

State of Colorado Homeland Security Strategy

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Acknowledgements

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TABLE OF CONTENTS

	Page
I. Executive Summary	4
II. Colorado Homeland Security Assessment	5
A. Introduction	5
B. Methodology	5
C. Conclusions	7
III. State Homeland Security Strategy	
A. Introduction	8
B. Organizational Structure of Homeland Security	8
C. Mission Statement	9
D. Vision	9
E. Focus	9
F. Goals and Objectives	11
1. Planning	11
2. Training and Exercises	12
3. Information Sharing	12
4. Communications Interoperability	13
5. Critical Infrastructure Protection	13
6. Cyber Security	14
7. Food and Agriculture Protection	14
8. Public Health Protection	15
9. Citizen Participation	15
10. Continuity of Government	16
11. Emergency Responder Capabilities	17

I. EXECUTIVE SUMMARY

In the wake of September 11, 2001, all levels of government awoke to the need to reevaluate our ability to protect citizens from another terrorist attack. Governments realized that preparedness not only entails emergency response to an attack, but also represents the capacity to prevent an attack before it occurs and recover once the immediate incident has occurred. The State of Colorado Homeland Security Strategy is the product of this renewed effort on the part of state, local, and federal officials to develop a plan that will ensure the safety of Colorado's citizens from existing threats as well as from threats that remain unknown. This plan will be used to strategically allocate resources to increase homeland security capacity and reduce Colorado's vulnerability to terrorism.

As the State Administrative Agency (SAA) for Homeland Security funding, the Department of Public Safety (DPS) was the lead agency in the coordination of the 2003 assessment. The assessment was conducted from July to December 2003 and included an online survey designed by the Office for Domestic Preparedness (ODP). All 66 Colorado jurisdictions, including 64 counties and two Indian tribes, participated in the assessment process. Since completion of the assessment, SAA duties were transferred to the Department of Local Affairs (DOLA) to allow better coordination of the assessment process, strategy development, and grant management. The conclusions produced as a result of the assessment data are detailed in this document, and along with input from state agencies, form the basis for this strategic plan.

The State of Colorado Homeland Security Strategy contains 11 overlapping goals that are closely aligned with the State's Homeland Security Vision to serve all Colorado citizens with the appropriate levels of preparedness measures with respect to any real or potential terrorist act. The goals are designed to provide a comprehensive approach in addressing prevention, response, and recovery. While each of the goals forms an important component to the overall strategy, two of the goals are particularly critical to move the strategy forward. The goals for planning, and training and exercises, taken together, represent the most direct means to improve prevention, response, and recovery capabilities.

The Strategy provides Colorado with a road map to safeguard the State from a terrorist attack. However, the nature of terrorism is unpredictable, so an effective plan must be flexible enough to meet the unknown threats of the future. Thus the strategy is designed to be a "living document" that will be continually updated to meet the needs of Homeland Security in Colorado. The state's priorities may change annually based on current threats, needs, and accomplishments.

II. COLORADO HOMELAND SECURITY ASSESSMENT

A. INTRODUCTION

In 2003, ODP directed all states update their Homeland Security Assessments and Strategies to reflect post-September 11, 2001 realities and to evaluate any progress made on the priorities that were identified in the initial assessment completed in 1999. The 2003 assessment provided the opportunity for a thorough review of threats and vulnerabilities within each state as well as the capabilities and needs of first responders in the areas of planning, organization, equipment, training, and exercising.

The assessment that was conducted from July to December 2003 generated a number of insights regarding the current status of preparedness in Colorado. The assessment formed the basis for the development of the Homeland Security Strategy that will guide planning, decision-making, and resource allocation in 2005 and beyond.

B. METHODOLOGY

The 2003 assessment conformed to the format designed and required by ODP that used an Online Data Collection Tool (DCT) for the gathering, analysis, and submission of the assessment data. Each of Colorado's jurisdictions was required to complete a self-assessment of risk and needs. Upon completion, the assessments were submitted to Colorado Department of Public Safety (CDPS) using the online tool. For the most part, County Emergency Managers coordinated the jurisdiction assessments.

To facilitate the county assessments, CDPS contracted with the Center for the Study and Prevention of Violence, University of Colorado-Boulder (CU Research Team) to coordinate the assessment process for 66 local jurisdictions including 64 counties and two Indian tribes. Colorado's assessment also incorporates the Denver Urban Area Security Initiative (UASI) that includes the City and County of Denver, and its contiguous areas of Adams, Arapahoe, and Jefferson counties. The Urban Area Leadership Group coordinated the Denver UASI assessment. In conjunction with ODP, the Texas Engineering Extension (TEEX) provided technical assistance to train CDPS, County Emergency Managers, the Urban Area Leadership Group, and the CU Research Team. CDPS and the CU Research Team coordinated six regional training sessions in October 2003 that were attended by county representatives. Jurisdictions unable to attend the October sessions received instruction from County or Regional Emergency Managers who had been trained by TEEX at an earlier session. The State also provided technical assistance throughout the process utilizing the expertise of the CU Research Team. Each member of the CU Research Team was responsible for assisting jurisdiction representatives with the assessment process based on guidance from ODP and CDPS.

To help jurisdictions collect data that accurately reflected their risks and needs, jurisdictions were advised to form multi-disciplinary, multi-jurisdictional working groups. In most cases, the Point of Contact for each working group was the County Emergency Manager. While administrators were free to designate other county users, CDPS recommended that each

jurisdiction limit the number of additional assessors in order to centralize data entry and maintain a higher level of security over the data.

During November and December 2003, the CU Research Team conducted six regional data entry workshops with technical assistance provided by TEEX. Jurisdictions were given the option of entering their own data or allowing the CU Research Team to enter their data. Points of Contact from most jurisdictions attended the data entry workshops. Data not entered at the workshop by the local jurisdictions became the responsibility of the CU Research Team to complete before the deadline.

November 30, 2003 was the initial deadline for submission of the county assessments to the State. Technical difficulties with the DCT resulted in an extension of the deadline until December 31, 2003, and additional technical assistance from TEEX during the week of December 8, 2003 was necessary to complete data entry. After all data was entered and submitted to the State on December 31, 2003, CDPS reviewed the assessment data before providing the state assessment and strategy to ODP January 31, 2004.

After the data collection, in conjunction with the Homeland Security Data Review Project sponsored by ODP, CDPS and the CU Research Team began validating the assessment data. CDPS and the CU Research Team worked with the jurisdictions in order to ensure that the assessment was as accurate as possible. Data entry errors were identified and corrected, including inaccuracies in threat and vulnerability data, equipment needs, and emergency response capabilities and needs. Apart from these inaccuracies, the data has been left intact as it was reported by the jurisdictions, and remains a reflection of the jurisdictions' self-assessment of their own risks and needs. After all necessary modifications were completed, the Department of Local Affairs (DOLA) resubmitted the assessments to ODP and made appropriate adjustments to the Strategy.

C. CONCLUSIONS

Any conclusions derived from this assessment should be qualified by an understanding of the self-assessment methodology. While regions received standardized training sessions and conducted their assessment according to the same guidelines, their interpretations may have differed. Consequently, inconsistencies and inaccuracies were inevitable. Future assessments would likely benefit from a more unified approach.

Therefore, the assessment should not be regarded as a decisive stand-alone evaluation of the status of Homeland Security in Colorado, but as part of an ongoing process that includes current and future assessments conducted by state, local, and federal agencies. Nonetheless, a number of broad conclusions can be drawn from the assessment data currently available:

- Haz Mat appears to be among the best-prepared disciplines of emergency response.
- Jurisdiction Emergency Operations Plans lack adequate attention to mass decontamination, quarantine, and isolation issues and these areas should be addressed.
- Risks associated with a Weapons of Mass Destruction (WMD) terrorist attack are concentrated in the parts of the state with higher population densities, particularly the urban areas of the North Central region.
- The largest gaps in emergency response capability relative to need exist in the southern half of the State where risks are relatively low.
- The Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) equipment and training needs of Public Works, Public Safety Communications, and Governmental Administrative disciplines should be an area of focus as part of an overall effort to increase emergency response effectiveness. These disciplines play an important role in incident management, first response support, recovery and long-term mitigation of the effects of an attack.
- Improvement in specialty response coverage is needed, particularly for law enforcement special tactics teams. Written mutual aid agreements should be in place to ensure regional response procedures are carried out in the event of an emergency.
- Infrastructure protection should be a priority in any funding plan. Particularly troubling is a 94% gap identified in physical security enhancement equipment (i.e., ground and waterfront, inspection/detection systems, explosive protection, and agent/explosive detection).
- Interoperable communications and physical security enhancement equipment present the largest funding needs in terms of absolute dollar amount.

III. STATE HOMELAND SECURITY STRATEGY

A. INTRODUCTION

Colorado's Homeland Security Strategy provides a framework for enhancing the State's ability to prevent, respond to, and recover from an act of terrorism. The plan furnishes state and local officials with the means to develop interlocking and mutually supporting emergency preparedness programs. The plan focuses on preparedness for acts of terrorism involving Weapons of Mass Destruction (WMD) using Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) materials, or cyber attacks. It also addresses disaster planning and is supplemented by additional strategic and operations plans throughout state and local government.

The plan represents a coordinated effort by federal, state, and local governments to identify needed resources, develop strategies, and create partnerships throughout the public and private sector that will serve as a foundation for homeland security efforts now and in the future. Given the unpredictable nature of terrorist threats, this plan is intended to be viewed as a "living document" that will be continually updated to suit changing risks and capabilities.

B. ORGANIZATIONAL STRUCTURE OF HOMELAND SECURITY

By Executive Order in July 2003, Governor Bill Owens created the All-Hazards Emergency Management Regions to coordinate the state's efforts to prevent and respond to potential terrorist attacks in Colorado. Exhibit 1-1 provides a map of the nine All-Hazard Emergency Management Regions with associated Counties and Indian tribes. Each Region has developed Homeland Security Working Groups that represent the response disciplines and agencies that are critical stakeholders in determining each region's needs and priorities.

The State awarded Homeland Security Grants to fund a Regional Homeland Security Programs Coordinator in each region to serve as the single point of contact for homeland security issues and as a liaison to the State. Regional Coordinators are expected to take the lead communication and facilitation role in their regions, familiarize themselves with the National and State homeland security strategies, and participate in various training opportunities.

In September 2004, the Governor appointed a Special Assistant to coordinate Homeland Security and All-Hazards for the State. This position is responsible for planning and oversight of overseeing of all Homeland Security and All-Hazards functions, as well as ensuring a coordinated state effort.

The State's Administrative Agency is the Department of Local Affairs and the Point of Contact is Michael Beasley, Executive Director. The Department of Local Affairs, Division of Emergency Management is responsible for administering the Homeland Security Grants beginning in 2003. Additionally, the DEM manages the statewide vulnerability and threat assessment and is also responsible for the State's Homeland Security Strategic Plan submitted to ODP.

The State's Homeland Security Advisor is Joe Morales, Executive Director of the Colorado Department of Public Safety (CDPS). In 2002, legislation was enacted to create the Office of Preparedness, Security, and Fire Safety within the Colorado Department of Public Safety to coordinate Colorado's response to the threat of terrorism. House Bill 02-1315 includes a number of specific duties for the office, including the creation and implementation of terrorism preparedness plans.

C. MISSION STATEMENT

The State of Colorado will continue to support statewide terrorism preparedness while reducing vulnerabilities to terrorist attacks. The State will accomplish this by building capacities, and developing comprehensive preparedness strategies in partnership with other government entities and the private sector.

D. VISION

Colorado's citizens and critical infrastructure will be served by the appropriate levels of preparedness measures with respect to any real or potential terrorist act. This will be accomplished through a unified homeland security structure that will protect against today's threats and meet the unknown threats of the future.

E. FOCUS

Colorado's security strategy provides the foundation for meeting the State's vision by focusing on the following three key areas of terrorism preparedness:

- *Prevention* – identify and protect critical infrastructure assets while improving the ability of state and local agencies to gather, analyze, and share information about terrorist activity.
- *Response* – identify and close existing gaps in basic emergency response capabilities as well as ensure effective coordination of emergency response to CBRNE and cyber-terrorist attacks.
- *Recovery* – put plans and resources in place to enable an effective recovery from a terrorist attack for both public and private entities.

Taken together, the 11 goals contained in the plan overlap the three focus areas, providing a balanced approach to all aspects of terrorism preparedness. The goals are broad statements of intent that reflect the state's priorities and support the vision. Each goal includes a set of measurable objectives. As such, the plan is designed to be a road map for increasing terrorism preparedness in Colorado and making the state safer for all residents.

The 11 goals were crafted using the assessment data collected in 2003 along with the assistance from the following state agency partners:

Colorado Department of Agriculture

Governor's Office

Lieutenant Governor's Office, Governor's Commission on Community Service

Department of Local Affairs, Division of Emergency Management

Department of Military and Veterans Affairs

Department of Personnel Administration, Division of Information Technology

Colorado Department of Public Health & Environment

Colorado Department of Transportation

Department of Public Safety, Office of Preparedness, Security, and Fire Safety

F. GOALS AND OBJECTIVES

GOAL 1: Planning

Develop a comprehensive homeland security planning process which mirrors the National Response Plan (NRP), provides for prevention of disaster emergencies, and will effectively integrate all disciplines in response and recovery operations.

- Objective 1.1** Establish a strategic planning process chartered to develop a capabilities-based long-range strategic plan by March 2005. *The Governor's Office will take the lead on this objective.*
- Objective 1.2** Create and maintain the Colorado Homeland Security Strategy by January 2005. *The Division of Emergency Management will take the lead on this objective.*
- Objective 1.3** Identify the unmet training and awareness needs of all responders. *The Division of Emergency Management in coordination with the Homeland Security Regional Coordinators will take the lead on this objective.*
- Objective 1.4** Provide technical and financial assistance to local governments and the nine all-hazards homeland security regional coordinators to effectively integrate planning efforts. *The Division of Emergency Management will take the lead on this objective.*
- Objective 1.5** The state will maintain a current terrorism annex to its State Emergency Operations Plan (SEOP) by December 2004. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 1.6** Every county government and two tribes will update, maintain, and submit to the state a current terrorism annex to its all-hazards plan. *The Division of Emergency Management will take the lead on this objective.*
- Objective 1.7** Inventory and identify gaps in mutual aid agreements among all emergency responders throughout Colorado by November 2005. *The Division of Emergency Management in coordination with the Homeland Security Regional Coordinators will take the lead on this objective.*
- Objective 1.8** Create and implement plans that address the protocols and procedures for the prevention of terrorist activity, protocols for access and security measures at biotech labs and facilities, and protocols and procedures for the handling of evidence. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 1.9** Adopt and implement the National Incident Management System (NIMS) statewide by November 30, 2005. *The Division of Emergency Management will take the lead on this objective.*
- Objective 1.10** Implement the National Fire Incident Reporting System (NFIRS) by December 31, 2005. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*

GOAL 2: Training and Exercises

Through training and exercises, improve Colorado's ability to deal with terrorist-related incidents.

- Objective 2.1** Provide comprehensive and adequate training opportunities for terrorist-related incidents to elected officials and emergency responders throughout the state. *The Division of Emergency Management will take the lead on this objective.*
- Objective 2.2** Provide a comprehensive and adequate homeland security public awareness and education program throughout the state. *The Governor's Office will take the lead on this objective.*
- Objective 2.3** Conduct threat and performance based exercises to practice procedures and determine gaps in the prevention, response, and recovery of terrorist-related incidents. *The Division of Emergency Management will take the lead on this objective.*
- Objective 2.4** Train, exercise, and evaluate all-hazard public health emergency response systems to ensure a well-planned, adequately resourced, organized, and coordinated approach to emergency response, with an emphasis on acts of bioterrorism, disease outbreaks, care of victims, or events requiring use of the Strategic National Stockpile. *The Colorado Department of Public Health and Environment will take the lead on this objective.*
- Objective 2.5** Provide training and exercises related to food and agriculture protection. *The Colorado Department of Agriculture will take the lead on this objective.*
- Objective 2.6** Maintain a statewide training and exercise calendar. *The Division of Emergency Management will take the lead on this objective.*

GOAL 3: Information Sharing

Facilitate the prevention of terrorism by enhancing the abilities of state and local agencies to gather, analyze, and share information.

- Objective 3.1** Establish a Colorado information sharing strategic planning task force by December 2004. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 3.2** Establish the Colorado Information Analysis Center (CIAC). This center will provide timely analysis and information sharing. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 3.3** Establish a statewide Geographic Information System (GIS) that will support spatially-based decision-making and enable emergency responders to develop and share spatial information about resources, events, infrastructure, and response planning by July 2005. *The Department of Local Affairs, in coordination with the Governor's Office will take the lead on this objective.*

- Objective 3.4** Ensure that the State's first responder public and private networks participate in the Resource Ordering and Status System (ROSS) by the end of 2005. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 3.5** Implement the National Fire Incident Reporting System (NFIRS) by end of 2005. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 3.6** Ensure the function of 24-hour notification and information sharing systems statewide. *The Division of Emergency Management will take the lead in this objective.*

GOAL 4: Communications Interoperability

Develop a statewide standards based comprehensive interoperable communication system that provides instant and disruption-resistant communications capabilities for all public safety and first responder agencies.

- Objective 4.1** Continue implementation of the Digital Trunked Radio Project (DTR). DTR provides a single seamless statewide radio system facilitating interoperability between all participating agencies. (Reference H.B.98-1068, C.R.S. 24-30-901, 24-30-903) *The Department of Personnel and Administration will take the lead on this objective.*
- Objective 4.2** Complete a statewide comprehensive operational plan for interoperable communications by December 2005, incorporating regional plans. *The Governor's Office will take the lead on this objective.*

GOAL 5: Critical Infrastructure Protection

Identify and prioritize critical infrastructure, key assets, and high-population density venues pursuant to the principles of the National Strategy for Homeland Security (NSHS).

- Objective 5.1** Identify and prioritize Colorado's most critical infrastructures and develop "best practices" recommendations. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 5.2** Assess and harden prioritized critical infrastructure. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 5.3** Develop protocols to guide state and local law enforcement and emergency response officials in responding to any case involving suspected terrorist activity by March 2005. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*
- Objective 5.4** Develop protocols concerning the handling, storage, and disposal of biological agents, chemical weapons, destructive devices, radioactive materials, and toxins obtained as evidence of terrorist activities by March 2005. *The Office of Preparedness, Security, and Fire Safety will take the lead on this objective.*

Objective 5.5 Train and exercise prevention protocols. *The Division of Emergency Management will take the lead on this objective.*

GOAL 6: Cyber Security

Prevent and deter widespread disruption and damage caused by cyber attacks on Colorado's critical infrastructure.

Objective 6.1 Develop, distribute and employ minimum standards for the protection of state and local government information networks, including those networks that contain information on the conditions or status of key homeland security facilities or infrastructure. *The Governor's Office will take the lead on this objective.*

Objective 6.2 Form collaborative relationships with federal, state, local, and private entities to mitigate cyber attacks and information security risks. *The Governor's Office will take the lead on this objective.*

Objective 6.3 Establish processes and procedures at the state level that capture relevant information security risks and develop metrics to support resource requests. *The Governor's Office will take the lead on this objective.*

GOAL 7: Food and Agriculture Protection

Provide the Colorado food and agriculture sectors with the means to prepare, prevent, respond, and recover from agroterrorist attacks.

Objective 7.1 Create an integrated agricultural response plan including critical infrastructure documentation, reference materials, and biosecurity awareness information. *The Colorado Department of Agriculture will take the lead on this objective.*

Objective 7.2 Perform an agricultural assessment that identifies vulnerabilities, determines priorities, and evaluates potential threats. *The Colorado Department of Agriculture will take the lead on this objective.*

Objective 7.3 Create working relationships among allied agencies and stakeholders. *The Colorado Department of Agriculture will take the lead on this objective.*

Objective 7.4 Gain stakeholders' cooperation, including identifying alternative sources of staple agricultural products and target recipients of these needed commodities. *The Colorado Department of Agriculture will take the lead on this objective.*

Objective 7.5 Develop website information. *The Colorado Department of Agriculture will take the lead on this objective.*

Objective 7.6 Conduct ongoing surveillance activities. *The Colorado Department of Agriculture will take the lead on this objective.*

Objective 7.7 Develop, deploy and maintain needed technologies. *The Colorado Department of Agriculture will take the lead on this objective.*

GOAL 8: Public Health Protection

Provide an effective response and coordinated patient care that protects the health of Colorado citizens in the event of a terrorist attack.

- Objective 8.1** Assess resources, infrastructure, and capacities to respond to an emergency and develop, update, evaluate, and revise scalable plans that facilitate response. *The Colorado Department of Public Health and Environment will take the lead on this objective.*
- Objective 8.2** Develop, maintain, and update IT systems, communications systems, and databases to ensure public health and medical communications capabilities throughout the state to respond to emergencies. *The Colorado Department of Public Health and Environment will take the lead on this objective.*
- Objective 8.3** Verify the effectiveness of redundant and secure public health communications systems, while providing necessary health and risk information to the public and key partners as preparation for a public health emergency. *The Colorado Department of Public Health and Environment will take the lead on this objective.*
- Objective 8.4** Ensure appropriate epidemiological response is provided in the event of a public health emergency. *The Colorado Department of Public Health and Environment will take the lead on this objective.*
- Objective 8.5** Provide an analytical all hazards approach for receipt, analysis, and results reporting of environmental samples and biological specimens collected from a suspected act of terrorism or disease outbreak. *The Colorado Department of Public Health and Environment will take the lead on this objective.*

GOAL 9: Citizen Participation

Strive to include every Colorado citizen in homeland security activities through public education and outreach, training, and volunteer service opportunities at the community level.

- Objective 9.1** Advance citizen awareness, safety, and preparedness by working with regional and local entities to form and maintain an active Citizen Corps program that encourages the development of Citizen Corps Councils, public awareness, and opportunities for Colorado citizens to be part of homeland security efforts through increased volunteerism and involvement in safety and preparedness programs. *The Lieutenant Governor's Office will take the lead on this objective.*
- Objective 9.2** Facilitate technical assistance and training sessions that engage communities and individuals in the development and sharing of expertise and resources related to Citizen Corps goals and programs, including the development of a needs assessment and workshops targeted to the needs of Citizen Corps Councils in each of the nine Colorado All Hazards regions. *The Lieutenant Governor's Office will take the lead on this objective.*

- Objective 9.3** Identify opportunities for informed volunteerism and service opportunities through Citizen Corps' component programs: Community Emergency Response Teams (CERT), Volunteers in Police Service (VIPS), Medical Reserve Corps (MRC), Neighborhood Watch (NW), Fire Corps (FC), and other related programs that support the goal of making Colorado and America safer. *The Lieutenant Governor's Office will take the lead on this objective.*
- Objective 9.4** In cooperation with regional Citizen Corps Councils, develop a public outreach campaign using the theme of "Neighbor Helping Neighbor," to disseminate public awareness announcements and materials that promote citizen safety and preparedness and local volunteer opportunities. *The Lieutenant Governor's Office will take the lead on this objective.*
- Objective 9.5** Create, expand, and coordinate one state, nine regional, and at least 25 statewide local Citizen Corps Councils that bring together leaders from first responder groups, volunteer organizations, public and private social service providers, government, and the private sector to advance the goal of citizen safety and preparedness. *The Lieutenant Governor's Office will take the lead on this objective.*
- Objective 9.6** Identify planned opportunities for local, state, tribal, and federal organizations and individuals to collaborate on the shared goal of expanding informed volunteerism and service opportunities in the areas of homeland security and disaster preparedness. *The Lieutenant Governor's Office will take the lead on this objective.*

GOAL 10: Continuity of Government

Develop a comprehensive plan for continuity of government that focuses on constitutional governance, ensures command and control of response and recovery operations, and facilitates the restoration of critical and essential services expected by Colorado citizens. The Continuity of Government (COG) plan will ensure, to the maximum extent possible, continuity of leadership and direction to provide for citizen safety, reduce disruption of critical and essential government functions, and minimize property loss and damage.

- Objective 10.1** Identify the critical and essential functions of the executive, legislative, and judicial branches of Colorado state government required during any pre-, trans- and post-emergent situation to assure continuity of government business operations by March 2005. *The Colorado Department of Local Affairs will take the lead on this objective.*
- Objective 10.2** Develop, analyze, and validate a comprehensive Colorado State Continuity of Government Plan that provides for the expeditious restoration of state services, including timelines and function assignments for such restoration by March 2005. *The Department of Local Affairs will take the lead on this objective.*

Objective 10.3 Develop, analyze, and validate a model template of methodologies for adoption and implementation by state agencies, local governments and quasi-governmental entities to allow them to develop their own COOP (Continuity of Operations Plan) by March 2005. *The Department of Local Affairs will take the lead on this objective.*

Objective 10.4 Develop and evaluate an exercise program to validate the plan, templates, and methodologies, and a program to train participants in plan development and implementation. *The Department of Local Affairs will take the lead on this objective.*

GOAL 11: Emergency Responder Capabilities

Colorado will build capacity to equip, train, and effectively manage first responder resources for terrorism events.

Objective 11.1 Ensure all mutual aid agreements are in written form. *The Division of Emergency Management will take the lead on this objective.*

Objective 11.2 Develop strategically-placed hazmat teams to ensure a timely response. *The Colorado State Patrol will take the lead on this objective.*

Objective 11.3 Integrate local and regional responder groups with citizen programs that train, exercise, and utilize citizens as part of their prevention and response efforts, including Community Emergency Response Teams (CERT), Volunteers in Police Service (VIPS), Medical Reserve Corps (MRC), Neighborhood Watch (NW), and Fire Corps (FC). *The Division of Emergency Management will take the lead on this objective.*

Objective 11.4 Review the integration of local public works' services and responsibilities into jurisdictional and regional plans. *The Division of Emergency Management will take the lead on this objective.*

Objective 11.5 Ensure that state and local first responders and support personnel across all disciplines and jurisdictions have access to proper equipment at the appropriate levels to respond to CBRNE terrorist attacks. *The Division of Emergency Management will take the lead on this objective.*

Objective 11.6 Ensure the functioning of a 24-hour emergency notification system statewide. *The Division of Emergency Management will take the lead on this objective.*

Exhibit 1-1
All Hazards Regional Map

