its readiness and capacity to respond to disaster and homeland security threats. In March of 2013, OEM hosted Operation Cascade. The day-long, functional, multi-jurisdictional exercise was designed to test local flood response and recovery. While most exercise taskings come from a single point of injection, Operation Cascade asked local participants to return the challenge to the state, creating one of the most unique exercises in Colorado history.

Exercise scenarios were channeled from the state to locals, and from the locals back to the state, creating five simultaneous and evolving exercises.

The end result enabled both the state and locals to build capacity and well as critical relationships that would later be used as torrential rains pushed flood waters across a large portion of the state.

The exercise was done at minimal cost to the state, with most assets and expenses picked up by local governments, but the value and level of readiness it delivered was priceless.

Approximately 8.5 percent of the nation's original stockpile is stored at the U.S. Army Pueblo Chemical Depot (PCD) situated on approximately 23,000 acres east of Pueblo, Colo. The stockpile consists of mustard agent stored in projectiles and mortar rounds.

CSEPP communities are required to conduct annual exercises to test community preparedness. These exercises are evaluated by teams of federal, state and local personnel. This fiscal year's exercise was conducted on May 8, 2013. Pueblo will conduct the next exercise on May 6, 2014.

Exercise

Exercises enable people, organizations, first responders and even entire communities to identify strengths and incorporate them within best practices to sustain and enhance existing capabilities. They also provide an objective assessment of gaps and shortfalls within plans, policies and procedures to address areas for improvement prior to a real-world incident. Exercises also help clarify roles and responsibilities among different entities, improve inter-agency coordination and communications and identify needed resources and opportunities for improvement.

In Colorado, the SEOC conducts at least six exercises annually to ensure compliance with national and state program standards.

During FY 13, OEM participated in 17 exercises, covering a variety of situations from cyber attack, to wildfire, to floods. Of these exercises, five were full-scale exercises simulating real world hazards.



Sheriff Kirk M. Taylor, FEMA Section Chief for CSEPP Doug Becvar, Pueblo County Commissioners Nunez and Chostner, OEM Field Services/CSEPP Branch Chief Bruce Holloman, Lt. Col. Timothy Greenhaw, along with other community delegates break ground for a new Emergency Operations Center in Pueblo, much of which was funded through the CSEPP program. (Photo by DHSEM)

PERFORMANCE Report

In its first year under DHSEM, the Colorado Office of Emergency Management delivered support to several major operations, all while maintaining ongoing training and exercise responsibilities. The Office also implemented the enhanced resource mobilization system based upon procedures and systems resulting in less overall emergency response cost for the state.

State Emergency Operations Center (SEOC)

Days activated: 58
Resources accumulated: 9,580
Compliant activations: 90%
Number of major disasters: 3

Number of resources listed in mobilization resource database: 9,850

Exercises conducted/participated: 17
HSEEP compliant exercises: 5

2012 events

July	Waldo Canyon/High Park Fire
August	Fire recovery, applicant briefings
September	Local Emergency Planning Committee Conference
October	OPERATION VORTEX Exercise
December	Emergency Managers Academy

2013 events

January	Wildfire Academy
February	Emergency Managers Conference
March	Operation Cascade Full-Scale Exercise
April	Emergency Managers Academy Cyber Attack Workshop
May	Ardent Sentry Full-Scale Exercise CSEPP Full-Scale Exercise Vigilant Guard Full-Scale Exercise
June	Black Forest Fire East Peak Fire West Fork Complex Fire Royal Gorge Fire

Mitigation and Recovery

The rising costs associated with disaster response and recovery have forced federal, state, and local governments to address issues associated with natural hazards before they occur. Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters. Recovery issues can be complex and often extend years after the disaster.

“A study by the Multi-hazard Mitigation Council, part of the National Institute of Building Sciences, shows that every \$1 paid toward mitigation saves an average of \$4 in future disaster-related costs.”

~FEMA

Effective mitigation requires a solid understanding of all local risks and what choices need to be made to invest in long-term community well-being. Within OEM, the Mitigation and Recovery Branch coordinates

these actions, as well as disaster recovery operations.

This program updates state natural hazard mitigation and recovery plans, coordinates state and federal level recovery efforts in support of local jurisdictions, works with local and tribal governments to create and

maintain local hazard mitigation plans, administers pre- and post-disaster grants for construction projects and plans, develops tools, and provides training. Direct customers include federal, state, local, tribal, and NGO agencies providing services to the citizens of Colorado.

The OEM mitigation and recovery staff meet with local jurisdictions and assist communities with development of their local hazard mitigation plans by providing planning assistance, guidance, and some facilitation in partnership with local project managers.

Currently, 95 percent of Colorado’s population is covered by an approved hazard mitigation plan as are 45 of the state’s 64 counties.



Photo by DHSEM



Hazard mitigation is any sustained action taken to reduce or eliminate long-term risk to life and property from hazard events. In other words, it's the practice of preparing property to withstand the impact of future disasters. Mitigation projects apply tried and true strategies to building practices to reduce or eliminate the impact of hazard events. Far from simply rebuilding a community's infrastructure back to its pre-disaster condition, mitigation techniques make the property safer and stronger. This saves the community money and time in the aftermath of future disasters and helps prevent much of the disruption associated with disasters. (Photo by DHSEM)

Across the state in FY 13, money for mitigation projects is at work. OEM has helped deliver critical state and federal funding necessary for mitigation and recovery operations.

Funding from FEMA's Federal Hazard Mitigation Grant program is made available at the request of a state's governor following the declaration of a major disaster. These grants, managed by OEM, provide important assistance to local, state and tribal governments following a major disaster declaration, both speeding recovery and protecting life and property from future disasters.

Grant program dollars may be used to fund projects that protect public and private property, as long as the project fits within state and local government mitigation strategies.

Several disaster declarations during the past fiscal years have made substantial amounts of hazard mitigation funding available to the state. Currently, OEM oversees more than \$15 million in its hazard mitigation award program.

Hazard Mitigation Grant Program funding is allocated using a sliding scale formula based on the percentage of funds spent on FEMA's Public and Individual Assistance Programs for each declared major disaster.

Mitigation and Recovery Highlights

Major Disaster Declarations:

DR-4067
High Park/ Waldo Canyon Fires

DR 4134
Black Forest Fire

DR-4133
Royal Gorge Fire

Percentage of incidents with one or more Disaster Assistant Center established: 100%

Annual value of state and federal funds delivered to recovery operations: \$ 1 million

Number of new local mitigation plans approved by FEMA and locally adopted: 4

\$15,063,381

*FY 13 OEM Hazard Mitigation Award Budget (all sources)
For complete breakout of funding sources, see page 17.*



A photograph of a group of people at an outdoor event. In the foreground, a woman with blonde hair tied back in a ponytail with a yellow hair tie is seen from the back, wearing a blue jacket. To her right, another woman with dark hair and sunglasses is partially visible. In the background, there are other people and a colorful circular sign with the word "STAY" visible. The scene is outdoors with greenery in the background.

preparedness:

Increasing statewide capabilities to prevent, protect, mitigate, respond and recover from threats and hazards by developing sustainable programs that are built upon strong partnerships with the Whole Community.

Office of Preparedness

.....

To increase statewide capabilities to prevent, protect mitigate, respond and recover from threats and hazards by developing sustainable programs that are built upon strong partnerships with the whole

Citizens, first responders, local, tribal and state governments should always be prepared to deal with the consequences of any disaster. Whether it is natural, technological, or man-made, experience has shown that emergencies are best handled with a multi-pronged approach.

The Office of Preparedness (OP) has several program areas that work in concert to better prepare and build resilient Colorado communities: Community Preparedness, Planning, Training and Exercise, Grants Administration, Policy, Critical Infrastructure Protection.

The Community Preparedness Program within the Office of Preparedness focuses on preparing communities and individuals for disasters and emergencies. It strives to prepare

individuals to be prepared and self-reliant during all phases of a disaster. Multiple training opportunities and community outreach programs encourage neighbors to help neighbors and the community, as a whole, to be more resilient. Information is provided through community outreach, websites and social media.

The recent reorganization of DHSEM provided an excellent opportunity to revitalize community preparedness efforts through the READYColorado program.

READYColorado

READYColorado is the state's official source for homeland security and all-hazards preparedness information. With its brightly colored logo, representing familiar elements within the Colorado landscape, the program



works to raise readiness awareness, educate and inform, and increase the number of Coloradans who have made a plan, packed a 72-hour kit, and know how to make

a difference through volunteering.

Training programs for Community Emergency Response Teams, as well as programs customized for classrooms, business, pets and livestock are delivered in a fun and uplifting fashion that encourages learning.

In conjunction with the outreach program, regional training workshops designed to train emergency managers on how to plan, carry out, and sustain an effective whole community program within their own areas were held in five locations around the state.



READYColorado engages the community and national partners such as the Red Cross to create multi-layered programs that demonstrate the necessity and the value of being prepared before disaster strikes. (Photo by DHSEM)

PERFORMANCE Report

Colorado, like most communities may be affected several types of hazards. It's beautiful, but diverse, geography lends itself to everything from tornadoes, to floods and blizzards.

Throughout the year, READYColorado has made an effort to showcase not only the states many natural assets, but also to highlight their potential hazards.

Through social media, community outreach events, training and partnerships, the program encourages the community to discover local risks, and take steps to prepare themselves, their families and pets.

Outreach stats:

Number of preparedness training events: 31

Number of persons trained at outreach events: 1,033

Number of preparedness outreach events: 22

Number of persons attending outreach events: 3,486

How to find READYColorado:

Online:
www.READYColorado.com

Twitter:
[@READYColorado](https://twitter.com/READYColorado)

Facebook:
READYColorado

YouTube:
READYColorado

Grants Administration

Grant funding is at the heart of many of DHSEM’s programs and services. The Grants Administration Section oversees all Federal Homeland Security Grants administered by the Office of Preparedness and the Division of Homeland Security and Emergency Management. Homeland Security Grants enhance the ability of state, local and tribal governments, and non-profit organizations, to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other disasters.

tracking each federal grant funding source and distributing funds to sub-grantees in an efficient manner. This program maintains the financial strategy, compliance and distribution of grants funds to local and tribal governments, state agencies, and nonprofit organizations. Additionally, it approves grant expenditures, tracks the progress of sub-grantees, and implements corrective actions to ensure compliance.

State Homeland Security Program (SHSP)

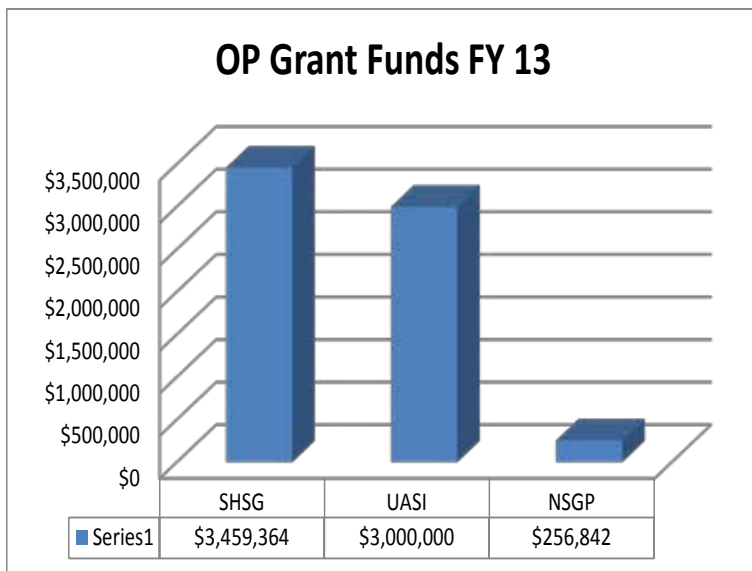
SHSP supports the implementation of State Homeland Security Strategies to address the identified planning, organization, equipment, training and exercise needs to prevent, protect against, mitigate, respond to and recover from acts of terrorism and other catastrophic events.

Urban Area Security Initiative (UASI)

The UASI program addresses the unique planning, organization, equipment, training and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to and recover from acts of terrorism.

Nonprofit Security Grant Program (NSGP)

NSGP provides funding support for target hardening and other physical security enhancements and activities to nonprofit organizations that are at high risk of terrorist attack and located within the Denver Area.



The Office of Preparedness manages three major grant funds: the State Homeland Security Grant Program, the Urban Area Security Initiative and the Non-profit Security Grant Program. For FY 13, these three grants totaled \$6,716,206. They are part of a larger network of grants that funds the division.

Comprised of several individual grants, the SHSG program funds a range of preparedness activities, including personnel, planning, organization, equipment purchases, training, exercises and management and administration costs. The section is responsible for

3

GRANT FUNDING Success Stories

The National Telecommunications and Information Administration awarded DHSEM \$2,500,989 in FY 2013. Colorado was one of the first five states in the nation to receive the award designed to assist in planning for a nationwide public broadband network.

Colorado also received \$256,842 under the Nonprofit Security Grant Program, and was one of only 14 states funded. NSGP provides funding support for target-hardening and other physical security enhancements. It also provides funding to integrate nonprofit preparedness activities with state and local preparedness efforts.

Using principles from the Lean Six Sigma™ process, a methodology designed to improve quality and reduce waste, OEM effectively reduced the grant award cycle from an average of 15 days to just under five. By standardizing grant agreements, using checklists and centralizing the administrative process into a single office, OEM is now able to expedite grant awards, quickly putting funds into the communities that need them most.

Division-Wide Grants Dollars Delivered to Locals FY 13

<i>State Homeland Security Program (SHSP)</i>	\$2,767,491
<i>Urban Area Security Initiative (UASI)</i>	\$2,400,000
<i>Pre-Disaster Mitigation Program (PDM)</i>	\$1,367,783
<i>Emergency Operations Center Grant Program (EOC)</i>	\$100,026
<i>Flood Mitigation Assistance (FMP)</i>	\$1,687,593
<i>Emergency Management Performance Grants (EMPG)</i>	\$3,844,313
<i>Earthquake Assistance (EQA)</i>	\$49,137
<i>Chemical Stockpile Emergency Preparedness Program (CSEPP)</i>	\$2,143,763
<i>Flood Mitigation Assistance Program (FMAP)</i>	\$5,144
<i>Repetitive Flood Claims (RFC)</i>	\$174,167
<i>Hazardous Materials Emergency Preparedness (HMEP)</i>	\$95,258
<i>Individual Assistance (IA)</i>	\$249,826
<i>Public Assistance (PA)</i>	\$3,185,875
<i>Non-Profit Security Grant Program (NSGP)</i>	\$244,001
	\$



Full-scale exercises build capacity and validate training. Here, personnel attend to mock victim during an exercise in Lakewood designed to test response to incidents involving chemical, biological, radiological, nuclear and high-yield explosives. (Photo by Colorado National Guard/RELEASED)

Training and Exercise

Training provides first responders, homeland security officials, emergency management officials, private and non-governmental partners, and other personnel with the knowledge, skills, and abilities needed to perform key tasks required by specific capabilities.

The training and exercise program builds capacity statewide in support of core homeland security and emergency management functions, heightening the ability of local and state partners to prevent, protect, mitigate, respond and recover from all-hazards events. Improved coordination between state agencies and between state and local governments helps identify gaps that could jeopardize first responder safety or their ability to perform at critical times. While the state's program is results-driven, local input ensures the program's success. The needs of rural jurisdictions in Colorado remain a focal point of our program.

The program provides multi-disciplinary training to local and state partners;

exercise delivery, coordination, and evaluation; training and exercise planning workshops and gap analysis; customized training and exercise delivery, and leveraged consortium to provide no-cost training and exercise support.

Training by the numbers

477 Applications to National Domestic Preparedness Consortium Trainings processed

100+ Emergency Management Institute applications processed

25 Total number of state sponsored Incident Command System/National Incident Management System courses

122 Total number of statewide Incident Command System/National Incident Management System courses

1842 Total number attendees to statewide Incident Command System/National Incident Management System courses

Regional Training Contacts 2013



CONTACT US:

Beth Roome - (720) 852-6600
 Melissa Arnett - (720) 852-6727
 Michael Bean - (720) 852-6738
 Robyn Knappe - (720) 852-6617
 Twitter: @READYColorado
<http://dhsem.state.co.us/>



Created by: CDPS lrw Created on: March 25, 2013

Each team member is responsible for one or more state regions and coordinates efforts with other regional partners in an effort to align activities across the homeland security, emergency management, public health, fire and law enforcement functional areas.

The Office of Preparedness organized a special training and exercise task force during FY 13. More than 60 people from nine different disciplines, as well as representatives from the state's All-Hazards Regions met in Salida to discuss Colorado-specific training and exercise issues.

In 2013, the training and exercise program introduced a searchable database of available training courses. By showcasing the state's entire training inventory, classes were more effectively filled, instructors better utilized and training numbers and competencies increased dramatically. Among the courses offered and supported:

Training coordinators for the Division of Fire Prevention and Control, the Office of Preparedness and the Department of Public Health discussed strategic planning for training and exercise, instructor credentialing and evaluation, TEPWs and the merits of distance learning. As a result, six working groups were created to aggressively address issues identified by the task force.

- Homeland security training
- Disaster exercise coordination
- Training and exercise plan workshops (TEPWs)
- Customized training for state and local agencies

Planning

Planning makes it possible to manage the entire life cycle of a potential crisis. It can help establish priorities, identify expected levels of performance and capability requirements, provide the standard for assessing capabilities and help stakeholders understand their role.

Specifically, planning programs develop plans and procedures to ensure that contingencies are in place to deliver capabilities during a large-scale disaster.

Specifically, the Planning Program, within the Division, is responsible for strategic and continuity planning for the state.

Planning technical assistance delivered to other state agencies:

Colorado Department of Agriculture
Secure Egg and Milk Supply Plan

Colorado Energy Office
Statewide Energy Assurance Plan
State Liquid Fuels Plan

Colorado Water Conservation Board
State Drought Plan

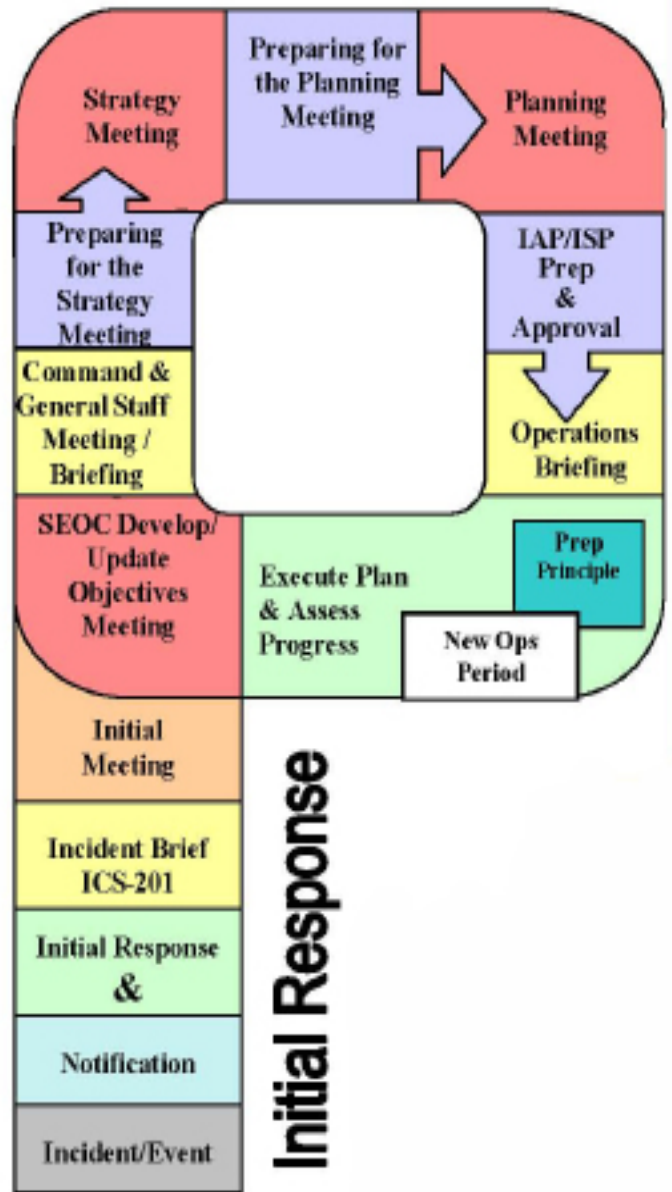
City and County of Denver
Pipeline Safety Project

FEMA Region VIII
All-Hazards Plan

National Preparedness Program
Threat Hazard Identification and Risk Assessment (THIRA)

Among these plans, are some of the state’s most critical emergency management and disaster preparedness documents such as the State Homeland Security Strategy, the State Emergency Operations Plan (SEOP) and Continuity of Operations Plan (COOP).

During FY 13, the SEOP was updated



Internally produced visual aids such as the “Planning P” clearly show the intricacies of the planning cycle. Effective communication engages both visual and verbal elements and are key in delivering effective programs and products to stakeholders at all levels.

and signed by Gov. John Hickenlooper on April 1. The updates in the document were based on real-world lessons learned, exercise after action reports and new federal guidance. Portions of the plan were used during the June wildfires and subsequent flooding incidents across the state. The plan was even implemented as a contingency in preparation for the 2012 Presidential Debate held at the University of Denver in October.

Policy

The Division strives to provide policies that inspire innovation, knowledge, and mutual respect to build public trust and confidence through outstanding service and team work. The policy program is new within DHSEM and aims to build internal capacity in the areas of policy development, strategic planning, and project management. During the 2013 fiscal year, DHSEM established baseline templates to encourage input from all levels within the division, enhance stakeholder buy-in and ensure a margin of accuracy when promulgating policy guidance.

Policies currently under development include; information technology security in the state emergency operation center and social media in the workplace. Policies in review stage include telecommuting; payroll process; benefits and leave; family-medical-leave; workers compensation; discrimination; code of conduct; political activity; and a drug free workplace.

Strategic planning improves the efficiency in developing policies and plans in terms of projects and programs designed to achieve objectives, allocate resources to implement the policies and plans, meet expectations and deadlines. The strategic planning process includes a bottom-up and top-down collaboration to implement essential solutions.

Project management embraces the Lean Six Sigma™ approach, a methodology process designed to improve quality and reduce waste. Critical projects supported with project management tools such as Microsoft Project™ technology enhance project management in the division and drive improved accuracy, accountability of costs, and on-time

completion of items of consequence to the division. Reports can be easily generated into a project status snapshot with updated information. Reporting improves transparency and increases efficiency and accountability.

Critical Infrastructure Protection

The Critical Infrastructure Protection Program's (CIPP) primary focus is on prevention. Tasked with identifying locations of criticality and planning multi-agency prevention, deterrence, mitigation and response efforts, the CIPP Unit conducts field assessments to reduce vulnerability.

Colorado's vast infrastructure network includes thousands of essential facilities and plants, transportation networks, and information technology systems. CIPP works closely with private industry, state, local, tribal, territorial and federal partners to protect these structures, as well as systems and assets that are vital to Colorado's economy and way of life.

Additionally, CIPP assists with assessment and mitigation information in the event of a natural hazard, criminal attack or terrorist threat, provides support to pre-incident planners, as well as on-scene incident commanders, providing tactical guidance and insight to critical infrastructure sectors.

Protection of the state requires an effective partnership framework that fosters integrated, collaborative engagement and interaction among public and private sector partners. To facilitate this, a CIPP Coordinator has been appointed to manage the state's involvement in multiple critical infrastructure and key resource-related federal programs and works with local jurisdictions and partners to integrate provisions of the National Infrastructure Plan (NIPP) into Colorado's State Homeland Security Strategy. CIPP also spearheads ways to encourage owners and operators of critical infrastructure assets to share information and partner with the state.

The way forward...

Over the past year, Colorado has seen exponential growth in the number of challenges faced as it looks to develop a disaster-resilient state.

Moving forward will present even more.

Rapid changes in demographic trends and technology make the effects of disasters increasingly complex to manage.

With that in mind, the Division of Homeland Security and Emergency Management sees the way forward as one built on strong, enduring partnerships that deliver an integrated, cohesive homeland security and

emergency management program to the people of Colorado.

And while the State Homeland Security Strategy clearly spells out the commitments and obligations of the state, it's important to realize the strategy needs much more than just government to be effective.

It needs communities—whole communities.

DHSEM has embraced what it calls a Whole Community approach to disaster prevention, management and resiliency. As a concept, Whole Community is a means by which people, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. By doing so, a more effective path to security and resilience is built.

In a sense, it is also a philosophical approach on how to think about conducting emergency management. It attempts to engage the full capacity of the private and nonprofit sectors, including businesses, faith-based and disability organizations, and the general public, in conjunction with the participation of local, tribal, state, territorial, and federal governmental partners.

The benefits include a more informed, shared understanding of community risks, needs, and capabilities; an increase in resources through the empowerment of community members; and, in the end, more resilient communities. A more sophisticated understanding of a community's needs and capabilities also leads to a more efficient use of existing resources regardless of the size of the incident or community constraints.

And in times of resource and economic constraints, the pooling of efforts and resources across the whole community is a way to compensate for budgetary pressures, not only for government agencies but also for many private and nonprofit sector organizations.

Change won't happen overnight. It will take time and patience to transform how the state and the nation thinks about, prepares for, and responds to disaster.

But it's a start.

A start that will require the commitment of members of the entire community—from government agencies to local residents—to continue learning together.

Colorado Department of Public Safety
Colorado Division of Homeland Security
and Emergency Management
9195 E. Mineral Ave., Suite 200
Centennial, CO 80112

720-852-6600
www.dhsem.state.co.us



C · D · P · S
Colorado Department of Public Safety