

State of Colorado Multi-Year Integrated Preparedness Plan

Calendar Years 2023-2026

January 31, 2023

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Annual Update Completed January 19, 2024

Annual Update Completed January 24, 2025



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



COLORADO
Department of Public
Health & Environment



COLORADO
Department of Agriculture

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Record of Changes		
Date	Summary of Changes	Person
4/5/23	Addition of Promulgation Letter (p. 2)	L. Bailey
6/13/23	Addition of Record of Changes Page (p. 3)	L. Bailey
6/13/23	Addition of final date of annual evaluation and revision of December 31; addition of final date to file MYIPP with FEMA of January 31 (p. 35); Addition of statement that minor changes can be approved by the Integrated Preparedness supervisor/State Training Officer (p. 35)	L. Bailey
6/13/23	Addition of integrated preparedness planning process chart (p. 54)	L. Bailey
12/29/23	Letter from Mike Willis, OEM Director (p. 2)	L. Bailey
12/29/23	Updated preparedness priorities (pp. 24-25)	L. Bailey
1/8/24	Updated DHSEM and CDPHE-OEPR priority alignment (pp.28-30) Updated CDPHE-OEPR priority POETE Analysis (pp. 30-41)	A.Wanninger
1/11/24	Updated SEOC content and position descriptions	G.Pettis
1/11/24	Format update and Added TOC	G.Pettis
1/16/25	Added update narrative for CY 2024 to base plan	L. Bailey
1/16/25	Updated Points of Contact - Removed Willis, Added Denney as Interim OEM Director	L. Bailey
1/16/25	Changed priority previously named “Social Vulnerability” to reflect priority name approved in 2024 (p. 28)	L. Bailey
1/16/25	Added Update Narrative for Calendar Year 2024 (p. 7)	L. Bailey
1/16/25	Changed title of last year’s narrative to Update Narrative for Calendar Year 2023” (p. 10)	L. Bailey
1/16/25	Updated points of contact and committee representatives names (p. 5)	L. Bailey
1/16/25	Added Colorado DOLA to participating state agencies	L. Bailey

Letter from the Director



COLORADO

Division of Homeland Security & Emergency Management

Department of Public Safety

Office of Emergency Management
9195 E. Mineral Avenue, #200
Centennial, CO 80112

December 29, 2023

Colorado Emergency Management Community:

This document represents the final 2023 updated version of the 2023-2026 State of Colorado Multi-Year Integrated Preparedness Plan with such document hereby promulgated. Changes are listed on page 6 of this document. This revised version of the document as well as any future versions can be accessed on the Colorado Division of Homeland Security and Emergency Management website.

This plan spans all five emergency management mission areas and focuses on six priorities identified by our stakeholders and DHSEM leadership. All changes to the base plan can be found on page 6. The Training and Exercise Schedule is a live document and continually updated.

The Plan is predicated on federal and state strategies, local guidance and direction received from the National Preparedness Framework, the Comprehensive Preparedness Guide 201, and the Homeland Security Exercise Evaluation Program. It is also informed by a needs assessment process which included, but was not limited to the Colorado Emergency Preparedness Assessment Summary, regional and county IPPs, after-action reports and improvement plans as well as planning with some of our state partner agencies.

Please use this document to focus your integrated preparedness programs and provide rigor to your planning, training and exercise efforts.

A handwritten signature in blue ink, appearing to read 'm j willis', with a long horizontal stroke extending to the right.

Michael J. Willis
Director, Office of Emergency Management

Points of Contact

Colorado Department of Public Safety, Division of Homeland Security and Emergency Management

Trevor Denney, Interim Office of Emergency Management Director
Lynn Bailey, Integrated Preparedness Supervisor/State Training Officer

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Update Narrative for Calendar Year 2024

A summary of preparedness activities in calendar year 2024 for DHSEM's priorities are included in this update.

Priorities

Improve resource mobilization and management

Revisions to the State Emergency Operations Plan (SEOP) ESF-7 Logistics Annex are in progress, with input being gathered from key stakeholders. Other internal plans and procedures are also under review to ensure alignment with updated practices. The Assets Inventory Management Policy for the SEOC has been completed, and discussions continue with partners to strengthen the Mutual Aid Program. Additionally, tabletop exercises conducted with Colorado Department of Public Safety (CDPS) partners have clarified finance and procurement roles during and after activations, ensuring seamless operations during emergencies.

Increase Whole Community Planning and Access to Communication, Maintaining Health, Independence, Support and Safety, and Transportation (CMIST) Resources.

The AFN Team focused on this priority by delivering numerous individual training sessions as well as trainings offered at the AFN University and at the AFN Conference. Planning is underway to establish CMIST Response Teams across field service areas, and work continues on toolkits for sheltering, feeding, evacuation, and accessible presentations. These resources aim to improve the state's ability to meet diverse community needs during emergencies.

Improve Command and Coordination

The State Continuity Working Group has made significant progress in developing robust structures, roles, and responsibilities through a series of strategic meetings. As part of this effort, the Office of Emergency Management (OEM) established a Continuity of Operations (COOP) working group tasked with identifying mission-essential functions, critical systems, and personnel required to maintain operations during prolonged interruptions. Building on this foundation, the OEM COOP is scheduled for completion in the first quarter of 2025.

In 2024, the COOP was successfully activated during a "real-world" event when the Mineral building became temporarily uninhabitable. This activation provided an opportunity to test the plan in practice. The COOP Manager and team are preparing an After-Action Report to capture lessons learned and refine continuity planning efforts for future incidents.

The Field Operations and Integrated Preparedness Sections supported approximately 66 exercises throughout Colorado in CY 2024. The Specialists and Field managers served in different capacities to include being a member of the planning team or serving as evaluator, controller, or observer. Specialists also assisted with development of after-action reports and improvement plans as requested.

The Integrated Preparedness Section supported or delivered 269 courses over the course of 2024. This effort included the delivery of the biennial Colorado National Emergency Management Basic Academy. 38 students from the third Cohort successfully graduated after three rigorous weeks of learning new skills and strengthening current skills. Field Operations' field managers also instructed 28 trainings in total to counties in their assigned areas of the state to include G courses and courses developed internally. The Safer Together Symposium was also conducted in 2024 with plans in the works for another symposium in 2025.

The Colorado Department of Agriculture (CDA) also plays a vital role in statewide preparedness efforts as a key participant in the Integrated Preparedness Planning process with DHSEM. In 2024, the CDA completed the build-out of its Department Operations Center (DOC), a significant achievement in enhancing its operational capabilities. To further bolster preparedness, CDA appointed a new training and exercise lead who will collaborate with DHSEM on integrated training and exercise initiatives.

The Colorado Department of Public Health and Environment (CDPHE) continues to partner with DHSEM through the Integrated Preparedness Planning process. In 2024, CDPHE aligned all POETE activities directly with the IPP priorities. June of 2024 also marked the beginning of a new five year grant cycle for two federal grants that fund CDPHE public health and medical preparedness work, the Hospital Preparedness Program and the Public Health Emergency Preparedness grant. These grants outline five years of plan updates, workforce development, and exercises reflected in the IPP.

Strengthen Communications and Information Management

The State Emergency Operations Center (SEOC) is revising multiple plans to enhance coordination among partners and agencies. The COOP for the SEOC is also under development, with completion anticipated in 2025.

Reduce Vulnerability to Technical and Man-Made Threats (to Include Terrorist/Cyber)

The Colorado Information and Analysis Center (CIAC) continues to enhance preparedness statewide through its Terrorism Liaison Officer (TLO) Program, offering comprehensive training, certifications, and recertifications.

Additionally, CIAC provides a range of homeland security and law enforcement courses designed to address the evolving needs of its partners and stakeholders. Multiple planning activities continue for programs offered through DHSEM, such as the Colorado Preventing Targeted Violence Program and the Threat Liaison Officer Program. The CIAC also delivers courses on homeland security-related topics upon request.

New Priority

Increase Recovery Preparedness

Recommended by DHSEM's Integrated Preparedness Planning Committee and approved by the Executive Leadership Team, this priority emphasizes the importance of enhancing the state's capacity for disaster recovery.

The initiative focuses on evaluating systems and processes to develop targeted training, exercises, and resources that support recovery efforts statewide. It also aims to foster collaboration among partners to strengthen recovery capacity and advance subject matter expertise in recovery preparedness and planning.

With the growing frequency and severity of disasters in Colorado, including those causing significant damage and community impacts, prioritizing recovery preparedness has become essential. Building expertise and readiness before disasters occur can greatly facilitate the recovery and rebuilding process for individuals, local jurisdictions, tribal nations, and the state.

Colorado has already made significant progress in enhancing recovery capacity. The State Recovery Task Force (SRTF) has successfully engaged key state partners to plan and coordinate recovery efforts. State agencies have delivered recovery-focused training and exercises, while collaboration among government partners at all levels has strengthened disaster recovery planning. By formally incorporating this priority into the Integrated Preparedness Plan (IPP), DHSEM reaffirms its commitment to advancing recovery preparedness and ensuring a more resilient future for Colorado.

The Recovery Section demonstrated the need for supporting recovery preparedness as a priority through the delivery of three Regional Recovery Symposiums and multiple presentations to emergency managers on how to start talking about recovery in their counties. The section published two Just-In-Time trainings focusing on SBA Disaster Loan Outreach Centers and Crisis Track in Colorado. At the Division, the Section planned and delivered three exercises to discuss state level recovery with our state partners.

Proposed POETE Activities

The following POETE elements have been identified as supporting activities for this priority over the next 3 to 5 years.

Planning

- Further develop the process of assessing disaster-caused damage and community impacts.
- Further develop the process of identifying state recovery program assistance opportunities.
- Update recovery information in the SEOP update.
- Finalize the Recovery Planning Tool to assist local jurisdictions in developing and evaluating the recovery plan. Develop resources to roll out the tool and to aid implementation.

Organization and Equipment

- Utilize tracking mechanisms to understand data better and monitor progress (Web EOC, GIS, Tableau, etc.)
- Continue to build out the State Recovery Task Force and Recovery Support Function structure to be flexible to the needs of Colorado throughout disaster recovery. Prioritize partner engagement and capacity building.

Training

- Complete cycle 1 of the Regional Recovery Symposium series.
- Develop virtual training opportunities that are accessible to wider audiences, such as video shorts and recorded presentations.
- Develop resources to support the rollout and implementation of the Recovery Planning Tool.

Exercise

- Plan and conduct exercises focused on state recovery program development.
- Develop recovery exercises for local jurisdictions.

Update Narrative for Calendar Year 2023

The State of Colorado Multi-Year Integrated Preparedness Plan Update for 2023 will reflect a change of philosophy in terms of how the State's Plan is updated annually. In the past, the plan start and end dates were moved to the next year, i.e. from 2023-2026 to 2024-2027; however, changing those dates did not reflect the true nature of a multi-year plan. The annual update will reflect the planning efforts accomplished over the respective calendar year along with the appropriate edits to the plan document.

The bulk of the base plan will remain the same during the four-year plan cycle with the exception of any changes to major components to include areas such as priorities. The update narrative will provide the history and intent of any such edits along with the notation on the Record of Changes found on page 3. In addition, the update narrative will provide information on any changes or corrections in policies, procedures, or philosophy. Such is the case with DHSEM's change of philosophy in how the IPP will be updated each year as referenced above.

Any participating state agency may provide a narrative on its integrated preparedness planning efforts during the appropriate calendar year. We anticipate that the format of the narrative may become more integrated as state agencies choose to become more involved in planning efforts. Ultimately, the intent will be to provide a narrative which portrays an integrated and aligned Preparedness Plan across state agencies involved in this process.

For Calendar Year 2023 (CY23), the DHSEM Integrated Preparedness Planning Committee developed working groups which were assigned one of the priorities listed in the IPP. Each group determined if the priority is still relevant and appropriate, reviewed the associated preparedness activities, and determined if any activities are completed and if the remaining activities are still relevant and appropriate. The priority "Reduce social vulnerability - community resilience" was revised and expanded to "Increase whole community planning and access to CMIST resources: Communication, Maintaining Health, Independence, Support, Transportation". This revision to the priority was made to clarify the intent of leadership. The IPP Committee recommended approval of the changes to the priorities with adoption of the changes by the DHSEM Executive Leadership Team.

The Integrated Preparedness Planning Committee tracks the progress of all priorities and corresponding preparedness activities on the [POETE \(Planning, Organizing, Equipping, Training, Exercising\) Tracker](#). In order for accurate progression to be documented, this improvement planning tool also reflects the priority and preparedness activity changes made during 2023.

DHSEM Preparedness Activity Considerations Update

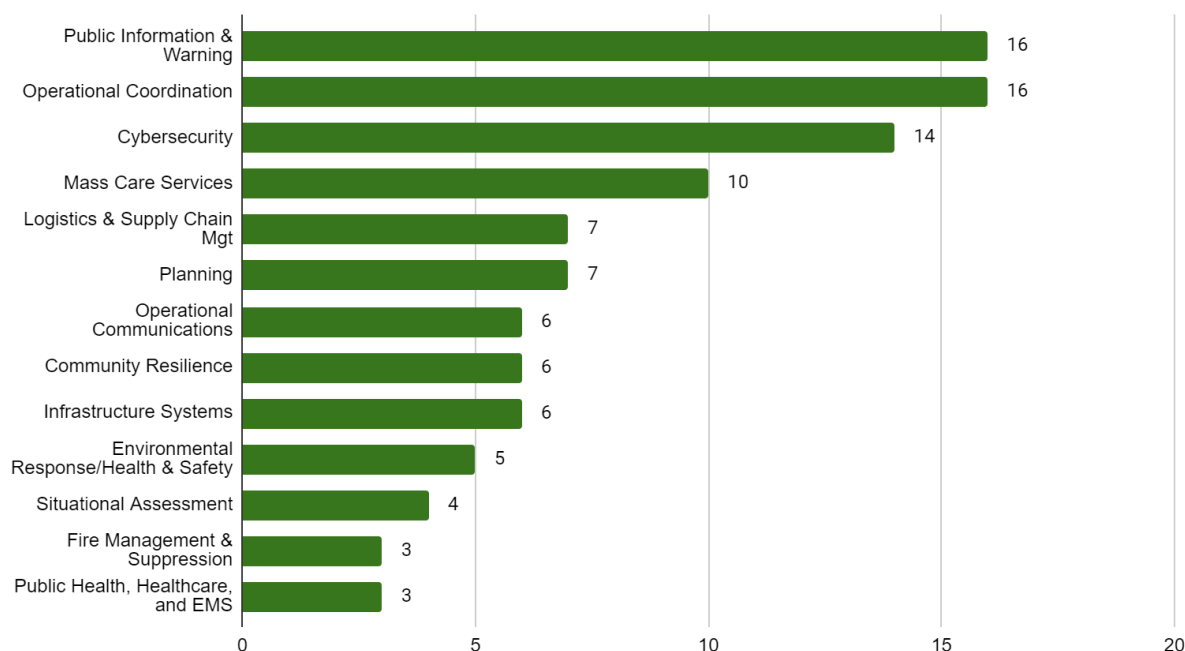
Colorado Preparedness Outlook

During 2023, the DHSEM recognized that the Integrated Preparedness Plans submitted by counties, all-hazards regions, State Incident Management Teams (IMT), and tribal nations provided valuable data in the form of not only statewide gaps but also the locally identified solutions to address those gaps. The Integrated Preparedness Section finalized a project whereby a data collection and analysis methodology was implemented so that statewide trends could be identified. The detailed Colorado Preparedness Outlook, found on the DHSEM website, outlines statewide trends regarding the preparedness priorities and activities of county, regional, and tribal jurisdictions as outlined in their Integrated Preparedness Plans. It provides valuable information to State and local partners as to what Colorado communities are worried about and working on in 2024. To that end, it should be noted that the CPO also supports DHSEM's Strategic Objective 2: Increase local jurisdiction response and recovery preparedness.

The CPO reflects IPPs received from thirty-two (32) contributing agencies including 20 county agencies representing 31 percent (31%) of total counties, four incident management teams (IMTs), and eight of nine all-hazards regions. These numbers, exclusive of the IMT IPPs, show that 92% of the State of Colorado has a current local and/or regional IPP in place.

The top 5 most common preparedness priority factors cited in IPPs were:

- 1) Other after-action reports or corrective actions (exercise AARs and Improvement Plans);
- 2) Real World Incident/AARs
- 3) Hazard Mitigation Plan
- 4) Colorado Emergency Preparedness Assessment (CEPA)
- 5) External Requirements (i.e. grant deliverables, accreditation, etc.)



Priorities by Number of Mentions

1. Public Information & Warning (16)
2. Operational Coordination (16)
3. Cybersecurity (14)
4. Mass Care Services (10)
5. Logistics & Supply Chain Management (7)
6. Planning (7)
7. Operational Communications (6)
8. Community Resilience (6)
9. Infrastructure Systems (6)

In addition to the twenty-two (22) FEMA Core Capabilities identified as priorities, there were seventy (70) additional non-core capability priorities identified which were split into three general categories: capability type, threat/hazard, and program development. It should be noted that many of the capability type priorities could be interpreted under the FEMA Core Capabilities such as Resource Management (Logistics and Supply Chain Management); however, we determined that to make that correlation could be seen as subjective, and we want our analysis to reflect what our stakeholders said, not what we think they said. We recognize that an area of improvement for our Integrated Preparedness subject matter experts was to ask questions at local IPPWs that will provide more specificity to what FEMA core capabilities identified needs and gaps can be attributed to.

The CPO reflects a total number of 1,427 of preparedness (POETE) activities identified statewide for calendar year 2024. Of that number, 75% are either planning, training, or exercising. Almost 11% are organization activities, and almost 12% are equipment activities. 59% are aligned with preparedness priorities.

Planning topics mentioned most frequently were emergency operations center plans (22), emergency operations plans (21), mass care/shelter plans (19), resource management/logistics plans (18), communication plans (16), alert and warning plans (15), and mitigation plans (15). It was noted that Public Information and Warning was the top priority; however, alert and warning plans were sixth out of the top seven planning topics.

The categorized courses for training have been included in the training and exercise schedule and will be delivered in various geographic areas, both rural and urban. Courses that were not specifically mentioned but were identified by topic included EOC training, cyber security, sheltering, WebEOC, radio, and damage assessment. The IP Section will work with agencies and jurisdictions to determine whether training needs to be specific to that agency or jurisdiction or whether a categorized course may meet the need.

Exercises accounted for 321 of the 1,427 preparedness activities. Discussion-based exercise topics identified cybersecurity as most needed followed by resource mobilization, emergency operations, public information/PIO/JIC, and mass casualty/mass fatality. Operations-based exercises list EOC as the most needed topic followed by communication/radio/tactical interoperable communications (TIC), resource mobilization, evacuation, and alert and warning/IPAWS. Resource mobilization and emergency operations center topics were listed in both discussion-based and operations-based exercises.

It should be noted that topics that were prevalent in training and exercise did not translate to planning. Those topics include public information and cybersecurity. We conclude that additional conversations need to be held at the agency/jurisdiction level to determine if further work in public information and cybersecurity is required.

The information garnered from the CPO informed the training and exercise schedule in the 2023 IPP update.

2023 State of Colorado State Agency IPPW

The State of Colorado State Agency Integrated Preparedness Planning Workshop (IPPW) was held on December 13, 2023. Thirty-four (32) attendees representing eight (8) state agencies or organizations were represented at the workshop. The purpose of this workshop was to introduce the concept of integrated preparedness

planning to our state partner agencies and share with them the types of information that DHSEM has collected and analyzed through its own division and local planning efforts. The Colorado Preparedness Outlook was presented during the workshop to allow agency representatives to see what types of information could be collected and to begin considering how that information could help those agencies to enhance the programs they offer to their stakeholders, many of which are shared across the state agencies.

During the planning of the State Agency IPPW, planners recognized that full integration would require direct involvement of state agency representatives. Representatives concurred with the idea that a fully integrated preparedness plan that could be utilized by the entire state will require a multiple year effort and numerous conversations between individual agencies and with the state agency group as a whole. The concept of “eating the elephant one bite at a time” was adopted in order to give permission to these agencies to fully investigate, over a period of time, the benefits of participating in the IPP process. It also allows for conversation to center around how cross-agency preparedness priorities can be established and to what depth the planning process should go in order for statewide capabilities to prepare for, respond to, mitigate and recover from all-hazards events to be retained and/or improved. These discussions should take into consideration individual agency services as well as cross-agency services and how they can be improved to allow local and tribal jurisdictions to be better prepared for disasters.

An outcome of the IPPW will be to schedule meetings to begin these discussions over the next three years of the 2023-2026 IPP cycle. Annual state agency IPPWs will continue to be held and will include input from those state partner agencies that participate in the IPP process. In addition, the DHSEM Office of Emergency Management’s Strategic Plan will include the discovery process for potential IPP expansion to other state agencies.

The Training and Exercise Schedule is a continuously updated schedule and is not included as part of the base plan. Links for the DHSEM and CDPHE Training and Exercise Schedule, SEOC Training and Exercise Schedule, and the Department of Agriculture Training and Exercise Schedule can be found on page 49 of this document.

Vision

A prepared, safe and resilient Colorado.

Goal

The goal of this annual Multi-Year Integrated Preparedness Plan (MYIPP) is to ensure maximum stakeholder participation and capability support for identified preparedness gaps.

Purpose

The purpose of the MYIPP is to consider the range of preparedness activities within the Integrated Preparedness Cycle and, along with the guidance provided by senior leaders, identify and set preparedness priorities, and schedule preparedness activities for the MYIPP.

Scope

The scope of this plan applies to the whole community within the Colorado Emergency Management and Homeland Security community. This includes and is not limited to state agencies, tribal communities, and local jurisdictions (counties or cities). This inclusive MYIPP is a functional planning document designed to build and sustain capabilities at all levels. Throughout the integrated preparedness planning process, it is critical for all stakeholders at all levels to be a part of the collection, interpretation, prioritization, build out and delivery of the plan document.

- The Colorado DHSEM Integrated Preparedness Section administers the MYIPP for DHSEM.
- Administration of any state partner agency's planning, organizing, equipping, training and exercising efforts are the responsibility of that state partner agency.
- This MYIPP drives the Division of Homeland Security and Emergency Management's preparedness programs and serves as a guiding document for other state agencies and local jurisdictions. Members of the Integrated Preparedness Planning Committee serve as the representatives of the offices and sections of the DHSEM and, therefore, are expected to attend all integrated preparedness planning workshop sessions in order to provide input to the planning effort.
- There has been a deliberate effort to integrate state partner agencies into the integrated preparedness planning process and to reflect those efforts within the MYIPP. The document has been redesigned to show integration, coordination and alignment efforts between agencies, specifically in the IPPW and other training and exercises.

Authorities

This IPP is predicated on federal, state and local guidance and direction received in the form of laws, regulations, and guidance, and is not limited to the following:

- National Preparedness Framework
- Comprehensive Preparedness Guide (CPG) 201: Threat Hazard Identification Risk Analysis (THIRA) / Stakeholder Preparedness Review (SPR)
- Homeland Security Exercise Evaluation Program (HSEEP)

This plan covers years 2023-2026. This document will be reviewed and updated on an annual basis. The plan will be approved by the Director of the Office of Emergency Management through a promulgation document on an annual basis. Revisions made throughout the year will be approved by the Integrated Preparedness Section Supervisor/State Training Officer.

Integrated Preparedness Section

The Integrated Preparedness Section administers DHSEM's Integrated Preparedness Planning Program. The development of the Section's mission, vision, goals and objectives are fostered and guided by the OEM Strategic Plan 2023-2026, the DHSEM Strategic Plan, and the Homeland Security Advisory Council Strategic Plan.

Mission

The mission of the DHSEM Integrated Preparedness Section is to develop an integrated preparedness program which encourages a culture of preparedness at the local, regional, and state levels of government. This will be accomplished by providing subject matter expertise and support to our stakeholders in their efforts to prepare for, mitigate, respond to and recover from incidents and disasters in the State of Colorado.

Vision

In support of the Office of Emergency Management's vision, the vision of the Integrated Preparedness Section, within the implementation of the Integrated Preparedness Planning Program, will be trusted subject matter experts, in concert with all of the DHSEM, as appropriate, in all aspects of integrated preparedness planning.

Key Results/Key Goals

The DHSEM Office of Emergency Management Strategic Plan sets forth OEM Key Results or Key Goals for the Emergency Management Program, which the Integrated Preparedness Plan will address. They include:

- Local jurisdictions have access to the tools and technical assistance to plan and execute across the preparedness, mitigation, response and recovery mission areas of emergency management

- OEM is prepared to lead and coordinate the state's response to and recovery from traditional and non-traditional incidents and disasters, including the capacity to integrate federal, private and non-governmental partner organizations
- State agencies understand and are prepared to fulfill their roles in response and recovery
- OEM leads the effort to reduce community vulnerability through maintenance and implementation of the Enhanced State Hazard Mitigation Plan
- The DHSEM uses the Integrated Preparedness Process to incorporate and evaluate inputs, develop priorities and inform internal and external emergency management guidance

Strategic Objectives and Planned Actions

Strategic objectives and corresponding planned actions are as follows:

- Enhance State Emergency Operations Center (SEOC) Capability
 - Implement a fully developed SEOC individual position training program consistent with the National Qualification System tailored for SEOC, that builds the knowledge, skills, and abilities necessary to execute critical processes and tasks within the SEOC during all activations, regardless of the type of incident, or phase in the emergency management life cycle through Mitigation, Prevention, Preparedness, Response, and Recovery.
- Increase local jurisdiction response and recovery preparedness.
 - In coordination with other DHSEM offices, deliver a comprehensive Planning, Organizing, Equipping, Training, and Exercising (POETE)-based capabilities assessment leveraging planning and assessment tools; provide technical assistance to local jurisdictions in developing, reviewing and/or implementing their Integrated Preparedness Plans (IPP); and deliver professional emergency management education through its academies.
 - Design and deliver inclusive, whole community, pre-disaster recovery training and technical expertise.
 - Develop micro learning opportunities that address local EOC positions' roles and responsibilities. These courses can be conducted in four hours or less and can be modified to fit each local jurisdiction's needs.
 - In coordination with other DHSEM offices, maximize federal grant funding to align with State preparedness priorities
- Reduce the impacts of incidents and disasters to Colorado communities through mitigation and long-term vulnerability reduction.
 - Maintain Colorado's status as an enhanced mitigation state by December 18, 2023.
 - Partner with other State agencies and private sector and local jurisdictions on large-scale projects.
 - Align mitigation funding with the ESHMP risk assessment and strategy
 - Assist local communities to maintain and update their approved hazard mitigation plans before their current plans expire.

- Assess the effectiveness of implemented projects after incidents to learn how well and why they were or were not effective. Use this assessment to create best practices or lessons learned, as appropriate.
- Develop and maintain OEM subject matter expertise on emergency management operations and be prepared to provide that expertise to local/tribal governments from disaster onset through incident management, recovery operations and return to community stabilization.
 - Develop expert capability and provide just-in-time training on immediate emergency management priorities and guide impacted jurisdictions from disaster onset through recovery.
 - Develop and provide immediate training and education for elected officials in jurisdictions impacted by disasters.
- Manage the State Recovery Task Force in alignment with emergency management recovery priorities and the National Disaster Recovery Framework.
 - Align the State Recovery Task Force in accordance with a Recovery Support Function Leadership Group (RSFLG) concept of operations
 - Participate, facilitate, and lead, when necessary, the six primary Recovery Support Functions across State departments and executive agencies

DHSEM Preparedness Activity Considerations

DHSEM Office of Emergency Management (OEM) reorganized its structure in 2022. The former Training and Exercise Section became the Integrated Preparedness Section. Also, during this time, the Integrated Preparedness Planning (IPP) Committee was formed. This concept had its origins prior to the onset of COVID-19, and the concept was formalized in the Spring of 2022.

These changes, along with a year of recovering from a severe interruption in OEM activities to include preparedness planning, occurred during 2022. The consequence was that what would be the normal process for developing a multi-year IPP was modified to meet both time and staff restrictions due to the reorganization and the shift back to “normal” activities. In essence, the 2022-2025 IPP was revised and utilized as the 2022-2026 IPP.

As DHSEM and CDPHE’s OEPR continue to collaborate on planning efforts, the calendar year 2026 was added to accommodate the OEPR’s grant periods and grant deliverables that local public health agencies must meet. The plan reflects an effort to crosswalk priorities to reflect the integration effort. CDA recently became involved in the process by providing information on training and upcoming exercises.

The collaboration between OEPR and DHSEM allows for alignment of not only training statewide but also provides opportunities for state partner agencies, local jurisdictions, and local agencies to exercise together. Exercise participation across

jurisdictions and agencies builds relationships that will be invaluable when an incident happens.

Integrated Preparedness Planning Committee

The Integrated Preparedness Planning (IPP) Committee was formed in 2022 to ensure that all DHSEM offices and sections and the Division's state partner agencies had an opportunity to provide input to and assist with the delivery of a comprehensive POETE-based capabilities assessment. The committee considers this assessment along with other input received by the committee to determine and recommend priorities for the Executive Leadership Team to consider for the upcoming planning cycle.

This committee reflects representation from all sections of the DHSEM Office of Emergency Management (OEM), Office of Chief of Staff, DHSEM Office of Grants Management (OGM), and the Colorado Information Analysis Center (CIAC).

State agencies including the Colorado Department of Public Health and Environment (CDPHE) Office of Emergency Preparedness and Response (OEPR), the Colorado Department of Agriculture (CDA), and the Colorado Department of Local Affairs (DOLA) participated in planning efforts. Additional state partner agencies will be invited in 2023 to join the committee if they so choose.

Integration of state partners allows alignment efforts with the goal of identifying and providing access to resources that help build or sustain capabilities at the local, tribal, and state level. It also increases effective and efficient use of limited budgets for all components of the (POETE) framework within different state agencies.

Needs Assessment

For purposes of developing the MYIPP, the needs assessment included the following:

Threats, Hazards, and Risks

Colorado faces a range of natural, technological, and human caused threats and hazards. The 2018 Colorado State Hazard Mitigation Plan (SHMP) identifies flood, wildfire, drought, and extreme winter weather as the most significant hazards in Colorado. Colorado is at risk from additional natural, technological, and human caused hazards, as identified in the 2018 Colorado State Hazard Mitigation Plan.

The program addresses the most significant hazards in its multi-year integrated preparedness plan, specifically the training needs assessment. The Integrated Preparedness Program, which includes training, utilizes an all-hazards approach in its planning efforts; however, there is consideration given to the top hazards

through the identification of training on those hazards which are included as part of the MYIPP.

Colorado Emergency Preparedness Assessment

The Colorado Emergency Preparedness Assessment (CEPA) is a tool to help state and local stakeholders assess capabilities, gaps, and needs during emergencies or disasters. CEPA threats and hazards are framed by the state HIRA and the Colorado Hazard Mitigation Plan is the base document to conduct the risk assessment with local jurisdictions. CEPA provides a standardized and repeatable process to better understand and assess capabilities at the county/local level and allows for the examination and analysis of regional or statewide trends. The identified trends are considered in the integrated preparedness planning process.

Corrective Actions and Improvement Plans

After-Action Reports and Improvement Plans for real world events and exercises conducted in the State Emergency Operations Center (SEOC) were reviewed to summarize gaps and determine, through the POETE analysis, what actions should be taken. Multiple real-world events also necessitated just-in-time actions and decisions that were put into place and are not addressed in this plan. Resulting modifications to those actions may have occurred and also are not addressed in this plan.

External Sources and Requirements

The Emergency Management Preparedness Grant (EMPG) and the Homeland Security Grant Program (HSGP) have deliverables that were taken into consideration during the IPP process. National Incident Management System (NIMS)/Incident Command System (ICS) requirements were also addressed.

The DHSEM Integrated Preparedness Section receives the nine all-hazards regions' IPPs as well as several county IPPs each year. Due to the implementation of the integrated preparedness planning concept and use of the POETE model along with the aforementioned reorganization of the Office of Emergency Management, the deadline for submission of all IPPs, excluding the State IPP, was moved to June 15, 2023. This allowed the Integrated Preparedness Section to spearhead an information campaign on the changes and provide guidance on how local and regional entities could develop their own IPPs. Counties and regions were advised that they could submit updates to their current plans that would be considered in the state's integrated preparedness planning, specifically with regard to course requests and potential exercise alignment. DHSEM did receive some of these plans and those documents were reviewed. Applicable training and exercises were included in the planning process at the state level.

The main purpose of the Colorado Homeland Security Strategy 2019-2023 (CHSS) is to ensure a prepared, safe and resilient Colorado. The document enhances Colorado's capabilities in the five mission areas of prevention, protection, mitigation, response and recovery; as well as the four additional function areas of training and exercise, planning, cybersecurity and preparedness. Specific strategies directed toward training and exercise goals were included as part of the IPP process, most specifically in the area of alignment of training and exercises across state partner agencies.

The 2019-2021 Colorado DHSEM Strategic Plan is currently in revision; however, the goal of Service and the Objective 1.7 which states "Implement a whole of community approach into Division planning, training and exercises" (p. 15) still provides the foundation on which the integrated preparedness planning process is built and utilized by the division. The involvement of all offices and sections of DHSEM, its state partner agencies, and the needs assessment which includes the review of county and all-hazards regions' IPPs highlights the whole of community approach in both our planning and our implementation of the IPP.

National Incident Management System (NIMS) National Qualification System (NQS)

The National Qualification System (NQS) supplements the Resource Management component of the National Incident Management System (NIMS) by establishing guidance and tools to assist stakeholders in developing processes for qualifying, certifying, and credentialing deployable emergency personnel. DHSEM has developed individual training plans for its State Emergency Operations Center (SEOC) positions based on NQS as well as the specific roles and responsibilities of the position as set forth by the SEOC Standard Operating Procedures (SOP).

Accreditation Standards and Regulations

The State of Colorado DHSEM participates in the international Emergency Management Accreditation Program (EMAP). Jurisdictions that are EMAP-accredited have been evaluated and recognized for compliance with standards certified by the American National Standard Institute (ANSI) and recognized by the emergency management community. The State of Colorado emergency management program has demonstrated through self-assessment, documentation and peer assessment verification that the program meets the EMAP standards of excellence. Accreditation attests to the program's capabilities for disaster preparedness and response systems. The program will be seeking re-accreditation in January 2023.

CDPHE - OEPR will focus on the national standards set forth by their federal grantors' Public Health Emergency Preparedness (PHEP) Notice of Funding Opportunity (NOFO) and the Hospital Preparedness Program (HPP) Funding Opportunity Announcement (FOA). Both the PHEP Capabilities and the HPP Healthcare Preparedness and Response Capabilities provide planning guidance as well as proven metrics to measure and track progress.

Preparedness Priorities - DHSEM

Based on the above-mentioned considerations, executive leadership, office and section supervisors, and representatives of the IPP Committee determined that the following priorities will continue to be the focus for the multi-year cycle of preparedness planning. In consideration of the above factors, the State of Colorado agencies will provide training opportunities for local, tribal, county and state emergency management personnel in line with these priorities. These priorities are DHSEM's; however, later in this document, there will be information on how CDPHE priorities integrate with DHSEM priorities. DHSEM Priorities are as follows:

- Improve resource mobilization/management
- Improve command and coordination
- Strengthen communications and information management
- Increase whole community planning and access to CMIST resources: Communication, Maintaining Health, Independence, Support, Transportation (formerly Reduce social vulnerability - community resilience)
- Reduce vulnerability to technical and man-made threats (to include Terrorist/Cyber)

Improve Resource Mobilization/Management

One of the SEOC's primary functions is to provide resources during and after a disaster. This priority will focus the division on the critical tasks necessary to accomplish this function.

Corresponding Capabilities

- Logistics/Supply Chain Management

Rationale

To improve our understanding of both the public and private sector supply chains, refining our ordering, mobilization, deployment and demobilization processes and improving the administrative and financial processes that support resource mobilization and management.

- Align county gaps/capabilities - resource mobilization
- Policy, planning, financing, etc. aligned with local jurisdictions

Resource Mobilization

Planning Factors

- The 2020 Resource Mobilization Annex to the Colorado State Emergency Operations Plan sets forth procedures to mobilize, deploy, coordinate, track, cost account, and demobilize resources during an all-hazards incident that requires resources beyond those available in a local jurisdiction or through mutual aid agreements.
- The Distribution Management Appendix to the Resource Mobilization Annex describes the process of end-to-end emergency supply chain management when an incident is so great it disrupts critical supply chains and requires a specific distribution system. This plan sets forth the procedures to order, distribute, manage inventory, transport, stage, and demobilize those resources. This plan is reviewed and updated on a yearly basis.
- The ESF-7 Logistics Annex to the Colorado State Emergency Operations Plan describes the role and responsibility of the SEOC Logistics Section to provide centralized management of supply chain functions in support of state, local, and tribal governments. These functions include coordinating resource sourcing, acquisition, delivery, transportation, tracking, facility acquisition, and administrative services.

Organization and Equipment Factors

- Assets Inventory Management - any SEOC policies or procedures should be coordinated with the Asset and Inventory Control Manager and the Strategic Policy Coordinator to ensure coordination and deconfliction of any asset inventory control policy.
- DFPC Mutual aid program for resource mobilization/management - need to update with
- Mission Ready Packages (MRP) indicator of what should be prioritized - having more entities that are identified with finance, procurement - backend of resource mobilization. Identify who is responsible for keeping MRPs up to date, and identify where the MRPs can be accessed.
- Integrate Business Emergency Operations Center (BEOC) position into MRPs for the private sector - intent to be more efficient in process. Determine what role the private sector liaison has versus ESF 7, and determine plans to incorporate BEOC when that position is not available.
- Shared spreadsheets/resources and contacts with the private sector and ESF 7.
- Determine finance and procurement roles and responsibilities during an activation and after an activation when invoices are coming in.

Internal Training Courses

- SEOC weekly and monthly trainings

- 213RR Standard Operating Procedures (SOP) training across core staff, ERCs, etc.
- Training related to resource mobilization - understanding MRPs, etc.
- Business EOC (BEOC) processes/support services training
- EMAC A-Team training
- Salamander and assets inventory training

External State Sponsored Courses

- CO-1003 Local Resource Mobilization Series
- CO-1004 Disaster Finance Workshop
- MGT- 447: Managing Food Emergency: Strategies for a Community Response
- PER-404 - Logistics and Supply Chain Resilience in Disaster
- MGT-489 Managing Public, Private and NGO Partnerships to Prepare for and Solve Critical Logistics and Supply Chain Challenges During Large Scale Disasters (Resource Management)

Supporting Exercises

- SEOC Quarterly Exercises - include a component to demonstrate proficiency.

Resource Management

Planning Factors

- The 2020 Resource Mobilization Annex to the Colorado State Emergency Operations Plan sets forth procedures to mobilize, deploy, coordinate, track, cost account, and demobilize resources during an all-hazards incident that requires resources beyond those available in a local jurisdiction or through mutual aid agreements.
- The Distribution Management Appendix to the Resource Mobilization Annex describes the process of end-to-end emergency supply chain management when an incident is so great it disrupts critical supply chains and requires a specific distribution system. This plan sets forth the procedures to order, distribute, manage inventory, transport, stage, and demobilize those resources. This plan is reviewed and updated on a yearly basis.
- The ESF-7 Logistics Annex to the Colorado State Emergency Operations Plan describes the role and responsibility of the SEOC Logistics Section to provide centralized management of supply chain functions in support of state, local, and tribal governments. These functions include coordinating resource sourcing, acquisition, delivery, transportation, tracking, facility acquisition, and administrative services.
- Update the main SEOP to be more in line with the way Colorado is responding. It appears that support agency information is not relevant to what Colorado actually does.
- Develop an organizational process to support the SEOP and ESF 7 annex. Get a system in place for ESF 7 and roles and responsibilities.

- Determine who is responsible for Memorandums of Understanding (MOU). MOUs should be updated yearly.
- Create vendor files, checklists for common needed items, one location for Incident Management Team (IMT) MRPs, private sector contacts, etc.
- Create one area that we are pulling from for vendors, checklists, etc.
- Consider Emergency Management Assistance Compact (EMAC) and A-team support backing up EMAC.

Organization and Equipment Factors

- Organization and equipment factors are the same as those listed in Resource Mobilization.

Supporting Training and Exercises

- Training and exercise factors are the same as those listed in Resource Mobilization.

Improve Command and Coordination

The Division of Homeland Security and Emergency Management, through its Colorado Information Analysis Center and the State Emergency Operations Center (SEOC), serves as the state's central hub of incident command and coordination. This priority will drive POETE activities to improve our ability to fulfill these functions before, during and after incidents and disasters.

Corresponding Capabilities

- Operational Coordination

Rationale

To enhance our ability to coordinate with federal, state and local stakeholders on threats and hazards in order to prevent or protect critical infrastructure and communities. It also includes improving our skills in providing incident command and coordination for both natural disasters and manmade/technical incidents. Additionally, it encompasses improvements in coordinating recovery efforts after a disaster or incident.

Planning Factors

- The Colorado State Emergency Operations Plan (SEOP) provides general guidelines on how the state coordinates and supports response and recovery operations and programs during any all-hazards incident. The SEOP establishes a system of collaboration by all state agencies during any all-hazards incident and provides a structure and mechanism for a coordinated effort by state, local and federal agencies, volunteer

- organizations and private businesses. The SEOP also defines the organizational structure and operation of the Colorado SEOC.
- The SEOC Standard Operating Procedures (SOPs) establish clear procedures for SEOC activation and notification as well as Section activities during an activation. These SOPs document processes and procedures during activations and provide an operational framework. In addition, a Systems Test Plan is needed for the SEOC.
 - The Continuity of Operations Plan (COOP) is an effort within individual departments and agencies to ensure mission essential functions continue to be performed during a wide range of emergencies. The COOP Plan includes essential functions, support activities, lines of succession, delegations of authority, identifies alternate facilities, communication procedures and procedures to test and exercise the plan.
 - SOP should be updated for CIAC and SEOC to reflect the implementation of the new technology in the Watch Center. Update Watch Center Guide for emergency line.

Organization and Equipment Factors

- Personnel designated as COOP initial responders to set up alternate facilities if required.
- Review WebEOC and Virtual Private Network (VPN) capabilities.
- Review internet access to Google Drive.

Internal Training Courses

- ESFs/Staff-specified day during month for an SEOC tour
- SEOC Monthly Trainings- Train to Plans, Checklists, Annexes, WebEOC, Salamander
- Develop and train cyber liaison capability with SEOC
- SEOC COOP training to include Office of Information Technology (OIT)
- G0300 (ICS) - Intermediate Incident Command System (ICS) for Expanding Incidents
- G0400 (ICS)- Advanced ICS for Command and General Staff
- G0191- EOC/ICS Interface
- G2300- Intermediate EOC Functions
- E/L0930: Integrated Emergency Management Course (IEMC) Community Specific

External State Sponsored Courses

- CO DHSEM-1001 Evolution of an Incident
- CO DHSEM-1002 Emergency & Disaster Considerations for Executives
- New Threat Liaison Officer Certification
- Threat Liaison Officer Recertification
- G0191: Emergency Operation Center/Incident Command System Interface
- MGT-360: Incident Command: Capability, Planning, and Response Action for All Hazards

Supporting Exercises

- SEOC Quarterly Exercises
- COOP Drill/Exercise included in June 2023 SEOC exercise
- Participate in NCR Operation Mountain Shield (2022)
- Vigilant Guard (2025)

Strengthen Communications and Information Management

This priority pushes the division to continue to improve how it receives, collates, analyzes and disseminates information before, during and after disasters and incidents.

Corresponding Capabilities

- Operational Communications
- Situational Assessment

Rationale

This priority drives the division to evaluate systems and processes for collecting critical information, analyzing it to create situational understanding and then sharing it with our stakeholders. It also pushes us to continue to train and exercise the skills necessary to do the “what? - so what? - now what?” assessments so that we communicate and share relevant information.

Planning Factors

- Wireless Emergency Notification System (WENS) Disaster Recovery Plan (confidential)
- WENS System Security Plan (required for essential applications)
- Colorado Department of Public Safety (CDPS) Policy 1.07.002: WENS Emergency Alert System Usage
- Colorado Department of Human Services (CDHS) Policy 3.6: WENS Emergency Alert System
- Lifeline Annex
- The State Office Information Technology (OIT) Incident Response Plan will aid in any cyber related incidents or attacks.
- SEOC needs to formalize Integrated Public Alert and Warning System (IPAWS) Plan to support local jurisdictions and state for early warning.

Organization and Equipment Factors

- Tracking mechanisms, WebEOC boards, Storyboards
- Organize and refine how we use Auxiliary Communications (AuxComm)
- Supporting Infrastructure - internet, phones, radios, runners

- Memorandums of Agreement (MOA) for communications backup
- Continuity of Operations (COOP)
- CIAC Threat Liaison Officer (TLO) Program - The TLO Program improves communication and information sharing around the state by integrating identified trusted partners into a multidisciplinary information sharing network and training them to identify, report, and share threat information to the CIAC, their agencies, and the community when appropriate. TLOs are law enforcement (sworn or non-sworn), emergency services, military, public health, private, non-profit or other public sector employees who have a responsibility within their agency to report and disseminate suspicious activity and/or other threat-related information and have been properly certified through the CIAC TLO training program. These TLOs are the principal point of contact for their agency for sharing of information, especially during unfolding events.
- WENS Alert System - WENS is the emergency notification system for the State of Colorado used to notify state employees, state contractors, interns/volunteers, and partners working in state offices about emergencies and disasters that may impact their safety. The system sends alerts via email, voice message, and text message. Each state department/agency has the capability to use this system to notify their staff about emergencies and provide specific instructions to be taken during an emergency. The WENS system is a one-way communication platform (with the exception to acknowledge receipt of messages). WENS is a web-based tool hosted by Inspiron Logistics LLC and is considered an essential application as identified by the Colorado Governor's Office of Information Technology.
- Cyber-related information sharing is through the CTIS, CIN, and HSIN-Cyber. These groups improve the quality of information that participants receive.

External State Sponsored Course - Upon Request

- New Threat Liaison Officer (TLO) Certification
- Threat Liaison Officer (TLO) Recertification Class
- AWR-122: Law Enforcement Prevention and Deterrence of Terrorist Acts
- AWR-219: Site Protection through Observational Techniques (SPOT)
- AWR-315: Criminal Analysis Essentials
- MGT-401: Planning and Intervention for Gangs, Hate and Terrorist Groups in Rural Jails and Prisons
- AWR-160-W: Terrorism Awareness for Emergency First Responders, Web-Based
- IS0042: Social Media in Emergency Management
- MGT-401: Planning and Intervention for Gangs, Hate and Terrorist Groups in Rural Jails and Prisons
- PER-219: A Prepared Jurisdiction: Integrated Response to a CBRNE Incident
- PER 227: Advanced Tactical Operations WMD Interdiction
- MGT-360: Incident Command: Capabilities, Planning, and Response Actions for All Hazards

Supporting Exercises

To include in the SEOC Quarterly Exercises

- WENS System
- Operational Communications - Coord Calls/Operational Rhythm - Swift Alert -Demobilization - multi-language inclusion
- Lifelines
- Annual test of the Disaster Recovery Plan
- Continuity of Operations Plan (COOP) Drill/Exercise

Increase Whole Community Planning and Access to CMIST Resources: Communication, Maintaining Health, Independence, Support, Transportation

Social vulnerability to include underserved populations undermines community resilience and can result in disproportionate consequences during a disaster or incident. It often results in extended and only partial recovery after a disaster or incident.

Corresponding Capabilities

- Community Resilience

Rationale

This priority will guide the division's efforts to reduce the impacts of social vulnerability on preparedness and increase resilience in vulnerable communities. These efforts are intended to mitigate the impacts of a disaster or incident and enable more complete recovery. It includes a review of programs and systems to identify gaps in them that may disproportionately impact vulnerable communities.

Planning Factors

- Influencers impacting social vulnerability index -
- Trust, Economics, Isolation, Capacity, Housing, Racism (TEICHR) - framework/lens; Community Planning Integration
- Trust - Strategic Communications
- Colorado Emergency Preparedness Assessment (CEPA)
- Grant Guidance - Notice of Funding Opportunities (NOFOs) do not include this info -
- Mitigation - related on a point system - use Colorado Resilience Office (CROs) Resiliency Framework - touches on social vulnerability
- Business Emergency Operations Center (BEOC)

Organization and Equipment Factors

- Budgeting/Legislative Solutions
- State Hazard Mitigation Plan
- Homeland Security and All-Hazards Senior Advisory Council (HSAC) Access and Functional Needs (AFN) Subcommittee
- Communication, Maintaining Health, Independence, Support, Transportation (CMIST) Response Teams
- BEOC

External State Sponsored Courses

- CO-DHSEM 4001 CMIST Response Teams: Overview
- CO-DHSEM 4002 CMIST Response Team: Onsite Environmental Assessment Teams
- CO-DHSEM 4003 CMIST Response Team: Functional Needs Assessment Teams
- CO-DHSEM 4004 CMIST Response Team: Community Outreach
- CO-DHSEM 4005 CMIST Response Team: Public Information and Technical Assistance
- G197: Integrating Access and Functional Needs into Emergency Management
- PER 386: Whole Community Inclusive Economic Recovery - upon request
- The CIAC IP Team - upon request - train government partners to use the Department of Homeland Security Infrastructure Protection Gateway assessment tool to conduct assessments of their facilities - upon request
- Preventing Target Violence Program - entire package of training - ongoing collaboration efforts, outreach, training, and communications with stakeholders - upon request

Supporting Exercises

- SEOC quarterly exercises - Integration of Access and Functional Needs

Reduce Vulnerability to Technical and Man-Made Threats (to include Terrorist/Cyber)

This priority guides the division's POETE efforts to harden and protect critical infrastructure from both foreign and domestic terrorism and from cyberattacks. This includes building and sustaining resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.

Corresponding Capabilities

- Risk Management for Protection Programs and Activities
- Screening, Search and Detection

Rationale

To strengthen our risk reduction measures and our threat interdiction and disruption activities. It also includes work to implement the “Whole of State” cybersecurity program with our stakeholders.

Planning Factors

- Colorado Preventing Targeted Violence (CO-PTV) Program - Current strategic planning underway for the Colorado Preventing Targeted Violence (CO-PTV) Program to build out more training opportunities for professionals and community members through various platforms (self-paced, virtual live, in person) to make the training more accessible and build on basic training by addressing specific topics more in-depth. Also planning new events, including a speaker series, prevention workshop with scenarios to practice behavioral threat assessments, and an annual conference to improve collaboration between professionals and provide additional education on preventing targeted violence (ideological & non-ideological mass violence). Currently waiting on the outcome of a few grants to help determine future planning and program developments but working with various partners across the state in law enforcement, public safety, public health, and the private sector to improve resources and training available to our partners and the community.
- Whole of State group building cohesion between the state and local partners to develop better cyber practices.

Organization and Equipment Factors

- CIAC Threat Liaison Officer (TLO) Program
The TLO program improves communication and information sharing around the state by integrating identified trusted partners into a multidisciplinary information sharing network and training them to identify, report, and share threat information to the CIAC, their agencies, and the community when appropriate. TLOs are law enforcement (sworn or non-sworn), emergency services, military, public health, private, non-profits or other public sector employees who have the responsibility within their agency to report and disseminate suspicious activity and/or other threat-related information and have the property certified through the CIAC TLO training program. These TLOs are the principal point of contact for their agency for sharing of information, especially during unfolding events. Much of the information sharing and educational opportunities are centered around terrorism identification and prevention, cyber security, and critical infrastructure protection.
- Colorado Preventing Targeted Violence (CO-PTV) Program
The CO-PTV Program seeks to build safe, healthy, and resilient communities in the state that are informed and have the ability to discuss targeted violence (ideological & non-ideological mass violence), seek resources, and report concerning behavior by building trust and increasing awareness

through tailored training and a resource library, strengthening local collaboration and capabilities of prevention and intervention professionals, and providing sustainable support for the prevention and intervention of targeted violence. Through this program, we work toward stopping targeted violence before it happens by identifying individuals who may be radicalized to violence and put support in place that addresses their grievances and moves them off the pathway to violence.

External State Sponsored Courses - Upon Request

- Preventing Targeted Violence (PTV) Program - entire package of training - ongoing collaboration efforts - outreach, training, and comms with stakeholders
- Threat Liaison Officer (TLO) Certification Class - held annually in July to bring in new TLOs to the TLO Program. Topics include a CIAC overview, partner presentations, suspicious activity identification and reporting training, PCR/CL training, threat brief, and other applicable topics.
- Threat Liaison Officer (TLO) Recertification Class - held annually in July to refresh TLOs every three years on changes to the CIAC, our processes, the threat environment, resources, and any other applicable training.
- Threat Evaluation and Reporting Course (TERC) - offered to prevention and intervention professionals to educate them on what targeted violence is, how to establish a local multidisciplinary threat management team, and how to conduct behavioral threat assessments.
- Community Awareness Brief (CAB) - offered to community members and groups to educate them on what targeted violence is, what concerning behavioral indicators to be looking for, how to report these concerning behaviors, and how to access additional resources.
- The CIAC Infrastructure Protection Team (IP Team) provides physical security vulnerability assessments and related training to partners across the state. The CIAC identifies gaps and weaknesses that can expose an organization to risk from attack or threat and provide mitigating options to consider.
- AWR-136: Essentials of Community Cybersecurity
- AWR-376: Understanding Targeted Cyber Attacks
- MGT-452: Physical and Cybersecurity for Critical Infrastructure
- MGT-456: Integration of Cybersecurity Personnel into the Emergency Operations Center for Cyber Incidents
- MGT-384: Community Preparedness for Cyber Incidents
- *New* PER398 - Cyber Resiliency in Industrial Control Systems
This 8-hour instructor-led course is designed to enhance understanding of the critical nature of Industrial Control System environments and the associated risks, threats, and defenses within an organization, business, or government entity. The course utilizes hands-on simulations to demonstrate attacks on ICS/SCADA devices. Download the course brochure at: <https://cyberready.org/per398/>

- **AWR-383 Cybersecurity Risk Awareness for Officials and Senior Management**
This 4-hour non-technical course is meant to develop awareness of cybersecurity risks so that elected officials, appointed officials, and other senior managers are better informed to properly protect the jurisdiction/organization during a cybersecurity incident. It is designed to help officials and senior management work more effectively with their Information Technology (IT) departments to mitigate cyber threats. The training is tailored to government, critical infrastructure, and private sector personnel who have the responsibility for directing and developing policy within their organization. Download the course brochure at:
<https://cyberready.org/awr383/>
- ***Returning* MGT-465 Recovering from Cybersecurity Incidents**
This 16-hour course is designed to provide guidance for the implementation of an effective cybersecurity incident recovery program from a pre-incident and post-incident perspective. The training focuses on connecting IT with emergency management and is intended for government, critical infrastructure, and private sector personnel who have the responsibility for recovering after a cyber incident. Short term tactical and long-term strategic activities are discussed culminating in the development of an action plan. Download the course brochure at:
<https://cyberready.org/mgt465/>

Supporting Exercises

- Cyberattack - variety of Tabletop Exercises (TTXs) - TLOs training also includes cyber attack
- National Guard Network Defense annual exercise
- Incorporating Office of Information Technology (OIT) into exercise design and planning

State Emergency Operations Center Training and Exercise Program Guide

The State Emergency Operations Center (SEOC) training and exercise schedule is included in this document as part of the Integrated Preparedness Plan. The trainings and exercises included were collected through the needs assessment process conducted by SEOC staff. The resulting schedule was provided to the Integrated Preparedness Section for inclusion in the IPP.

The SEOC's *State Emergency Operations Center (SEOC) Training and Exercise Program Guide*, dated April 2022, is Appendix B in this 2023-2026 Integrated Preparedness Plan.

DHSEM and CDPHE-OEPR Priority Alignment

In preparation for this year's IPP, CDPHE-OEPR participated in reviewing and updating the statewide priorities. Preparedness activities were updated to directly support the statewide priorities to reinforce an integrated state approach. A new five year Public Health Emergency Preparedness (PHEP) and Hospital Preparedness Program (HPP) grant cycle and grant priorities began in July of 2024 and will conclude in June of 2029. Accessibility version of this information is included in the document [IPP Accessibility Version](#).

CDPHE-OEPR Priority POETE Analysis

In line with DHSEM, CDPHE also conducted a POETE analysis for PHEP and HPP priorities. The following information portrays the POETE analysis conducted for these priorities. Accessibility version of this information is included in the document [IPP Accessibility Version](#).

1. Improve resource mobilization and management.
 - a. Planning:
 - i. Update the state required Strategic National Stockpile (SNS) Distribution Plan.
 - ii. Update Statewide Patient Movement Plan.
 - iii. Develop surge capacity plans for Laboratory Response Network (LRN) laboratories.
 - iv. Communicable disease branch (CDB)/Office of Emergency Preparedness and Response (OEPR)/Immunization planning and coordination for implementing vaccine response to a pandemic for adult and pediatric populations.
 - v. Complete risk assessment.
 - b. Organizing:
 - i. Maintain a repository of volunteers.
 - ii. Implement the new ESAR-VHP/CVM.
 - c. Equipping:
 - i. Ensure CORE implementation with all OEPR stockpiled and surplus supplies.
 - ii. Ensure radiation trailers are operational.
 - iii. Manage the SNS facilities and equipment to ensure 24/7 preparedness and readiness for an emergency SNS activation.
 - iv. Manage and maintain Federal Medical Station (FMS) housed at the CDPHE-OEPR warehouse.
 - v. Maintain CDPHE-OEPR Fleet vehicles.
 - d. Training:
 - i. Provide CHEMPACK training and sustainment activities.
 - ii. Host the Volunteer Capacity Building Workshop.
 - iii. Create and disseminate the monthly CVM Newsletter.

- iv. Provide quarterly CVM Admin training.
 - v. Create guidance for clinicians on medical countermeasures such as tecovirimat (TPOXX).
 - vi. Foodborne Illness (FITS) Quarterly Meetings.
 - vii. Facilitate monthly Healthcare Coalition (HCC) technical assistance and situational awareness meetings and quarterly meetings.
 - viii. Conduct an internal training needs assessment among permanent CDPHE ELC funded staff.
 - e. Exercising:
 - i. Facilitate a statewide HPP Patient Movement Operations Based Exercise.
 - ii. Participate in the federal HPP Patient Movement Operations Based Exercise.
 - iii. Participate in LRN-C specimen packaging and shipping exercises (SPaSE).
 - iv. Participate in LRN-C proficiency testing.
2. Improve Command and Coordination.
- a. Planning:
 - i. Update the Department Operations Center (DOC) Standard Operating Guidance (SOG).
 - ii. Update zoo surge response planning.
 - iii. Update and maintain pandemic influenza (PANFLU) plan.
 - iv. Update and maintain Emergency Support Function (ESF) #8 All Hazards Plan.
 - v. Review and update the Extreme Heat Plan.
 - vi. Develop and maintain a CDB Response Operations Plan.
 - vii. Integrate risk assessment information into CDB response operations plan.
 - viii. Participate in the State IPPW.
 - b. Organizing:
 - i. Facilitate four quarterly CoCERN Council meetings.
 - ii. Track ESF #8 POETE activities within the State MYIPP.
 - iii. Maintain a team of field epidemiologists supporting local public health agencies.
 - iv. Maintain staffing capacity for after hours disease response.
 - v. Coordinate regular and emergency engagement with the Colorado Board of Health to ensure that the rules promulgated by the Board for Epidemic and Communicable Disease Control (6 CCR 1009-1) are updated in a timely manner and support effective disease response and control.
 - c. Equipping:
 - i. Increase DOC capacity via staff, procedures, updated equipment.
 - d. Training:

- i. Participate in quarterly Cities Readiness Initiative (CRI) Planning Workgroup meetings and conduct quarterly calls with local CRI Jurisdictions.
- ii. Facilitate two bi-annual CMHC Disaster Coordinators Council meetings.
- iii. Coordinate the annual Colorado Epidemiology Conference.
- iv. Develop and maintain OEPR's Workforce Development and Training Plan (Response Ready).
- v. Develop and/or provide ICS and other identified training to the service areas.
- vi. Develop, maintain and update, as needed, online learner-driven Emergency Preparedness and Response (EPR) courses.
- vii. Develop EPR training bundles specific to response roles/responsibility to establish baseline competency in the ready responder workforce.
- viii. Participate in all courses required to develop an ESF #8 Instructor Cadre, per instructor packet requirements.
- ix. Participate in Homeland Security Exercise Evaluation Program (HSEEP): Basic Course.
- x. Collaborate and integrate EPR training and exercise planning efforts with external partners throughout the year, including DHSEM, local jurisdictions including rural, frontier, and tribal entities, critical response and recovery partners, and HCCs.
- xi. Collaborate with CDPHE internal partners to plan EPR training and exercises including OEPR Disaster Behavioral Health and Inclusion Program for Recovery Planning, Administrative and Fiscal teams, Communications team, Health Equity, and CDB.
- e. Exercising:
 - i. Participate in and support local and regional partners in exercises.
 - ii. HPP Statewide Exercise - Topic and Type TBD.
 - iii. Facilitate disaster behavioral health discussion based exercise to evaluate response.
 - iv. Facilitate a CDB discussion based exercise of branch surge processes.
 - v. Statewide PHEP Natural Disasters Discussion Based Exercise.
 - vi. Statewide PHEP Biological Incident Discussion Based Exercise.
 - vii. Statewide PHEP Rural, Frontier, and Tribal Coordination Discussion Based Exercise.
 - viii. Statewide PHEP Radiological/Nuclear Incident Discussion Based Exercise.
 - ix. Statewide PHEP Chemical Incident Discussion Based Exercise.
 - x. Statewide PHEP Capstone Topic TBD Discussion Based Exercise.
 - xi. Statewide PHEP Capstone Topic TBD Drill.
 - xii. Statewide PHEP Capstone Topic TBD Functional Exercise.
 - xiii. Statewide PHEP Capstone Topic TBD Full Scale Exercise.

3. Strengthen Communications and Information Management
 - a. Planning:
 - i. Assist in the creation of the State Crisis and Risk Emergency Communications Plan.
 - b. Organizing:
 - i. Participate in the National Syndromic Surveillance Program (NSSP).
 - ii. Update the CCS (Critical Contact Sheet) semiannually and update the required components identified by CDC annually.
 - iii. Maintain updated contact information for statewide county and city-level personnel pertaining to incident response for wastewater, drinking water, hazardous materials, etc.
 - iv. Create and disseminate daily Sit Reps.
 - v. Maintain and staff a Watch Center to increase department situational awareness.
 - c. Equipping:
 - i. Maintain information sharing systems to include Colorado Notification System, Colorado Volunteer Mobilizer, EMResource, CO-SHARE, CO.TRAIN, and Colorado Health Alert Network (HAN).
 - ii. Coordinate the 24/7 Colorado Statewide Public and Environmental Health Incident Reporting System.
 - iii. Build and utilize product roadmaps for Emergency Management systems that include North Star standards.
 - iv. Integrate Emergency Management data into a Data Lakehouse framework to uphold North Star standards, with a specific emphasis on enhancing interoperability.
 - v. Improve EMResource platform to increase security and front-end usability.
 - vi. Enhance accessibility and functionality of Emergency Management systems.
 - vii. Utilize Colorado disease surveillance system, EpiTrax, for timely entry of laboratory and case reports.
 - viii. Implement specified standards for electronic reporting of LRN-B and LRN-C laboratory data for routine and emergency reporting.
 - ix. Develop and deploy a public facing website illustrating communicable disease data in response to a public health incident or emerging health or disease issue, incorporating strategies to combat misinformation and disinformation.
 - d. Training:
 - i. Create ten disease related statewide Health Alert Network messages.
 - ii. Email 24 editions of the "Hot Topics in Infectious Disease" newsletter to public health partners, including HCC partners.
 - iii. Provide training and conduct exercises for internal and external staff using EpiTrax and ad hoc surveillance processes.

- iv. Develop and maintain emergency response systems training including EMResource and Colorado Notification System.
 - v. Facilitate CO.TRAIN Administrator Training.
 - e. Exercising:
 - i. Statewide PHEP Administrative Preparedness Discussion Based Exercise.
 - ii. Conduct quarterly communicable disease after hours call drills for LPHA and CDPHE contacts.
- 4. Increase whole community planning and access to CMIST resources: Communication, Maintaining Health, Independence, Support, Transportation.
 - a. Planning:
 - i. Update and maintain the current Community Inclusion in Colorado (CICO) map indicators.
 - ii. Incorporate health equity data sources into risk assessments.
 - iii. Review LPHA epidemiology response plans annually and provide feedback and technical assistance to LPHAs to improve local readiness for disease response and ensure that disproportionately affected populations within each jurisdiction with access and functional needs are considered in those plans.
 - b. Organizing:
 - i. Maintain situational awareness and coordination meetings with BH Disaster Coordinators and Colorado Crisis Education and Response Network (CoCERN).
 - ii. Provide technical assistance to jurisdictions that need to identify populations who are disproportionately impacted by public health emergencies.
 - c. Training:
 - i. Facilitate four quarterly Community Inclusion Workgroup meetings to promote community preparedness and inclusive preparedness and response practices.
- 5. Reduce vulnerability to technical and manmade threats.
 - a. Planning:
 - i. Finalize and operationalize the BioWatch Plan in conjunction with local, state, and federal partners to include the BioWatch Actionable Result Epidemiology Response Protocol.
 - ii. Collaborate with external federal, state and local response partners to incorporate Biowatch response standards into state emergency preparedness.
- 6. Enhance recovery capability.
 - a. Planning:
 - i. Update and maintain ESF-8 Recovery plan.

- ii. Develop or enhance processes that support the restoration and continuity of operation and service for public health programs, especially for those serving displaced communities.
- b. Organizing:
 - i. Convene fatality management partners to update planning efforts.
- c. Equipping:
 - i. Identify and establish methods for collecting data and sharing information with staff assigned to recovery operations to aid in tracking progress toward meeting recovery objectives.
- d. Training:
 - i. Update and maintain Mass Fatalities Training.

Colorado Department of Agriculture

The Colorado Department of Agriculture (CDA) supports the preparedness priorities established by the DHSEM. CDA also prioritizes protecting agriculture from all hazards, supporting agricultural communities, and leading preparedness and response efforts for animal disease outbreaks in the state.

Maintenance, Evaluation, Revision, and Program Reporting

The State of Colorado maintains, evaluates, and revises, as appropriate, its Multi-Year Integrated Preparedness Plan (MYIPP) on a yearly basis; finalizes all revisions and updates the MYIPP by December 31 of each year. DHSEM disseminates the updated plan to appropriate stakeholders, to include those state agencies that participate in the planning process, as well as posts the document on the DHSEM website. The updated MYIPP is filed with FEMA no later than January 31 of the next year after revisions are made. Changes made to the MYIPP during the plan years, to include revisions to the training and exercise schedule, will be approved by the DHSEM Integrated Preparedness Supervisor/State Training Officer without dissemination being required to stakeholders. The updated plan will be uploaded to the DHSEM website.

This plan acts as a roadmap to implement the priorities identified through the needs assessment process and guidance provided from senior leadership in DHSEM and its State partner agencies. In addition to POETE elements and priorities that DHSEM has submitted, the 2023-2026 State of Colorado MYIPP includes POETE elements from OEPR. Both agencies recognize the importance of alignment to enhance the effectiveness and efficiency of emergency management and public health training available to State of Colorado stakeholders. Apart from that alignment reflected in the MYIPP, the DHSEM OEM and the CDPHE OEPR will meet all reporting requirements independently.

DHSEM Mandatory Trainings and Exercises

Professional Development

DHSEM has adopted the National Incident Management System (NIMS). Effective 2023, all new employees are required to complete baseline training that includes ICS 100, 200, 700 and 800. Current employees hired prior to 2023 must complete the baseline training if they have not already done so. DHSEM office directors must take 100 and 800.

Employees that have a support role in the State Emergency Operations Center will have individual training plans that support their roles. Those training plans are not listed as part of this document; however, they are considered as part of DHSEM's preparedness planning efforts.

Corresponding Core Capabilities

- All 32 FEMA Core Capabilities

DHSEM Staff Support Trainings

Baseline Training

- IS-100.c (or ICS 100) Introduction to the Incident Command System
- IS-200.c (or ICS 200) Basic Incident Command System for Initial Response
- IS-700.b (or ICS 700) An Introduction to the National Incident Management System
- IS-800.d (or ICS 800) National Response Framework, An Introduction

State Emergency Operations Center Support Trainings

- G0300 (ICS) - Intermediate Incident Command System (ICS) for Expanding Incidents
- G0400 (ICS) - Advanced ICS for Command and General Staff
- G0191- EOC/ICS Interface
- G2300- Intermediate EOC Functions
- SEOC Monthly Trainings: Check in procedures, WebEOC, Salamander, administrative support, EOC plans, checklists and updates,
- SEOC Individual Training Plans

Internal Supporting Exercises

- Quarterly State Emergency Operations Center Functional Exercises - These exercises are conducted annually on the 3rd Wednesday of each Quarter: January, April, July, and October. All Emergency Support Functions (ESFs) have the opportunity to participate as well as local emergency operations centers. Capabilities exercised are Operational Coordination, Planning, Situational Assessment, Public Information and Resource

- Management. The scenarios will drive deliverables identified as priorities based on the CHSS, Needs Assessment, and THIRA.
- Continuity of Operations Plan (COOP) -
 - Annually: Simulated COOP event where DHSEM and the SEOC continue to perform Mission Essential Functions while operating from alternate locations for 1-2 days

DHSEM External Stakeholders Training

The training listed below is, in part, reflected in the four-year training and exercise schedule. They are part of a cycle of academies offered in the State of Colorado over a four-year period. Individuals interested in these academies should watch for training announcements and enroll early as the academies fill up quickly.

External Support Training Courses

- Recovery Training Series - scheduled based on county request
- S-703 Resource Mobilization Series - scheduled based on county request
- Resource Mobilization Orientation
- Resource Mobilization Workshop
- Resource Mobilization Drill
- Colorado Emergency Management Academies
 - Colorado National Emergency Management Basic Academy (NEMBA) biennial -
This academy provides a foundational education in emergency management. The goal is to support the early careers of emergency managers through a training experience combining knowledge of all fundamental systems, concepts and practices of cutting-edge emergency management.
 - Colorado National Emergency Management Advanced Academy (NEMAA) - frequency to be determined -
This academy is designed for emergency management professionals with a background and experience serving in an emergency management organization including all levels of government, Public Health, Higher Education, Medical, and Private Sector organizations or companies with a role in emergencies and disasters. Students will learn skills critical to performing emergency management responsibilities such as program management and oversight, effective communication at all levels, integrated collaboration, and strategic thinking.
 - Colorado Academy for Professional Emergency Managers (CAPEM) - biennial -
This academy is designed for Colorado career local and tribal emergency managers. It has been designed to provide a forum for career emergency managers to exchange ideas for the advancement of statewide programs. The format consists of agency briefings and

updates, discussion panels, leadership training opportunities, and keynote speakers on current relevant topics in Colorado. The academy will culminate with a capstone project.

2023-2026 Training and Exercise Schedule

The 2023-2026 State of Colorado Training and Exercise Schedules can be accessed via [CO Training & Exercise Schedule](#).

The training and exercise schedules for the State of Colorado Emergency Operations Center (SEOC) from 2023 to 2026 can be reviewed through controlled access at the following link: [SEOC Training & Exercise Calendar](#)

The training and exercise schedules for the State of Colorado Department of Agriculture from 2023 to 2026 can be reviewed through controlled access at the following link: [CDA.2024.T&E](#)

Accessibility Point of Contact

For inquiries pertaining to the accessibility of any links or documents included herein, kindly reach out to us. cdps_dhsem_training@state.co.us.

Appendix A: Multi-Year Integrated Preparedness Planning Process

STATE OF COLORADO DEPARTMENT OF PUBLIC SAFETY DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT	
MULTI-YEAR INTEGRATED PREPAREDNESS PLANNING PROCESS	
Planning Steps	Tasks
Distribute multi-year IPP guidance	
Needs Assessment:	
	• State hazard mitigation plan top four identified hazards • Receive and analyze statewide trends from local and regional all-hazards regions multi-year integrated preparedness plans • Analyze Colorado Emergency Preparedness Assessment - counties overall summary • Include National Incident Management System requirements • Include National Qualification System requirements • Emergency Management Accreditation Program Standards • Include State Emergency Operations Center training and exercise program
Conduct Integrated Preparedness Planning Workshop Session(s)	
	• Review needs assessment, update priorities and preparedness activities, make recommendations to executive leadership team for confirmation and approval
Approve priorities	
	• Approval of priorities by Executive Leadership Team
State Agencies Integrated Preparedness Planning Workshop	
	• Discuss priority and capability alignment;

STATE OF COLORADO DEPARTMENT OF PUBLIC SAFETY DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT	
	identify training and exercises
Draft document	
	• Prepare draft multi-year IPP
Review by OEM Director	
	• Make appropriate edits to IPP
OEM Director gives final approval	
	• Submit final draft to Office of Emergency Management Director for approval & signature on promulgation letter
Distribute and post	
	• Distribute to stakeholders
	• Post to DHSEM website
Meet grant deliverables	
	• File final multi-year IPP with FEMA Region 8 Grants Director
	• Submit final multi-year IPP in HSEEP email box per directions from FEMA

Appendix B: SEOC Training & Exercise Program Guide

Appendix to the DHSEM Integrated Preparedness Plan

April 2022

Colorado Department of Public Safety
Division of Homeland Security and Emergency Management
Centennial, CO 80112

Point Of Contact

The Response Section of the Colorado Division of Homeland Security and Emergency Management maintains the SEOC Training and Exercise Program Guide. Direct questions or comments to:

Jason Reed, SEOC Preparedness and Exercise Coordinator
jason.reed@state.co.us

Plan Details

Preface

The State Emergency Operations Center (SEOC) in Centennial, Colorado, serves as the state's multi-agency coordination center, and continuously operates at a directed level providing situational awareness, support, coordination, and resourcing activities for Colorado's all-hazard response to events, incidents, emergencies and disasters. This Training and Exercise Program Guide outlines the process of aligning SEOC training and exercise objectives to strategic and operational objectives, assigning roles and responsibilities, and individual training recommendations. The SEOC Integrated Preparedness Coordinator and Individual Training Coordinator created this program guide using information and inquiries gathered from Federal, State, Tribal, and local partners as well as the National Incident Management System (NIMS) and the National Qualification System (NQS).

NIMS provides a common, nationwide approach enabling the whole community to work together to manage all threats and hazards. NQS provides a foundational guideline on the typing of EOC personnel resources within the NIMS framework. Emergency operations centers play a critical role in managing all sizes and severity of incidents. NQS supports standardized qualification for EOC personnel while remaining flexible enough to accommodate various sizes and structures of EOCs. This guide provides information to individuals assigned a role and/or responsibility in the SEOC. Implementing this training plan produces trained and qualified emergency management personnel able to effectively work and operate in any EOC nationwide.

Purpose

The SEOC Training and Exercise Program Guide documents training and exercise frequencies, scope, roles, responsibilities, and individual training plans for EOC assigned personnel. The Colorado Division of Homeland Security and Emergency Management - Office of Emergency Management (OEM) Strategic Plan 2023-2026 calls for enhancing the SEOC capability. This is to be accomplished through, "Implementing a fully developed SEOC individual position training program consistent with the National Qualification System tailored for the SEOC, that builds the knowledge, skills, and abilities necessary to execute critical processes and tasks within the SEOC during all activations, regardless of the type of incident, or phase in the emergency management life cycle through Mitigation, Prevention, Preparedness, Response, and Recovery." Key tasks include development of a SEOC training and exercise program, and integration with the State Integrated Preparedness Plan (IPP) to improve operational readiness.

SEOC Training and Exercise Program Management

The SEOC Integrated Preparedness Coordinator and the Individual Training Coordinator will design, build, and execute a comprehensive training and exercise program that develops and enhances SEOC staff capabilities to respond to an emergency or disaster related activation. The SEOC serves as the principle point for coordinating State Departments, volunteer agencies, and the private sector in the delivery of emergency assistance to an affected jurisdiction(s). An effective training and exercise program are an essential component of preparedness as it validates plans, evaluates operational capabilities, identifies gaps and needs of a jurisdiction, and sustains workforce competencies. The SEOC provides annual input to the multi-year Integrated Preparedness Plan to document the SEOC's overall training and exercise program priorities. Training and exercise objectives develop and sustain professionally trained and credentialed staff capable of performing assigned duties in the SEOC.

State Agency and Emergency Support Functions

The authorities of the Colorado Disaster Emergency Act mandate that State Departments and Agencies conduct assigned activities in the SEOC. State agencies fill positions in their respective Emergency Support Function (ESF), according to the State Emergency Operations Plan (EOP). Agencies appoint an Emergency Response Coordinator (ERC), and (at least) two alternates, to act on behalf of the department or agency and to provide representation in the SEOC during activations and exercises. The SEOC Deputy Manager oversees the training and exercise plan developed by the SEOC Integrated Preparedness Coordinator and the Individual Training Coordinator.

EMAP Requirements

The Emergency Management Accreditation Program (EMAP) is an accreditation program that establishes scalable standards used to evaluate emergency management programs. The program has three components: accreditation, annual maintenance, and re-accreditation. EMAP measures accreditation and compliance against defined standards. The SEOC Training and Exercise Program plays a role in the State of Colorado's Emergency Management Program accreditation with EMAP by documenting training, performance, and improvement planning during exercises.

SEOC Training & Exercise

In the event of an emergency or disaster, the SEOP and SEOC Standard Operating Procedures (SOP) activate DHSEM and designated State employees to perform necessary duties. Duties will include appropriate jobs and roles critical to the overall state response in a disaster emergency. Leveraging their talents, employees receive position and role assignments for the responsibilities that support components in required SEOC processes, programs, and deliverables. DHSEM expects all SEOC personnel to attend all scheduled SEOC training and exercises, maintain their individual training plans, upload their training certificates into the SEOC Training Tracker, and follow procedures established by DHSEM. DHSEM expects completion of all assigned training plans within a three-year period. Supervisors facilitate and track the timely completion of the individual's training plan through quarterly PMP updates from the employee and verify through access to the Individual Training Plans.

A 1-hour time block is reserved each Wednesday for training that is planned and coordinated by the Individual Training Coordinator. These training sessions provide an opportunity for the SEOC Section Chiefs and staff to cover topics identified as a gap or deficiency from previous exercises or observations. These sessions are either a training session or a work session. The SEOC will conduct 2-3 hour training on the third Wednesday of every month. These expanded sessions are designed for presentations of new processes, procedures, or capabilities and are generally informational in nature. The SEOC Preparedness Coordinator provides notice of these specialty trainings within a reasonable amount of time. The SEOC will conduct quarterly exercises, 4-6 hours, on the third Wednesday of the third month of each quarter. Exercises are essential for overall improvement of identified primary and alternate roles in the SEOC. The SEOC will conduct quarterly exercises according to the IPP; and planning will involve the SEOC staff and other State agencies in partnership with the SEOC Preparedness Coordinator. DHSEM documents these exercises on the SEOC portion of the IPP Master Calendar and the DHSEM website. DHSEM requires all SEOC personnel to attend exercises. SEOC personnel require permission from their SEOC Section Chief and their unit supervisor to be absent from an exercise. DHSEM expects State Agency Liaisons and ERCs to be present and fulfill their ESF roles.

The SEOC conducts exercises in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP). The SEOC conducts all exercises with the purpose of exercising SEOC staff, Emergency Response Coordinators, and other liaisons on existing plans, policies, and procedures. Exercises entail various aspects of the mission areas within the National Preparedness System and test or validate emergency operations under the response and recovery mission areas. Throughout the year, other exercises may be necessary. State agencies, local emergency managers, and federal partners may request SEOC participation during their exercise execution. The SEOC determines level of participation, SEOC staffing, and time commitment based upon the current and recent levels of SEOC activity and

the expectations of the requesting agencies. The SEOC Manager makes the final determination on participation in outside stakeholder exercises.

Roles and Responsibilities

DHSEM established SEOC position roles based upon NIMS/NQS and Colorado's experiences with planned and unplanned events. Following the principles outlined, and supporting the common approach of the NIMS, DHSEM built positions accordingly, including depth for SEOC primary and alternate positions. Each identified SEOC role training plan assigns a description, training requirements, exercise requirements, and activities. The training plans establish minimum qualification criteria for personnel serving in SEOC defined and support positions. The SEOC position skillsets qualify EOC personnel while remaining flexible and easily modified to accommodate diverse SEOC organizational structures. The SEOP and the individual training plans describe SEOC position roles, duties, and responsibilities. A description of each position follows in this guide. All SEOC positions work before, during, and after a disaster emergency to support the five mission areas: prevention, protection, mitigation, response, and recovery.

SEOC staff maintain their training records utilizing the process in the SEOC training tracker directions. First, document all relevant training completed in the training tracking form. Second, upload copies of all certifications claimed on the tracking form to the certification folders. SEOC Staff must perform both steps as they complete training and certification. The SEOC Individual Training Coordinator is responsible to monitor for new federal and EMAP training, skillset, or certification requirements for SEOC personnel and work with the SEOC Manager to implement the new requirements.

SEOC Staff

The SEOC staff and stakeholder agencies attend monthly training and exercises to perform their assigned duties in the SEOC. In coordination with the SEOC Manager and Section Chiefs, the SEOC staff receive training and experience through SEOC activations and exercises. The SEOC Manager, Section Chiefs, and SEOC Preparedness Coordinator engage with personnel to include stakeholder agencies and encourage their participation in the monthly SEOC training as well as attendance at training and exercises to be better prepared to perform their duties in the SEOC. Training is essential to continue introducing innovative ideas, communicate, review plans, refine processes, and help the organization build and sustain response and recovery capabilities. All training and exercise events, topics, and primary facilitator(s), should be scheduled no later than 30 days prior to the delivery date.

SEOC Manager and Section Chiefs

The SEOC Manager and Section Chiefs are responsible to:

- Develop, present, review, update monthly trainings or provide the training topics to the SEOC Preparedness Coordinator.
- Support the exercise planning and development to ensure addressing identified gaps, new plans, and requirements in the quarterly exercises.
- Assign staff to track and ensure completion of the improvement planning process.
- Provide input to the annual SEOC multi-year IPP update by providing a list of topics to be covered during the next twelve months and beyond.

SEOC Preparedness Coordinator

The SEOC Preparedness Coordinator supports the SEOC, SEOC Manager, Section Chiefs, and staff by planning and managing SEOC training and exercises based upon identified deficiencies and/or gaps, areas needing improvement, participating in annual DHSEM IPP workshops, previous exercises, leading the exercise planning team, and integrating evaluation components into the overall exercise plan. The SEOC Preparedness Coordinator oversees the planning, development, assessment, support, and conduct of the quarterly exercises, providing a competent and professional exercise program. Every exercise will be concluded with an aggregation of all evaluation data, then compare it to performance objectives and core capabilities, and perform a root-cause analysis of deficiencies. Additionally, the SEOC Preparedness Coordinator will ensure that SEOC training and exercise activities meet the division's strategic objectives and the SEOC Manager's expectations.

The SEOC Preparedness Coordinator recruits, trains, and manages a team of observers, controllers, and evaluators, conducts the After-Action Review, coordinates the development of the After-Action Review Report, and associated Improvement Plan. The SEOC Preparedness Coordinator provides monthly updates on progress of the approved Improvement Plan.

Finally, the SEOC Preparedness Coordinator maintains all the SEOC exercise documents, After-Action Review reports, Improvement Plans associated progress reports, and the SEOC Continuous Improvement Program in compliance with federal and state records retention requirements, complying with the most restrictive. After-Action Reports (AAR) will document obvious gaps, deviation from procedures, recommended corrections, and key issue analysis to address the needs of the survivors. All AARs will undergo a Leadership review and commentary. The SEOC Preparedness Coordinator and the SEOC Manager will discuss the Leadership review and commentary results and concur on the final language in the AAR.

Individual Training Coordinator

While separate from this guide, individual SEOC training plans comprise the training plan; updates occur as necessary to fulfill the responsibilities of the SEOC. The Emergency Management Performance Grant (EMPG) program mandates that SEOC personnel complete the Professional Development Series and the required NIMS/NQS training courses applicable to their position. The SEOC individual training plans include all these required training courses. Activities identified in the training plan include staffing the sections and completing all required training, SEOC skillsets, Qualifications Review Board review, and certification by the Certifying Official. A review with each employee determines the appropriate skillset for the individual and their assigned role. Once certified in their primary SEOC position, SEOC personnel and DHSEM employees are welcome to pursue certification in other SEOC positions and/or incident management positions upon approval of their supervisor, Office Director, and SEOC Section Chief. DHSEM expects individuals to follow the maintenance, documentation, and implementation procedures identified in this guide. SEOC Training Coordinator reviews position specific qualifications to determine eligibility and authorization for specific skill sets. Reviews PTB requirements for SEOC positions. Evaluates training courses to determine eligibility for specific positions and oversees maintenance of all training documentation.

Command Staff

OEM Director

Principle point of contact for coordination of state and local disaster relief policies and implementation of the state emergency operations plan. Oversees all aspects of state and federally declared disasters. Helps and provides direction to the Command and General Staff in developing plans, facilitates establishing the unified command or coordination group, oversees budget and expenditures to ensure stewardship of the public trust and disaster operations' effectiveness, and appraises the most urgently needed types of assistance. Develops a plan for managing the incident and establishing the Joint Field Office. Establishes and maintains contact with FEMA leadership, Federal Coordinating Officer, and Federal Disaster Recovery Coordinator. Establishes and maintains contact with Governor's Authorized Representative, cabinet officials, state and local elected officials and department leadership. Approves overarching strategy for disaster response operation and Individual Assistance (IA) and Public Assistance (PA) plans.

State Coordinating/Deputy Coordinating Officer

Not every incident will have an assigned Coordinating Officer. Reports to the OEM Director, while coordinating with the SEOC Manager and State Recovery Officer.

Designates Area Field Managers (AFMs) as Field Incident Coordinating Officers (FICOs) to represent the Office of Emergency Management in the field to local jurisdictions. Implements a transition plan based on changing incident complexity.

Field Operations Manager

The field operations managers help local governments achieve their emergency management goals by providing technical assistance with respect to strategic planning, emergency plan development, community preparedness, disaster recovery, hazard mitigation and training and exercise support. Regional Field Managers are assigned to each of the ten regions in the state. The principal responsibility of our field managers is to support local emergency managers with the development of comprehensive, sustainable emergency management programs. Emphasis is given to customer service and to providing local officials with information regarding best practices in the emergency management field. They can assist local governments in the following ways: response, planning, training, exercise, and grant administration.

SEOC Manager

Coordinates operations at the State EOC level, delegates various management tasks by assigning objectives to the Command and General Staff personnel to fulfill the SEOC mission. Reports to the OEM Director, while coordinating with the Field Operations Manager and State Recovery Officer. Approves all plans and operations outlined in the Incident Support Plan (ISP). Supervises Command and General Staff and indirectly supervises all other personnel assigned to the incident through subordinate Incident Management positions in the SEOC as defined in the SEOP. (Command Staff, Section Chiefs, Branch Directors, Unit Leaders, and other personnel assigned to the SEOC). Reviews SEOC activation levels and staffing requirements as an incident evolves.

State Recovery Officer

In the SEOC, the State Recovery Officer reports to the OEM Director and is responsible for overseeing recovery efforts related to the declared disaster emergency. Coordinates with SEOC Manager and Field Services Manager. Advises leadership and maintains contact with senior federal, local, state, and tribal elected and administrative officials with recovery related information requirements. Drives the development of and approves overarching strategy for disaster recovery operations. Maintains recovery priorities on behalf of the chief elected officials. Assists the Recovery Section and/or the Command and General Staff by supporting the development of associated plans and the completion of mission objectives and priorities. Supports operational transition from response

phase to recovery phase and coordinates short, intermediate, and long-term disaster recovery efforts. Coordinates and oversees the Recovery Support Functions (RSFs) and ensures active engagement and facilitates communication between all functions. RSFs coordinate with recovery personnel, state agencies, NGOs, and the private sector to identify and address unmet resource needs. Coordinates and leads the State Recovery Task Force when activated.

SEOC Public Information Officer (PIO)/ESF 15

The SEOC PIO / ESF-15 is a member of the Command Staff responsible for advising leadership and interfacing with both external (executive leadership, stakeholders, public and media) and internal audiences with incident and recovery related information requirements. This position provides leadership and supports the traditional public information tools as well as innovative technology and social media platforms to gather and share information to maintain maximum situational awareness. Uses information from other team members, director's staff, and general staff to develop accurate, accessible, and complete information on the incident's cause, size, current situation, resources committed, and other matters of interest for both internal and external audiences. Monitors public information to ensure accuracy. Provides active liaison and information sharing with elected and appointed officials. Establishes a Joint Information System (JIS) and/or a Joint Information Center (JIC) as necessary.

Operations Section

SEOC Operations Section Chief and Deputy Chief

Manages and coordinates all aspects of the Operations Section in the SEOC. Provides the tactical assignments documented in the Incident Support Plan and directs its execution. Makes expedient changes to current operations based on the complexity or magnitude of the incident and reports those changes to the SEOC Manager. Manages all operations and progress related to the incident. Ensures the safety and welfare of Operations Section personnel. Supervises and configures sections with ESFs, branches, CO National Guard, and SEOC Auxiliary Emergency Communications Unit. Maintains visibility on the status of the seven Community Lifelines and advises on potential or actual impacts in coordination with the Situation Section. Oversees the Resource Request Management System (213RR) in the SEOC. Develops and implements a transition plan based on changing incident complexity. Supports the SEOC Manager and OEM Director. Subject Matter Expert (SME) of the SEOC Activation and Notification Systems.

IMT Coordinator, and Private Sector Coordinator

Supports and reports to the Operations Section in the SEOC. Provides assignments documented in the Incident Support Plan assigned by the Operations Chief. Supports operations, assignments and progress related to the incident and reports changes to the Operations Chief. Ensures and configures sections as needed based on complexity or magnitude of the incident. Implements a transition plan based on changing incident complexity. Supports the Operations Section Chief and SEOC Manager.

SEOC Auxiliary Emergency Communications Unit

To be published.

SEOC Agency Liaisons and Emergency Support Functions

Supports and reports to the Operations Section in the SEOC. Provides subject matter expertise and knowledge of the organization's policies, plans, resources, and constraints. Follows the SEOC's process for fulfilling resource requests. Coordinates with other agency liaisons and the SEOC staff in the planning process and resource coordination. Supports operations, assignments, and progress related to the incident objectives and reports changes to the Operations Chief. Attends the coordination meetings (or conference calls) and briefs the organization's status or issues related to the incident. Ensures and configures function as needed based on complexity or magnitude of the incident. Implements a transition plan based on changing incident complexity.

SEOC Field Operations Liaison

Serves as the single point of contact for representatives and agencies at the local, county, and tribal level. Transitions into the Command Staff as a liaison with the Operations Section Chief. Serves as the liaison between the field/local incidents/EOCs and is the SEOC Point of Contact (POC) for all questions for the local AFMs and local incidents. Assists with resource management to include ordering, situational awareness reports and analysis, and liaison functions. Ensures that those who are not part of the command staff, but who contribute to the incident's objectives, receive appropriate information and communicate with the SEOC staff. Supports all operations, assignments, plans, and progress related to the incident and reports changes to the Operations Chief. Ensures and configures sections as needed based on complexity or magnitude of the incident. Implements a transition plan based on changing incident complexity.

SEOC EMAC Coordinator

Manages and coordinates all aspects of the Emergency Management Assistance Compact (EMAC) Program. EMAC is a national interstate mutual aid agreement that enables states to share resources during times of disaster. This position in the SEOC coordinates personnel, services, equipment, and supplies from and to other states. Advises the SEOC Manager on all matters relating to EMAC and the costs associated with the resources requested or needed. Configures into the SEOC to support the SEOC Manager and OEM Director and assists in the Logistics and Operations Sections, as necessary. Develops and implements a transition plan based on changing incident complexity. EMAC Subject Matter Expert for the SEOC Logistics and Operations Sections, and protocols including reimbursement procedures after the resources return to their home state.

Planning Section

SEOC Planning Section Chief and Deputy Chief

Manages and coordinates all aspects of the Planning Section including State Support Plans, Incident Support Plans, long range planning, and Community Lifeline planning in the SEOC. Manages the preparation of strategies and plans for the incident. Defines the SEOC planning process and schedule. Uses incident information and leadership guidance to develop the Incident Support Plan (ISP). Coordinates planning efforts and transitions into the Planning Section. Supervises and configures sections with units and resources, as necessary. Develops and implements a transition plan based on changing incident complexity. Supports the SEOC Manager and OEM Director.

SEOC Planning Section Coordination and Support

Supports and reports to the Planning Section in the SEOC. Provides planning products as assigned by the Planning Section Chief. Gather relevant pre-incident plans from internal and external sources. Implement the SEOC planning process and communicate with stakeholders. Implements a transition plan based on changing incident complexity. Supports the Planning Section Chief and SEOC Manager.

SEOC Access and Functional Needs Advisor

The Access and Functional Needs (AFN) Advisor supports and assists incident management personnel on matters related to accessible and inclusive support, services, and information. Supports and assists state, local, county, and tribal agencies' incident management personnel on issues related to people with AFN.

Advises incident leadership on physical access, effective communication access, and programmatic access. Coordinates with subject matter experts, authority having jurisdictions, voluntary agencies, community groups, and nongovernmental organizations and recommends equal access and reasonable modification and/or accommodation. Establishes or transitions into a unit under the appropriate section supporting the SEOC Command and General Staff. Provides direction and strategy in developing plans.

Situation Section

SEOC Situation Section Chief and Deputy Chief

Manages and coordinates all aspects of the Situation Section in the SEOC. Collects, processes, analyzes, and organizes ongoing situation information. Prepare and disseminate situation summaries. Prepare for and participate in planning meetings providing up-to-date situational awareness and incident status. Supports the SEOC Manager, Planning, and Operations Sections. Oversees GIS Specialist, Situation Unit Leader, and Documentation Unit Leader. Configures a section with personnel to support the SEOC. Monitors Community Lifelines for signs of potential strain and destabilization. Coordinates with the PIO before releasing products to external stakeholders. Develops and implements a transition plan based on changing incident complexity.

SEOC Situation Unit Leader

Collects, processes, analyzes, and organizes ongoing situation information. Prepare and disseminate situation summaries. Prepare for and participate in planning meetings providing up-to-date situational awareness and incident status. Supports the Planning and Operations Section with the State EOC. Configures unit with personnel to support the State EOC.

SEOC Geographic Information Systems (GIS) Specialist

Coordinates with Situation Unit Leader to prepare incident maps and displays by collecting data, interpreting information, and utilizing appropriate systems and software. Produces and updates maps within established guidelines and time frames using NIMS and other incident or product appropriate symbols. Establishes or transitions into a unit supporting the Situation Section. Assists in producing incident products by completing digital analysis. Develops, updates, and maintains metadata. Participates in functional area briefings. Defines, implements, and maintains a daily archival process. Provides written documentation, digital data, and products developed during the incident to the Documentation Unit.

SEOC Documentation Unit Leader and Check-In/Check-Out

Coordinates with the Situation Section Chief to establish a unit supporting the SEOC Command and General Staff. Configures unit with personnel to support the State EOC. Provides duplication services to support the incident operations including reproducing and distributing the Incident Support Plan (ISP). Maintains accurate, complete, and up-to-date incident files. Ensures each section maintains and provides appropriate documents for post-incident documentation purposes. Oversees the check-in / check-out of all personnel and maintains a record keeping system to include documentation. Assists with notes during calls, hot-washes, and after-action procedures. Ensures Form 214 - Daily Activity Log is completed / submitted by all SEOC personnel prior to check-out. Informs Section Chiefs of missing Form 214s within 24 hours.

Logistics Section

SEOC Logistics Section Chief and Deputy Chief

Manages and coordinates all aspects of the Logistics Section in the SEOC. Processes Resource Requests (213RR) according to SEOC procedures. Provides advanced resource support to the incident. Works closely with Operations and Finance Sections to source and procure resources by implementing contracts or mutual aid agreements or by requesting other government assistance (e.g., local or tribal to state, state or tribal to federal). Executes proper procurement and contracting in coordination with the Finance Section, including identifying critical resource needs and develops re-incident contracts when appropriate. Conduct inventory management activities, to include but not limited to warehouse management, inventory accountability, procurement, and distribution of supplies in accordance with the Resource Mobilization Annex. Supervises and configures section to support incident needs. Develops and implements a transition plan based on changing incident complexity. Supports the SEOC Manager and OEM Director and assists the EMAC Coordinator and the Business EOC as needed. Subject Matter Expert of the SEOC Check-in / Check- Out and Rapid Tag / Salamander Systems.

Finance Section

SEOC Finance Section Chief and Deputy Chief

Manages and coordinates all aspects of the Finance Section in the SEOC. Responsible for all financial, administrative, and cost analysis aspects of an incident. Maintains daily contact with the CDPS Executive Director's Office on financial and administrative matters. Advises the SEOC Manager/OEM Director on

financial and administrative matters. Develops the operating plan for the Finance/Administration Section. Supervises and configures section with units and resources, as necessary. Coordinates potential reimbursement to the state by providing guidance to all ESFs, RSFs, and vendors. Notifies CDPS Payroll of all SEOC positions staffed by CDPS personnel who require a change of funding source during the SEOC Activation. Develops and implements a transition plan based on changing incident complexity. Supports the SEOC Manager and OEM Director.

SEOC Finance Cost Unit

Supports and reports to the Finance Section in the SEOC. Collects and records all cost data, maintains cumulative incident cost records, and pays all approved invoices. Works closely with the Logistics Section to ensure timely verification of vendor services received, appropriate invoices received, verified, and approved. Staff position until close-out complete. Provides cost estimates and cost-saving recommendations for the incident. Ensures costs do not exceed funds obligated in executive orders and advises leadership as costs approach established thresholds. Establishes or transitions into a unit under the Finance/Administration Section while supporting operations in the State EOC.

SEOC Finance Procurement Unit

Supports and reports to the Finance Section in the SEOC. Assists Logistics and Operations Sections with procurement matters, especially scopes of work, documented quotes, state purchasing agreements, invitations to bid, requests for proposals, and selecting vendors. When required, provides Purchases Orders and Contracts in the time-period required by the disaster emergency. Manage procurement contracts following department procedures and provide recommendations. Administers documentation and financial matters pertaining to vendor contracts, leases, and fiscal agreements. Provides cost estimates and cost-saving recommendations for the incident. Establishes or transitions into a unit under the Finance/Administration Section while supporting operations in the State EOC.