

2018 DHSEM Annual Report

COLORADO DEPARTMENT OF PUBLIC SAFETY

The Division of Homeland Security and Emergency Management is the coordinating agency for Colorado's response to emergencies and disasters, regardless of cause.

COLORADO DHSEM
9195 E MINERAL AVE, STE 200
CENTENNIAL, COLORADO
DHSEM.STATE.CO.US



COLORADO

Division of Homeland Security
& Emergency Management

Department of Public Safety





THE DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT MISSION IS TO LEAD AND SUPPORT COLORADO'S EFFORT TO PREVENT, PROTECT, MITIGATE, RESPOND TO AND RECOVER FROM ALL-HAZARDS EVENTS.

OUR MISSION IS ACCOMPLISHED THROUGH A COMPREHENSIVE AND COORDINATED PROGRAM OF MITIGATING HAZARDS; PREPARING FOR

EMERGENCIES; PREVENTING CRIMINAL ACTIVITY, INCLUDING ACTS OF TERRORISM; PROTECTING CRITICAL INFRASTRUCTURE; AND COORDINATING RESOURCES FOR RESPONSE TO A DISASTER, AND SUBSEQUENT RECOVERY EFFORTS. THE DIVISION ALSO SERVES AS THE CONDUIT FOR STATE AND FEDERAL FUNDING TO PREPARE FOR AND RECOVER FROM ALL-HAZARDS EVENTS.

THE DIVISION ACCOMPLISHES ITS MISSION THROUGH THE FOLLOWING OFFICES:

- ▶ **DIRECTOR'S OFFICE (OFFICE OF THE CHIEF OF STAFF)**
- ▶ **OFFICE OF EMERGENCY MANAGEMENT**
- ▶ **OFFICE OF GRANTS MANAGEMENT**
- ▶ **COLORADO INFORMATION ANALYSIS CENTER (CIAC)**



OUR STORY

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DIRECTOR'S MESSAGE

I am pleased to present the Division of Homeland Security and Emergency Management Fiscal Year 2017- 2018 Annual Report. The division had a busy year rebuilding internally as well as assisting other states in their disaster recovery efforts.

Kevin R. Klein
Director
Colorado DHSEM



IN THIS REPORT, YOU WILL SEE A SNAPSHOT OF THE GREAT WORK BEING DONE EVERY DAY BY THE OFFICES WITHIN THE DIVISION.

Our mission is to "lead and support Colorado's effort to prevent, protect, mitigate, respond to, and recover from all-hazards events". Our work touches thousands of emergency management, first responder, private and volunteer organizations, and community members each year.

We support:

- **prevention** through the Colorado Information Analysis Center (CIAC) and the thousands of information and intelligence products we produce or pass through each year
- **protection** through our cybersecurity and critical infrastructure analysts performing assessments and providing technical guidance to our stakeholders

- **mitigation** through the wide variety of local mitigation projects
- **response** through our State Emergency Operations Center (SEOC) activations and our Field Services Team during emergencies
- **recovery** through the nearly \$50 million worth in grants disbursed to state and local jurisdictions as well as our State Recovery Task Force deployed to provide support to local recovery efforts; and
- **preparedness** through training, exercising, and planning for the next disaster before it happens.

In addition to these key functions, we also successfully implemented the CDPS Watch Center within the CIAC now sharing situational awareness, providing 24/7 analytical

The State Emergency Operations Center activated for 41 days to support disasters and exercises by the state and local partners. We also deployed resources to five states and two territories to support their recovery efforts; due to a wildfire; three hurricanes; a mass shooting and lava flows.



This was a year of evolution for our division

assistance, and providing a common operating picture for state leadership as well as our local stakeholders.

This was a year of evolution for our division. We moved away from the effects of the unplanned organizational growth as a result of the 2013 and 2015 disasters and evolved into a more strategic organization that is focused on growing our people, and aligning our structure to our business needs in order to create a prepared, safe and resilient Colorado. We are doing this by consolidating our business functions, taking a deliberate approach to the way we hire and train our staff; formalizing protocols and processes, developing an actionable strategic plan to prioritize our work; and focusing on unity of effort across the division. Over the coming months and years we will focus on the nine areas shared on page six (6).

I am proud of the work our staff has accomplished over the last year and the positive impact we've made for our communities and people we serve. We are focused on our vision to create a prepared, safe and resilient Colorado!

Sincerely,

DHSEM Director



OUR FOCUS

Over the coming months and years we will focus on nine areas

1

RESPOND
TO THE UNFORESEEN

Planning beyond what we are capable of responding to so we are ready to respond to the unforeseen.

2

VALIDATE
OUR CAPABILITIES

Candidly validating our capabilities and implementing solutions to improve our identified gaps.

3

COORDINATE
COUNTER-TERRORISM
PROTOCOLS & PROCESSES

Developing a coordinated and comprehensive system with our stakeholders to help prevent terrorism and other criminal acts.

4

LEVERAGE
RESOURCES

Leveraging resources across the division and department to deliver high quality, mission essential services to our customers.

5

INTEGRATE
AN EMERGENCY
MANAGEMENT SYSTEM

Building an integrated emergency management system, with a focus on inclusion of the private sector and volunteer organizations into our team.

6

APPROACH
WHOLE COMMUNITY

Taking a whole community view of what we do to ensure that all of our partners are at the planning table.

7

BUILD
READINESS
AT THE LOCAL LEVEL

Building local readiness through leveraging grant dollars, technical assistance & tools to respond to and be resilient when disaster hits.

8

DELIBERATE
EXERCISE
PRACTICES

Exercising to the catastrophic verses exercising to success.

9

IMPLEMENT
LONG-TERM
RECOVERY PLANS

Including recovery in our long-term planning and operations.



Chief of Staff
Electra Bustle

Chief of Staff (COS)

is responsible for general administrative management of the division. This includes reviewing, updating and developing policies and procedures, leading strategic initiatives, projects, staff development and engagement and the division's strategic planning. In addition, the COS is responsible for internal and external communications and stakeholder outreach and education. Sections within the COS support all other division offices, sections, and units.



Grants Management
Ezzie Michaels

Grants Management Office

focuses on standardizing, streamlining, and improving federal and state grant management practices. This office promotes and provides assistance for projects and programs to build, sustain, and deliver the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from all-hazards events. The support provided includes all phases of the grant life cycle from application, awarding of the grant agreements, to close-out of the grant agreements and the grant



Emergency Management
Mike Willis

Office of Emergency Management

conducts four phases of emergency management (Preparedness, Response, Mitigation and Recovery) in coordination with other state agencies and in support of local jurisdictions. It integrates emergency management efforts across all levels of government, including state, local, tribal, and federal.



CIAC
Kevin McElyea

Colorado Information Analysis Center (CIAC)

serves as the focal point within the state for receiving, analyzing and sharing threat-related information among private sector, local, tribal, and federal partners. The CIAC includes representatives from all levels of government and that represents a clearinghouse for threat information with a focus on protecting civil rights, civil liberties, and privacy concerns.

OUR OFFICES

The division is comprised of four offices

OUR MISSION

To lead and support Colorado's effort to prevent, protect, mitigate, respond to and recover from all-hazards events



COLORADO
 Division of Homeland Security
 & Emergency Management
 Department of Public Safety

OUR GOALS

These guiding principles and core values influence DHSEM's realignment and commitment to "rise" and "strive"

This is our foundation for future success

Results-focused

Driven by clearly defined goals and measuring performances against results.

Innovative

Fostering creativity, learning from experience and results, and seeking out new and efficient ways to solve problems and serve our stakeholders.

Service-Oriented

Listening and responding to our stakeholders and prioritizing their satisfaction in our work effort.

Employee-Centric

We value our employees and will recruit, retain, develop and recognize our employees with a focus on empowerment, communication, accountability, and supporting a work-life balance.

Results-Focused
Innovative
Service-Oriented
Employee-Centric

Service
Teamwork
Respect
Integrity
Vision
Excellence



CORE VALUES

- SERVICE** by exceeding expectations
- TEAMWORK** by unity of effort inspiring collaboration, confidence and trust
- RESPECT** by treating everyone with dignity, courtesy and professionalism;
- INTEGRITY** by upholding the highest ethical standards;
- VISION** by anticipating and being proactive; and
- EXCELLENCE** in all we do!

OUR VISION



A prepared, safe and resilient Colorado!

The members of DHSEM believe in six core values that drive us to success.



DIVISION DIRECTOR'S OFFICE

CHIEF OF STAFF

The Chief of Staff (COS) is responsible for general administrative management of the division. Sections within COS are Strategic Communications (StratComm) and Strategic Policy. Sections within the Chief of Staff's Office support all other division offices, sections, and units.

- ▶ Realignment to include a Partnership Outreach and Support Unit and a Communication Support Unit
- ▶ State Voluntary Agency Liaison (VAL) support to Colorado Voluntary Organizations Active in Disasters (COVOAD)
- ▶ Create a Private Sector Liaison Program and initial development of a Colorado Business Emergency Operations Center (BEOC)
- ▶ Secured two Small Business Administration Disaster Declarations
- ▶ Continue support of local public information officers (PIO) efforts through training, exercise and incident support
- ▶ Develop a three year strategic plan for the division to focus on divisional priorities and improve service delivery
- ▶ Develop a five year Colorado Homeland Security Strategy to improve Colorado's preparedness capability for acts of terrorism and all-hazards incidents

OUR GOALS

Objectives and Priorities for fiscal year 2018

StratComm is responsible for

External communications with stakeholders, media and public information

Support to local and state PIOs (public information officers)

Internal communications, marketing and outreach to critical partnerships

Strategic Policy is responsible for

Division policy and procedures related to organizational management

Policy support for the Homeland Security and All-Hazards Committee (HSAC)

Internal staff professional and career development and Human Resources

COS OUT COMES

StratComm supports

- DHSEM's Strategic Policy Section
- COVOAD
- Colorado BEOC
- Colorado Preparedness Advisory Council (CPAC)
- Colorado Emergency Preparedness Partnership (CEPP)
- Internal and External Stakeholders

Strategic Policy supports

- Emergency Management Accreditation Program (EMAP)
- Employee engagement initiatives
- DHSEM as a liaison between the division and Colorado Department of Public Safety (CDPS) Human Resources

STRATEGIC POLICY ENGAGEMENT MEETINGS CONDUCTED

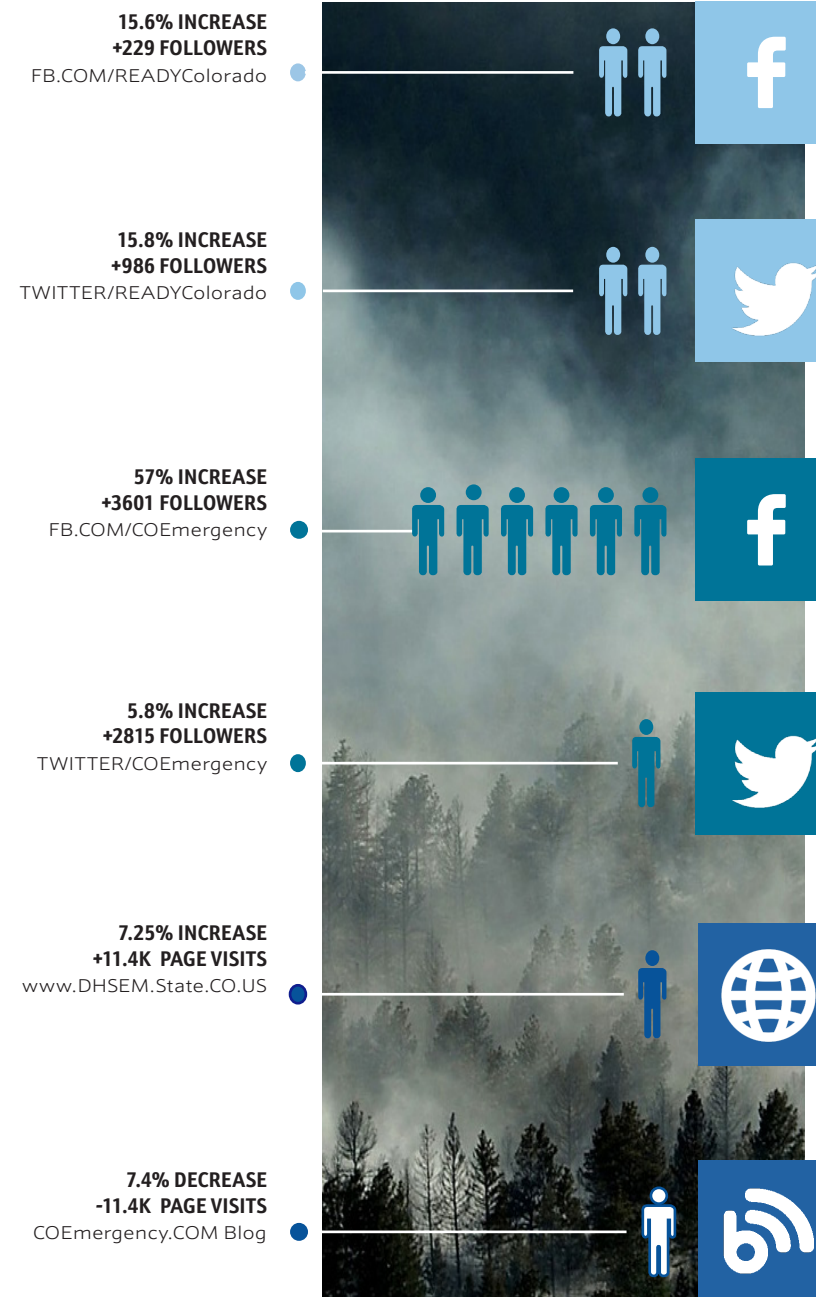
17
WITH EXTERNAL AND INTERNAL STAKEHOLDERS

6
WITH PROFESSIONAL ORGANIZATIONS

TO DEVELOP THE COLORADO HOMELAND SECURITY STRATEGIC PLAN

15
WITH INTERNAL STAKEHOLDER TO DEVELOP THE DIVISION STRATEGIC PLAN

The Strategic Policy Section partnered with the nine all-hazards regions, state agencies, county and municipal response agencies, elected officials and other non-government stakeholders to conduct stakeholder engagement meetings for the Colorado Homeland Security Strategy and DHSEM Strategic Plan. The purpose was to gather meaningful input for the plans, to listen to concerns and to gather ideas on how DHSEM could improve delivery of services and improve overall customer service.



FB.COM/READYCOLORADO
1691 FOLLOWERS

@READYColorado is a public awareness campaign supported by public and private partners to assist with community preparedness.

TWITTER.COM/READYCOLORADO
7221 FOLLOWERS

@READYColorado is a public awareness campaign supported by public and private partners to assist with community preparedness.

FB.COM/COEMERGENCY
9939 FOLLOWERS

@COEmergency is the official Facebook page to find the most recent news stories, videos, photos, podcasts and content distributed by DHSEM.

TWITTER.COM/COEMERGENCY
50.6 K FOLLOWERS

@COEmergency is the official information handle for DHSEM. In times of crisis this account helps share critical information with Twitter Alerts.

WWW.DHSEM.STATE.CO.US
169.9 K PAGE VISITS

The DHSEM website provides recent news stories, resources, links, grant opportunities and critical content to assist public preparedness awareness.

WWW.COEMERGENCY.COM
537.4 K PAGE VISITS

This website provides crisis communications, resources, links, and critical content distributed by DHSEM.

COS DIGITAL MEDIA

StratComm provides support for DHSEM's digital presence.

This includes four websites, multiple social media channels and digital platforms. Messaging by StratComm Director

StratComm houses two units:

Communications and Partnership Outreach Unit and the Communications Support Unit

Strategic Policy houses three units:

HR/Policy Unit, Learning and Development Unit, and the Accreditation and Support Services Unit

OUR GOALS

Objectives and Priorities for fiscal year 2018

OGM is organized into four sections

- Recovery Grants
- Preparedness Grants & Contracts
- Grant Management & Reporting
- Sub-Recipient Monitoring

OFFICE OF GRANTS MANAGEMENT

Our 2018 fiscal year priorities are designed to prepare our employees, our programs, and processes to manage future grant programs better. We strive to assist our partners and stakeholders to be better prepared to handle future grant programs.

- ▶ Implement EMGrantsPro, a platform that delivers a seamless grant management solution for the entire grant life-cycle from application to closeout
- ▶ Utilize EMGrantPro for all grant programs managed by DHSEM
- ▶ Align funding distribution and allocations between various grant programs, to assist our partners and stakeholders to better manage future grant programs
- ▶ Development of performance measures that evaluate and measure return on investment and sustain or increase local capabilities
- ▶ Assist our disaster effected sub-recipients in maximizing the federal assistance in their recovery operations and assist them in rebuilding a more resilient community



OGM OUTCOMES

| Grant Program | Grant Agreements Executed | Grant Amount |
|---|---------------------------|------------------------|
| Public Assistance (PA) | 6 | \$750,316.69 |
| Hazard Mitigation Grant Program (HMGP) | 5 | \$ 3,616,108.84 |
| Pre-Disaster Mitigation (PDM) | 6 | \$ 1,290,964.52 |
| Emergency Management Performance Grant (EMPG) | 72 | \$2,991,000.00 |
| Chemical Stockpile Emergency Preparedness Program (CSEPP) | 2 | \$ 6,763,111.00 |
| Community Development Block Grant Disaster Recovery (CDBG-DR) | 13 | \$14,022,416.00 |
| Disaster Emergency Fund (DEF) | 3 | \$680,000.00 |
| TOTAL OEM | 107 | \$30,113,917.05 |

| Grant Program | Grant Agreements Executed | Grant Amount |
|--|---------------------------|-----------------------|
| Homeland Security Grant Program (HSGP) | 10 | \$5,440,000.00 |
| Nonprofit Security Grant Program (NSGP) | 0 | \$0.00 |
| Hazardous Materials Emergency Preparedness (HMEP) | 4 | \$342,526.00 |
| State & Local Implementation Grant Program (SLIGP) | 1 | \$218,019.00 |
| Incident Management Team (IMT) | 4 | \$120,000.00 |
| Reserve Peace Officer Training Academy (RPOTA) | 1 | \$800,000.00 |
| TOTAL OGM | 20 | \$6,920,545.00 |
| Inter-Agency / Other | 3 | \$37,599.31 |

\$37M
TOTAL
 DHSEM
 EXECUTED
 GRANT AND
 CONTRACT
 AGREEMENTS

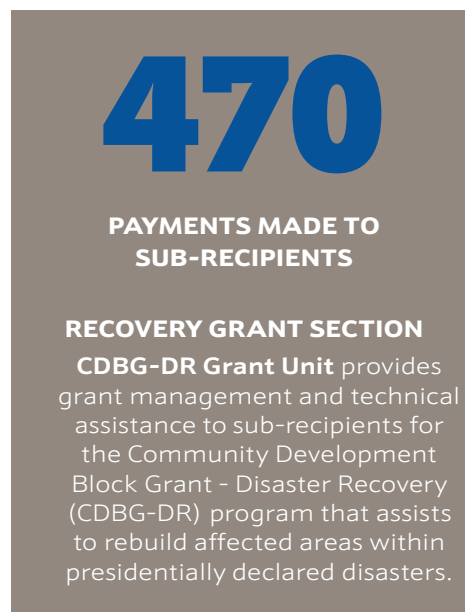
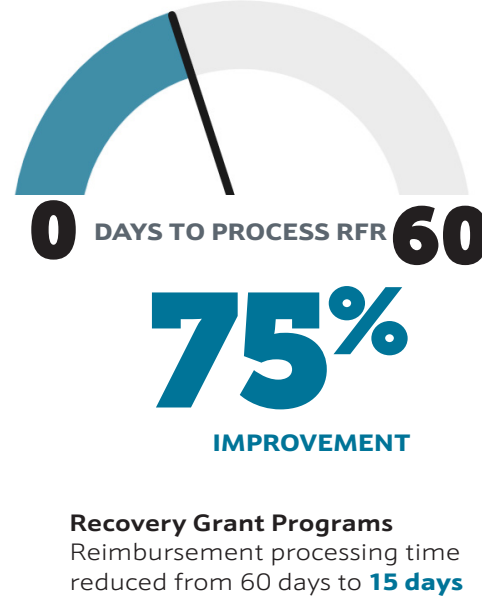
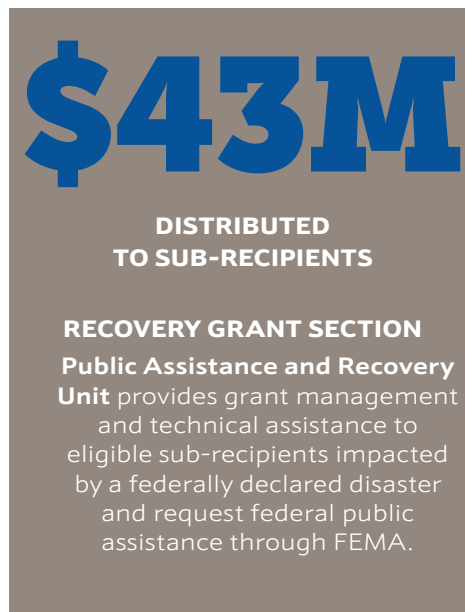
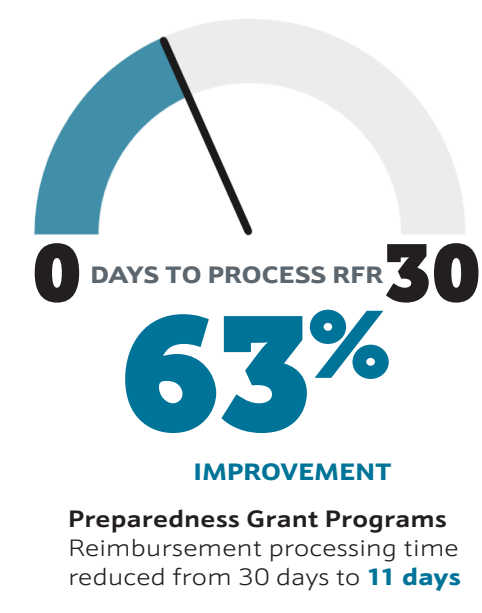
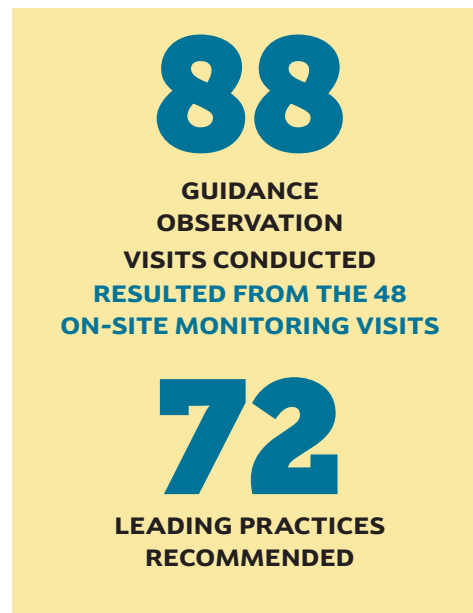
OGM OUT COMES

A **GUIDANCE OBSERVATION** IS A FINDING THAT CAN BE DIRECTLY LINKED TO THE CODE OF FEDERAL REGULATIONS (CFR) AND THEREFORE IS REQUIRED TO BE ADDRESSED BY THE SUB-RECIPIENT AS THEY COULD RUN THE RISK OF LOSING FUNDING IF THESE ISSUES ARE NOT RESOLVED.

A **LEADING PRACTICE** IS A GRANT MANAGEMENT PRACTICE THAT WE HAVE SEEN USED TO HELP OTHER SUB-RECIPIENTS IN THE PAST AND COULD IMPROVE THE CURRENT SYSTEM THAT IS IN PLACE.

Grant Reporting and Management Section oversees the grant management system (EMGrantsPro), a platform that delivers a seamless grant management solution for the entire grant life-cycle from application to closeout. **EMGrantsPro** implemented SHSGP and UASI grant programs into EMGrant Pro this fiscal year

The Sub-Recipient Monitoring Section conducts risk assessment of all sub-recipients who receive a grant from DHSEM, conducts on-site monitoring, and provide sub-recipients with technical assistance and grant management best practices



OGM OUT COMES

Preparedness Grants & Contracts Section provides management and technical assistant for state and federal grant programs that are focused on pre-disaster preparedness

- State Homeland Security Grant Urban Area Security Initiative Grant
- Non-profit Security Grant
- Hazardous Materials Emergency Preparedness Grant
- State and Local Implementation Grant
- Reserve Peace Officer Training Academy
- Emergency Management Program Grant
- Incident Management Team Grant
- Disaster Emergency Fund Grant

Recovery Grant Section provides management and technical assistant for state and federal grants that are focused on disaster recovery

There are two units Public Assistance/Recovery Unit
CDBG-DR Grant Unit

OUR GOALS

Objectives and Priorities for fiscal year 2018

OEM is organized into five sections

Preparedness Section

- Plans Unit
- Training and Exercise Unit

Response Section

- State Emergency Operations Center (SEOC) Operations Unit
- Logistics Unit

State Mitigation Section

- Mitigation Plans Team
- Mitigation Projects Team

Field Service Section

- Field Services Unit
- Incident Management Team

Recovery Task Force

- State Recovery Officer
- State Recovery Task Force (SRTF) - only activated if state or federal disaster is declared

OFFICE OF EMERGENCY MANAGEMENT

The division's Office of Emergency Management is responsible for the state's comprehensive emergency management program which supports local and state agencies. Activities and service cover the four mission areas of emergency management: preparedness, mitigation, response, and recovery

- ▶ Maintain a comprehensive emergency management program that addresses the four emergency management mission areas
- ▶ Enable Colorado Counties to execute the four emergency management mission areas through training, exercises and technical assistance programs
- ▶ Coordinate resource support to counties in the four emergency management mission areas
- ▶ Revamp State Incident Management Team (IMT) Program for the five state-certified Type III, Colorado All-Hazards IMT
- ▶ Established comprehensive State IMT Grant Funding Sustainability Program
- ▶ Re-certification of the state-certified Type III, Colorado All-Hazards IMTs



OEM OUT

COMES

Preparedness Section is responsible for the planning, training and exercising of emergency management efforts. Comprehensive state emergency plans are developed, trained, exercised and assessed consistent with the preparedness cycle

State Mitigation Section provides

- mitigation planning assistance and project management with local jurisdictions
- conducts mitigation training and education for jurisdictions
- coordinates with the preparedness section to integrate mitigation into state emergency management plans.

Field Service Section provides

technical support to local emergency management programs and their elected officials

2214
 STUDENTS TRAINED THROUGH **92** COURSES & **25** REGIONAL EXERCISES

29
 ACADEMY GRADUATES EMERGENCY MANAGEMENT

PREPAREDNESS SECTION

95%
 COLORADANS PROTECTED STATEWIDE BY A LOCAL MITIGATION PLAN

STATE MITIGATION SECTION

\$112M
 INVESTED IN LOCAL COMMUNITIES IN **40** JURISDICTIONS THROUGH

84
 MITIGATION PROJECTS

STATE MITIGATION SECTION

2
 UNPRECEDENTED CYBER SUPPORT RESPONSES FOR TWO STATE AGENCIES

10
 MAJOR INCIDENTS SUPPORTED IN **7** COUNTIES & **2** STATE AGENCIES

RESPONSE SECTION

5+2
 STATES + TERRITORIES SUPPORTED FOR HURRICANES, WILDFIRES, MASS SHOOTINGS, & LAVA FLOW

RESPONSE SECTION

60
 REGIONAL EMERGENCY MANAGEMENT MEETING COORDINATIONS SUPPORTED STATEWIDE

FIELD SERVICES SECTION

+\$3M
 EMERGENCY MANAGEMENT PERFORMANCE GRANT DOLLARS DISTRIBUTED TO LOCAL GOVERNMENTS TO SUPPORT LOCAL AND TRIBAL EMERGENCY MANAGEMENT PROGRAMS

FIELD SERVICES SECTION

OEM OUT COMES

The Response Section operates the SEOC at the approved level and maintains situational awareness throughout the state **SEOC Operations**

- Statewide Situational Awareness in Coordination with Field Services and Other State Agencies
 - Maintenance of OEM Operational Rhythm
 - SEOC Operations in Accordance with Approved Level
 - Internal Communications Operations Including WebEOC
 - Inter-departmental Training and Coordination with Emergency Support Functions/Emergency Response Coordinators
 - Emergency Management Assistance Compact planning and coordination
 - Oversight of Chemical Stockpile Emergency Preparedness Program
- Logistics Operations**
- Resource Visibility and Status
 - Resource Mobilization/ Demobilization
 - Emergency Management Assistance Compact (EMAC) Execution
 - Maintenance and Delivery of Communications Equipment
 - Logistics Planning Support and Expertise



PLANNING IMPLEMENTATION
Achieved **100%** implementation of Swift 911 across all State agencies exceeding goal of 75%.

33 EXERCISES SUPPORTED REGIONALLY AND AT THE SEOC
Members provided support as planners, exercise directors, controllers, evaluators, sim-cell managers and participants, scribes for the after-action meeting, and writers of after-action reports (AAR). Exercise support more than doubled over FY2017.

PLANNING SUPPORT
Plans section provided planning support to over **20** communities developing Emergency Operations Plans, Recovery Plans, and Debris Management Plans.

RESPONSE SECTION SEOC ACTIVATED
Ten times, totaling **33** days, for fires, storms and a cyber incident.

SEOC EXERCISE EVENTS
SEOC had **seven** major exercise events over **10** days - including four consecutive days for local and state agencies, and three consecutive days for state and federal agencies.

STATE RECOVERY OFFICER

4

DISASTER RECOVERY OPERATIONS
Three Disaster Assistance programs
Five Financial Recovery workshops and presentations

2

RTF DEPLOYMENTS & ACTIVATIONS
Supporting **416 & Spring Fire**, & **eight** State RTF coordination calls

INCIDENT MGT TEAM (IMT)

9

IMT DEPLOYMENTS
Colorado Incidents: CDOT Cyber Security, Carson Midway, MM 117 Fire, Badger Hole Fire, 416 Fire, and Spring Fire Incidents among others statewide, and Hurricane Irma, ESF-13

120

IMT MEMBERS SUPPORTED
Financially supported at 2017 Keystone IMT Workshop & Exercise, AHIMTA symposium, and 2018 Winter/Spring CWFIMA

\$150k

FUNDS DISTRIBUTED
State Grant funds administered to **five** state-certified Type III IMTs



OEM OUT COMES

BY COLLABORATING AND PARTNERING WITH INTERNAL AND EXTERNAL STAKEHOLDERS, WE ARE **STRIVING TOGETHER** TO CREATE A PREPARED, SAFE AND RESILIENT COLORADO!



MITIGATION SECTION

12
FEMA-APPROVED HAZARD MITIGATION PLANS (HMP)
85% of HMP communities and **86%** of counties have a FEMA-approved HMP. Assisted **seven** jurisdictions that will attain approval in FY19.

123
MITIGATION PROJECTS SERVICED AND DEVELOPED IN

27
COUNTIES IN COLORADO
35 of the **123** projects now completed

\$10.2M
MITIGATION PROJECT PAYMENTS

12
JURISDICTION REQUESTS FEMA PDM & FMA PROGRAM
Application development for FEMA's 2017 Pre-Disaster Mitigation (PDM) and Flood Mitigation Assistance (FMA) programs leading to federal fund award of **\$11.2 million**. Captured over **ten%** of all awarded funding in the nationally competitive PDM Program

- State Recovery Officer**
- trains, prepares and, as required, activates the State Recovery Task Force (SRTF)
 - coordinates and integrates DHSEM recovery planning with other state agencies to ensure seamless recovery efforts across state government
 - leads the SRTF and, if required, integrates the SRTF into a Joint Recovery Task Force (JRTF) in coordination with FEMA
- State Recovery Officer responsibilities include:**
- When Directed, Stand up and Lead the State Recovery Task Force
 - When Directed, Integrate the State Recovery Task Force into a Joint Recovery Task Force
 - Train the State Recovery Task Force
 - In Coordination with the Planning and Training and Exercise Sections, Integrate Recovery into Plans and Training Programs
 - Coordinate with Department of Local Affairs and other State Agency Recovery Offices to Integrate Plans and Efforts

OUR GOALS

Objectives and Priorities for fiscal year 2018

CIAC is organized into four sections

- Watch Center
- All-Hazards Threat Analysis Unit
- Terrorism Liaison Officer Program
- State, Local and Federal Partnerships

COLORADO INFORMATION ANALYSIS CENTER (CIAC)

The Colorado Information Analysis Center (CIAC) provides situational awareness and a common operating picture and coordinated information collection, analysis, dissemination for CDPS and partners throughout the state.

The CIAC ensures a coordinated information exchange using the following strategies:

- Information gathering and analysis
- Dissemination of reports and best practices
- Integration with a national fusion network

- ▶ Establish standardized Strategic Intelligence and Threat Prioritization Program (TPP)
- ▶ Establish 24/7 CDPS Watch Center
- ▶ Collaborate with division and external stakeholders on developing the two Strategic Plans (Colorado and DHSEM)
- ▶ Present at the 2017 National Fusion Center Association on International Terrorism, Foreign Terrorist Organizations (FTO) ideologies, International Drug Trafficking, the CIAC Threat Prioritization Program and Strategic Intelligence Product Policy
- ▶ CIAC Infrastructure Protection team, along with our trained local partners, conduct seven assessments on schools throughout the state



CIAC OUTCOMES

THE CIAC CYBER ANALYSTS DEVELOPED AND DEPLOYED OPERATIONAL INCIDENT RESPONSE CAPABILITIES ON MULTIPLE OCCASIONS WITH VARIOUS COLORADO GOVERNMENT ENTITIES AT THE STATE AND LOCAL LEVEL. DEPLOYMENTS INCLUDED THE FIRST GUBERNATORIAL DISASTER DECLARATION FOR A CYBER INCIDENT WITH SUPPORT FROM DHSEM, CONG, OIT, AND DHS ASSETS.

Watch Center produces and provides

- consolidated situational awareness information and intelligence during any major incident
- a common operating picture and coordinated information collection for CDPS, state and local leaders and partners
- one-stop shop for incident information available 24/7
- assistance and real-time results to local law enforcement and emergency management

All-Hazards Threat Analysis Unit is responsible for

- receipt, review, analysis and dissemination of threat and hazard related information / intelligence
- Analysts in this unit focus on:
- Marijuana Diversion – Black Market Threats and Illegal Export
 - Transnational Organized Crime
 - Drug Trafficking Organizations
 - International and Homeland Terrorism
 - Gangs/Outlaw Motorcycle Gangs
 - Cyber and Infrastructure Protection
 - Mobile Analytics – Analytical support and Open Source Threat Review at Events
 - Tactical and Strategic Intelligence
 - Suspicious Activity Reports
 - Terrorist Screening Center Hits
 - Fire/EMS Collaboration
 - Threats to Religious Institutions
 - Preventing Targeted Violence

https://www.colorado.gov/pacific/DHSEM/CIAC CIAC Cyber, KEY OUTCOMES, FY2017-18

CIAC Cyber analysts provided coordination and key support for the Governor's Cybersecurity Council, North Central Region / Urban Area Security Initiative Cybersecurity Committee, the National Fusion Center Association/ Cybersecurity Intelligence Operations subcommittee, the State, Local, Tribal, and Territorial Government Coordinating Council, and the Colorado Cybersecurity Threat Information Sharing group.

KEY DELIVERABLES INCLUDE:

- CYBER INCIDENT RESPONSE GUIDES**
- POLICY AND TECHNOLOGICAL WHITE PAPERS**
- JURISDICTIONAL SPECIFIC CYBERSECURITY REVIEW**
- TABLE TOP EXERCISES**

CIAC OUT

COMES

Terrorism Liaison Officer (TLO) Program is responsible for

- reporting and disseminating suspicious activity and other criminal intelligence information to their local agency and to CIAC

The TLO is responsible for

- direct point of contact for CIAC at the local level
- two-way flow of information from the TLO's region to the CIAC
- collect relevant field intelligence from their area and reporting
- disseminating pertinent intelligence information from CIAC to their own personnel.

State, Local and Federal Partnerships are

co-located in CIAC in a part time or full time capacity

- Colorado State Patrol
- Auto Theft Intelligence Coordination Center (ATICC)
- Federal Bureau of Investigation (FBI)
- Homeland Security Investigations (HSI)
- Department of Homeland Security - Office of Intelligence and Analysis (DHS I&A)
- Department of Corrections (DOC)
- Rocky Mountain Information Network (RMIN)
- Denver Police Department
- Department of Revenue

WATCH CENTER

24/7

STOOD UP IN 2 WEEKS

Created with existing resources, the Watch Center is integral to our ability to share situational awareness, provide **24/7** analytical assistance and provide a common operating picture for CDPS leadership as well as stakeholders.

8

STATEWIDE IP GATEWAY ASSESSMENTS

The CIAC Infrastructure Protection team completed **eight** assessments in IP gateway of critical infrastructure throughout the state.

Eleven assessments completed in IP Gateway by local government partners that the CIAC IP team trained.

6

SECTORS COMPLETED

The assessments completed within the year covered **six** different sectors of critical infrastructure.

19

THREAT CHECKS

1

THREAT ASSESSMENT

26

SITUATIONAL AWARENESS BULLETINS

Analyzed and evaluated multiple data sources in developing **19** threat checks, **one** threat assessment, and **26** situational awareness bulletins that allowed law enforcement to implement best strategies for public safety.

3008

TASKS OF COLLECTED & ANALYZED INTELLIGENCE

information shared with local, state & federal partners.

80+

LAW ENFORCEMENT WORKUPS DEVELOPED

6

CRIMINAL ARRESTS

Used all-source information to develop **80+** law enforcement workups that led to the known arrests of **six** criminals.

3

DRUG TRAFFICKING STRATEGIC INTELLIGENCE PRODUCTS

8

COLLABORATIVE STATES

Authored **three** strategic intelligence products including a collaborative effort with **eight** states in the Rocky Mountain Region to combat common drug trafficking.



CIAC OUT

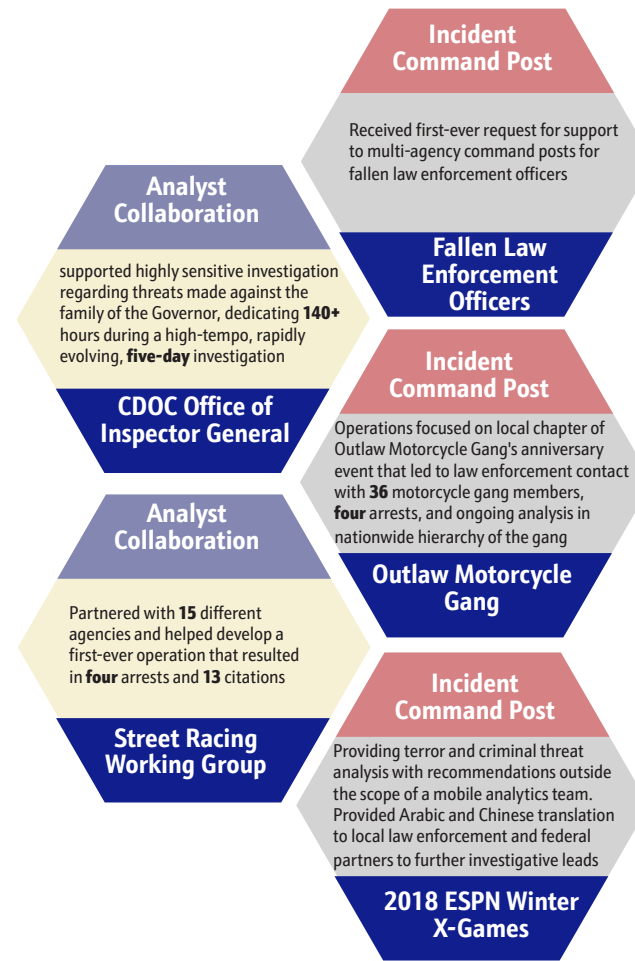
COMES

CIAC partners with DHSEM internal sections/units throughout the year:

- SEOC Exercises
- CIAC Cyber Analysts working closely with OEM during the CDOT Cyber Incident
- Assisting OEM during Wildfires and Floods
- Watch Center is the central repository for Damage Assessments
- CIAC staff served on the DHSEM Employee Council

External collaborations

- Increase physical security of critical infrastructure by training state government employees to conduct assessments
- Directly supported CDOT cyber incident response team
- Designed and supervised DHS Cyber intern
- Contributed to cybersecurity exercises and workshops
- Engage with state leadership surrounding election cybersecurity
- Provide real-time information sharing platforms during high interest events
- Identified cybersecurity vulnerability and resiliency concern that potentially impacts metro area fuel supplies



CRITICAL INFRASTRUCTURE

Conducted **50** site visits to assess critical infrastructure risks, outreach to **300** stakeholders, and formed **75** new relationships to provide protective measures to improve security profiles

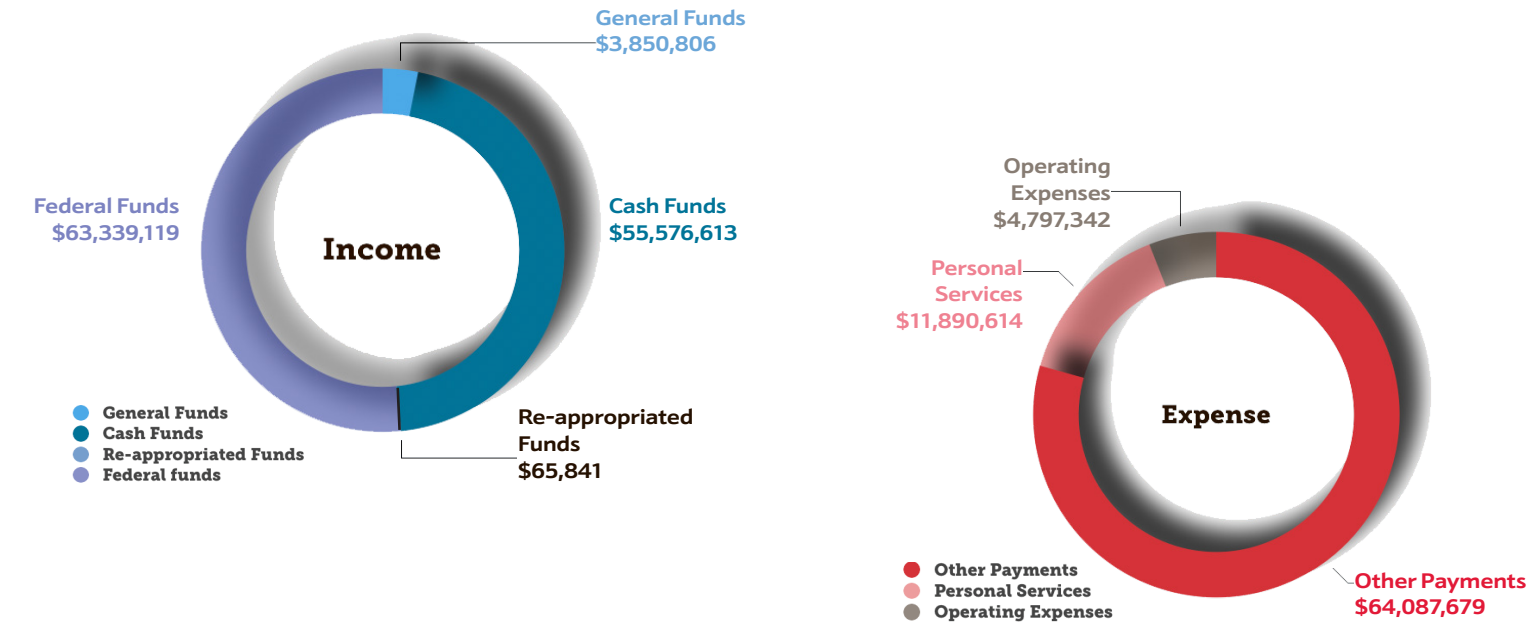
IT IS LITERALLY TRUE THAT YOU CAN SUCCEED BEST AND QUICKEST BY HELPING OTHERS TO SUCCEED.

~NAPOLEON HILL



| INCOME | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18* |
|-----------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund | \$3,079,962 | \$3,633,353 | \$3,148,433 | \$3,850,806 |
| Cash Funds | \$147,558,349 | \$81,182,843 | \$56,031,528 | \$55,576,613 |
| Re-appropriated Funds | \$71,688 | \$65,841 | \$65,841 | \$65,841 |
| Federal Funds | \$94,950,955 | \$80,515,638 | \$86,403,646 | \$63,339,119 |
| TOTALS | \$245,660,954 | \$165,397,675 | \$145,649,448 | \$139,079,182 |

REPORT OF INCOME & EXPENDITURES



| EXPENDITURES | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18* |
|---|----------------------|----------------------|----------------------|---------------------|
| Personal Services | \$20,530,755 | \$22,439,291 | \$16,813,347 | \$11,890,614 |
| Operating Expenses | \$26,901,495 | \$71,251,113 | \$6,266,580 | \$4,797,342 |
| Intergovernmental, Non-governmental and Other Payments | \$123,029,879 | \$31,453,425 | \$92,783,404 | \$64,087,676 |
| TOTAL | \$170,462,130 | \$125,143,830 | \$115,863,330 | \$80,775,632 |

OUR BUDGET

***This fiscal year (FY17-18)** does not officially close until December 15, 2018, but the bulk of the expenses are accounted for in these numbers.

Figures are balanced to the Colorado Operation Resource System (CORS)

Personal Services

- Employee Salary and Benefits

Operating Expense

- General Operational Expenses

Other Payments

- Intergovernmental
- Non-Governmental
- Funds received by the state and passed on to local jurisdiction

Re-Appropriated Funds

- Funds appropriated more than once in the same fiscal year and typically transferred from one agency to another

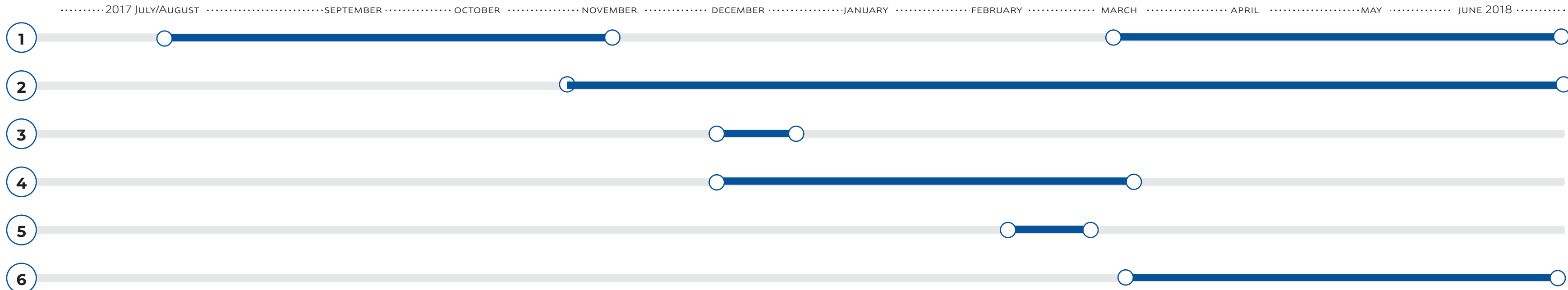


OUR MAJOR CHANGES

We are moving away from the effects of the unplanned organizational growth from the 2013 and 2015 disasters and evolving into a more strategic organization focused on growing our people, aligning our structure to our business needs and planning for our future to enhance our performance.

- We are doing this by**
- consolidating our business functions
 - taking a deliberate approach to the way we hire and train our staff
 - formalizing protocols and processes
 - developing an actionable strategic plan to prioritize our work; and
 - focusing on unity of effort across the division

All of this is being done for one purpose, to create a prepared, safe and resilient Colorado!



1

DOUBLE DUTY

EZZIE MICHAELS – FOUR MONTHS DOUBLE DUTY DIRECTOR FOR OFFICE OF PREPAREDNESS & EMERGENCY MANAGEMENT
KRISTINA BOMBA – SEVEN MONTHS DOUBLE DUTY DIRECTOR FOR CIAC

2

NEW DIRECTOR

IN NOVEMBER, WE HIRED A NEW OFFICE OF EMERGENCY MANAGEMENT DIRECTOR- MIKE WILLIS.

3

WATCH CENTER STOOD UP

WE STOOD UP THE WATCH CENTER IN THE CIAC IN TWO WEEKS LAST WINTER. THIS EFFORT WAS LED BY DEVON RHOADS BUT WAS A SUCCESS STORY FOR EVERYONE WORKING IN THE CIAC AND MANY ACROSS THE DEPARTMENT WHO SACRIFICED AND CAME TOGETHER TO MAKE THE WATCH CENTER A SUCCESS.

4

SEVENTEEN STATEWIDE STAKEHOLDER MEETINGS

DECEMBER 2017 THROUGH MARCH 2018, PAUL ELLER LED THE EFFORT TO ENGAGE OVER 500 PARTICIPANTS. THE INFORMATION WE COLLECTED IS BEING USED FOR OUR COLORADO HOMELAND SECURITY STRATEGY, OUR DIVISION STRATEGIC PLAN AND ASSISTING US IN TODAY'S OPERATIONAL DECISIONS.

5

ROLL OUT

IN FEBRUARY, WE ROLLED OUT OUR NEW VISION, MISSION, VALUES AND GUIDING PRINCIPLES. (SEE PAGES EIGHT AND NINE FOR DETAILS.)

6

DIVISION-WIDE REALIGNMENT

IN MARCH WE ROLLED OUT A DIVISION-WIDE REALIGNMENT WHICH INCLUDED MANY EMPLOYEES MOVING POSITIONS AND ALMOST 40 PEOPLE (NEARLY HALF OF OUR DIVISION) MOVING OFFICE SPACE; AND WE STARTED THE SEARCH PROCESS FOR A NEW CIAC DIRECTOR.



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Division of Homeland Security & Emergency Management

Department of Public Safety

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www.COEmergency.com

Office Information

9195 E Mineral Ave, Suite 200

Centennial, CO 80112

Main Phone Number: (720) 852-6600

Hours of Operation: 8 a.m. - 5 p.m.

Graphic and Photography Acknowledgments

Cover and pages 2, 5, 10, 13, 15, 26 provided by Pixabay.com

Page 23: Icons provided by pngtree.com

Back Cover: Icons designed by Freepik & Those Icons from Flaticon

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