Dear Partners,

2022 proved to be yet another busy year for the Denver Office of Emergency Management (OEM) in support of emergency response activities as well as expanding our programs to cultivate safe, prepared, and resilient communities.

In 2022, we activated the City’s Emergency Operations Center (EOC) four times for COVID-19 Continuity of Operations impacts, the midterm election, and the Colorado Avalanche’s Stanley Cup championship, and for the influx of thousands of migrants from the southern U.S. border.

Following the catastrophic Marshall Fire that impacted our neighboring jurisdictions to the north, we collaborated with Denver911 and Denver Water to launch a streamlined and simplified emergency alerts sign-up process for the public.

In September, OEM embarked on its most ambitious National Preparedness Month campaign ever. Through a combination of outreach initiatives including social media, traditional media, and community events, we engaged the community in learning about their community hazards and how they can prepare their families for disasters. This campaign resulted in over 1500 new contacts in our outreach database. We updated the City’s 5-year Hazard Mitigation Plan using a collaborative, stakeholder-driven approach with multiple public and private sector agencies taking part in the process as well as community feedback sessions. Additionally, we rolled out a storyboard tool on our website for the public to easily navigate and learn about their hazards.

In October, OEM conducted its annual Pioneer Shield EOC Functional Exercise with over 200 participants in each day of the exercise. This exercise provided an opportunity to train new EOC staff and exercise some of our highest priority capabilities.

Finally, we continued to expand our Securing the Cities radiological and nuclear detection and deterrence program and build the emergency response and recovery capabilities of the Denver metro area through the Urban Area Security Initiative program.

Looking forward to 2023, OEM will continue to support the ongoing influx of thousands of migrants from the southern U.S. border into Denver as well as support planning for the inaugural Cities Summit of the Americas in April. Additionally, we are excited to embark on the initial steps of achieving accreditation through the Emergency Management Accreditation program.

As always, we stand ready to equitably cultivate safe, prepared, and resilient communities.

Matthew Mueller
Executive Director
TABLE OF CONTENTS

Section 1: OEM Overview
1.1: Mission
1.2: Vision
1.3: Office of Emergency Management History
1.4: Strategic priorities
   1.4.1: Strengthen City Emergency Preparedness
   1.4.2: Build Community Resilience
   1.4.3: Expand Preparedness Partnerships
1.5: 2022 Denver OEM Organizational Chart
1.6: 2022 Budget

Section 2: Strengthen Emergency Preparedness
2.1: Operations
   2.1.1: Program Summary & Highlights
   2.1.2: EOC/ JIC Activations
   2.1.3: Training & Exercises
   2.1.4: Duty Officer Program
   2.1.5: Continuity and Critical Infrastructure
   2.1.6: Planning
2.2: Building Community Resilience
   2.2.1: Community Outreach
   2.2.2: Public Information & Warning
2.3: Expand Preparedness Partnerships
   2.3.1: OEM Grant Programs

Section 3: Outlook
SECTION 1: OEM OVERVIEW

1.1: MISSION

Lead Denver's emergency management efforts to cultivate safe, prepared, and resilient communities

1.2: VISION

To become a national model in shaping and sustaining the culture of preparedness throughout the whole community

1.3: OFFICE OF EMERGENCY MANAGEMENT HISTORY

The Denver Office of Emergency Management (OEM) was originally known as the Denver Civil Defense Office. It was established by Mayor Quigg Newton in 1951 with the intent of coordinating the City's response and recovery to a nuclear attack. While the office continued to focus on preparations for a nuclear strike, including establishing a remote command center under the stage of the Red Rocks Amphitheater, it also began to broaden its focus to include responding to natural disasters. In 1973, the Civil Defense Office transitioned to become the Office of Emergency Preparedness with a focus on community preparedness, training, exercising, and maintaining the city's alert and warning systems - such as the outdoor warning siren system and the metropolitan emergency telephone system. In 1996, the office was officially renamed the Office of Emergency Management, as it remains today.

1.4: STRATEGIC PRIORITIES

The Denver Office of Emergency Management focused its 2022 efforts on three strategic priorities as outlined in the agency's Strategic Plan. 1) Strengthen City Emergency Preparedness 2) Build Community Resilience 3) Expand Preparedness Partnerships. These strategies helped form Denver OEM's five-year strategic plan, which establishes clear strategies and goals to ensure the community's disaster preparedness needs are comprehensively met.

1.4.1: Strengthen City Emergency Preparedness

The goal to Strengthen City Emergency Preparedness highlights Denver OEM's commitment to ensuring city government is ready for emergencies and disasters. Denver OEM has worked tirelessly to ensure the city is equipped to navigate significant events, as well as updating systems to ensure the agency is equipped to manage any future threats. In addition, Denver OEM updated plans and conducts operational exercises, as well as acquired critical response equipment to build and strengthen local capabilities. Disasters will occur and Denver OEM will ensure that Denver is ready.
1.4.2: Build Community Resilience

Denver OEM’s second goal is to Build Community Resilience. The building blocks of a resilient community are Denver residents and in 2022, Denver OEM developed new and innovative methods to reach the Denver community, with preparedness classes and resources, with the goal of meeting people where they are. OEM also continued to develop and implement strategies to mitigate hazards to the Denver community and encourage smart and resilient growth. By spreading preparedness knowledge and resources, Denver OEM plays a key role in building a strong Denver community that is resistant to disaster.

1.4.3: Expand Preparedness Partnerships

The goal to Expand Preparedness Partnerships is rooted in Denver OEM’s desire to coordinate with public and private partners to facilitate a whole community approach to emergency management. Denver OEM manages multiple regional grants and participates in regional, state, and national workgroups aimed at building strong partnerships. As a regional leader, Denver OEM will continue to ensure our larger community comes together to collaboratively overcome disasters.

1.5: 2022 DENVER OEM ORGANIZATIONAL CHART
1.6: BUDGET

In 2022 Denver OEM managed a budget over $20 million dollars composing of city general funds and federal grant funds.

SECTION 2: STRENGTHEN EMERGENCY PREPAREDNESS

2.1: OPERATIONS

2.1.1: Program Summary & Highlights

The Emergency Operations Center (EOC) and Joint Information Center (JIC) are tasked by the mayor to activate during large scale events and provide the strategic oversight and operational coordination necessary to assess, respond to, and recover from any disaster or emergency that impacts the City and County of Denver. In the 2022 year, the City and County of Denver continued moved to a hybrid work structure which includes both a work-from-home and working in the office model. With this change, OEM has focused its efforts on ensuring members of the EOC and JIC can activate both in-person and virtually, which increases the city's overall ability to respond to emergencies and disasters. The EOC and JIC are staffed primarily by agency heads and senior city leadership, with a total of nearly 270 trained staff, spread across three shifts, the Denver EOC and JIC are able to sustain operations to ensure completion of its mission: To Save the City!

<table>
<thead>
<tr>
<th>2022 Activation Overview</th>
<th>2022 Exercises Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuity of Government</td>
<td>EOC Section Chief Exercise</td>
</tr>
<tr>
<td>2022 Stanley Cup Finals &amp; Championship Parade</td>
<td>JIC Tabletop Exercise</td>
</tr>
<tr>
<td>Midterm Election Activation</td>
<td>Pioneer Shield Exercise Pt. 1</td>
</tr>
<tr>
<td>Migrant Sheltering Emergency</td>
<td>Pioneer Shield Exercise Pt. 2</td>
</tr>
</tbody>
</table>
2.1.2: EOC/JIC Activations

The Denver Office of Emergency Management managed multiple incidents and hosted many trainings in the 2022 year. Below are a detailed synopsis of our EOC/JIC activations in 2022:

2022 Continuity Activation- In early 2022, the City & County of Denver, like many businesses and organizations felt the impacts of the Omicron variant, most especially on staffing operations. While critical and essential services were not being directly impacted, the city activated it’s Emergency Operations Center (EOC) and Joint Information Center (JIC) from January 11th through January 24th to establish immediate and long-term continuity strategies to prepare for any further staffing shortages that may occur.

2022 Stanley Cup Finals & Championship Parade- In June of 2022, the Colorado Avalanche vied against the Tampa Bay Lightning for the Stanley Cup title! The Denver Emergency Operations Center (EOC) and Joint Information Center (JIC) activated on several occasions from June 15 through June 30 to monitor all activities surrounding the watch parties for the Stanley Cup Finals, working in close coordination with the Auraria Campus, Denver Police, as well as state and federal partners to ensure the safety and security of the Denver community. Denver OEM hosted several citywide Preparedness Coordination Meetings and developed a Citywide Preparedness Action Plan to ensure common understanding of the city's safety and emergency management goals. In addition to the Stanley Cup final activities, the EOC was also monitoring the Denver Pride celebrations, Denver Juneteenth Music festival, and the Dobbs v. Jackson case that overturned Roe v. Wade, resulting in protests, all which were taking place in Downtown Denver concurrently in the same timeframe.

On June 24, the Colorado Avalanche claimed the title of the 2022 Stanley Cup Champions and the streets filled with celebrations through the night into the early morning. The JIC assisted Denver Police with asking people to avoid downtown as well as asking crowds to disperse after hours of celebrations.

A parade and celebration was held on June 30 in downtown Denver and an estimated 500,000 people attended the celebration. No arrests were made in connection to the celebration and no injuries were reported. A Wireless Emergency Alert (WEA) was sent to warn attendees of potential severe weather conditions while encouraging attendees to seek shelter in public spaces. This was sent by our Joint Information Center, in coordination with Denver911 and the Public Safety Command Post for this event.
2022 Midterm Activation: On November 8, 2022, the City and County of Denver conducted its midterm election. The City and County of Denver's Emergency Operations Center and Joint Information Center were activated in support of the Office of the Clerk and Recorder for operations and communications around the election. Support included boosting Office of the Clerk and Recorder messaging across citywide platforms as well as facilitating situational awareness coordination between city leadership, city agencies, and the Office of the Clerk and Recorder.

2022 Migrant Sheltering Activation: In early December of 2022, Denver experienced an influx of migrants from the southern border. The response to this influx spanned into a three-month activation of Denver's EOC and JIC, pulling various city agencies together to coordinate resources, transportation, sheltering, food, and medical services to help migrants exit emergency shelter system. In addition to assisting with migrant sheltering coordination, the EOC and JIC also assisted in coordinating the sheltering of people experiencing homelessness during several extreme cold-weather events which happened concurrently with the migrant sheltering crisis. Over this three-month span, the city operated multiple migrant shelters and multiple emergency warming shelters. The EOC and JIC deactivated on Friday, March 3 and as of this date, the operations coordinated the sheltering of 5,180 migrants who traveled to Denver from the southern border. Since the deactivation of the EOC and JIC, the migrant sheltering efforts have been delegated to the Denver Department of Human Services.
2.1.3: Trainings & Exercises

Trainings and exercises play a vital role in preparedness as they allow the Denver Office of Emergency Management to validate plans and capabilities, identify and address gaps, as well as identify areas for improvement. In 2023, our goal is to continue training all new and veteran assigned EOC staff while also training and educating new mayoral staff and appointees about emergency management and the Emergency Operations Center and applying the newfound knowledge through future exercises. In 2022, our office conducted the following trainings and exercises:

- **Basic EOC Refresher Course:** The Basic EOC Operations Refresher Course is an annual 1-hour “refresher” of the basic program completed in the first year of assignment to the EOC. It is online and self-paced.

- **Basic EOC Operations Training Program:** The Basic EOC Operations Training Program consisted of three courses – Parts 1 and 2 were online, self-paced, and included FEMA Independent Study (IS) courses. Part 3 was a 3-hour in-person training conducted in the Emergency Operations Center applying what was learned in the online training.

- **EOC Section Chief Tabletop Exercise (49 city employee participants):** The annual 4-hour EOC Section Chief TTX kicked off with having EOC leadership review new citywide plans (Reunification Annex, the Hazardous Materials Annex, the Mass Care Annex, and the Mass Evacuation Decision Procedure to the Emergency Operations Plan) before applying that knowledge to several mini-scenarios focused on immediate life safety, coordinated citywide response, and transitioning to short- and long-term recovery.

- **Citywide Functional Exercise PIONEER SHIELD (400+ city employee participants):** This year’s annual 8-hour functional exercise focused on the City’s planning; operational coordination; public information and warning; logistics and resource management; mass care services; public health, environmental response, and health and safety capabilities while responding to a significant hazardous materials release. The Emergency Operations Center, Mass Care Department Operations Center, and Public Health and Environment Department Operations Center were players in the exercise while the Simulation Cell engaged with all operations centers as various simulated internal and external stakeholders. The same exercise was held on two dates to exercise two different shifts of staff at all operations centers.
2.1.4: Duty Officer Program

The OEM Duty Officer Program exists to monitor ongoing or projected threats and hazards to the City and County of Denver and provide City agencies and external partners with a 24/7 connection to local Emergency Management response services. These services include multi-agency coordination, information sharing, public warning, technical expertise, and resource requests. As of December 2022, OEM had 7 trained Duty Officers who rotate on-call responsibilities weekly.

In 2022, Denver OEM collectively received over 1400 communications and notifications of developing incidents, events, or requests for assistance as reported by Denver Police, Denver Fire, Denver International Airport, Special Events, or the National Weather Service. In many of these instances, the Duty Officer took additional steps to monitor the situation and determine if further action and/or response was needed. In 2022, Denver OEM responded to multiple events, including supporting sheltering operations for displaced residents as a result of apartment fires, supporting warming and cooling centers for persons experiencing homelessness, supporting continuity of operations needs during staffing shortages, supporting migrant sheltering efforts, and monitoring special events.

2022 Notifications:
- DEN Notifications – 382
- DPD Notifications – 216
- OSE notifications – 52
- Skyview – 441
- NWS – 301

2.1.5: Continuity and Critical Infrastructure

The city is responsible for ensuring internal essential functions and business processes are available to serve the citizens of Denver regardless of any disruptions. The Citywide Continuity Program’s purpose is to facilitate the mitigation, prevention, response, and recovery of city essential services from disruptions through developing and maintaining continuity of operations plans (COOPs) and the city’s Continuity of Government Plan (COG).

Continuity EOC Activation: In January of 2022, the Denver Emergency Operations Center was activated for two weeks to support city agencies experiencing significant staffing shortages due to economic conditions and the impacts of the COVID-19 Omicron variant on the workforce. This EOC activation ensured agencies were supported in providing the most critical services to the community despite low staffing levels.
Agency Support: OEM continued to hold regular Continuity Workgroups in 2022 to support city agencies in developing and refining their continuity plans. Additionally, OEM hosted a series of trainings on the city’s continuity software to ensure each agency’s continuity coordinator was familiar with how to update and manage their plan in the system.

Training/Exercises: On June 8, 2022, OEM hosted a continuity workshop aimed at preparing agencies for impacts in the event of a cyber-attack on a key city vendor. The workshop focused on specific impacts the city might experience and included a deep dive into alternate processes the city would implement to ensure essential functions could continue while the vendor was offline. This workshop was attended by representatives from Technology Services, Office of Human Resources, Department of Finance, Denver International Airport, General Services, and the Office of Emergency Management.

Critical Infrastructure Inventory: Denver OEM, through the Urban Area Security Initiative (UASI) grant program and in partnership with other jurisdictions in our region, kicked off a critical infrastructure inventory project. This project will help governments better understand their critical infrastructure and how to best protect it from hazards.

2.1.6: Planning

During 2022, OEM made significant strides in the development of its emergency management program including an overhaul and expansion of the Denver Capability Assessment. The tool has led to better data tracking of city emergency management capabilities, more-informed decision making for budget requests and prioritization, as well as a better understanding of how prepared the city is to manage its 21 hazards.

In addition to growing its capability development system, OEM spearheaded the development of several Citywide Preparedness Action Plans including for the Stanley Cup Finals and subsequent Stanley Cup Victory Parade and Rally happening amidst risk of social unrest due to the leaked Roe v Wade opinion and during the annual Juneteenth and Pride Fest celebrations. In late summer, OEM also began development of the Citywide Preparedness Action Plan for the expanding concern over migrant arrivals to the city, leading to an eventual EOC activation in December.
Emergency Operations Planning

OEM built major priority core capabilities with its stakeholders throughout 2022. In addition to conducting the annual update to the Emergency Operations Plan (EOP) Base Plan, OEM finalized three mission annexes including Mass Care, Reunification, and Hazardous Materials as well as the Mass Evacuation Decision Procedure.

OEM was able to socialize and validate these plans through a Mass Care Annex Plan Workshop and separate Table-Top Exercise as well as a Reunification Annex Plan Workshop. OEM trained the EOC Section Chiefs on all four new products during the annual EOC Section Chiefs TTX as well as during the EOC annual functional exercise.

In addition to building those key priority capabilities, OEM outlined a new organizational framework for its planning and began development of the Recovery Annex, Logistics and Resource Management Annex, and Crisis Communications Annex. Finally, OEM worked with the Denver Sheriff's Department to conduct a plan development workshop for their jail and detention center evacuation plan.

Hazard Mitigation

In 2022, with the help of numerous stakeholders, OEM received approval of the City's 2022-2027 Hazard Mitigation Plan (HMP) by Federal Emergency Management Agency (FEMA) Region 8, the Colorado Department of Homeland Security and Emergency Management (DHSEM), and the Mayor.

This HMP marked a new phase for hazard mitigation planning in the city in that it includes a risk and impact analysis of all 21 threats and hazards facing the city as well as 60 new or revised mitigation action strategies to address those risk areas. OEM engaged in a robust rollout effort that included updates to our website, communications with city leadership, and most notably, OEM published the HMP Story Map and Interactive Web Map to provide a digestible, educational, and accessible tool for the public to learn more about the city's hazards.

Finally, OEM translated the HMP into Spanish to provide accessibility to the city's Spanish-speaking population.
2.2: BUILDING COMMUNITY RESILIENCE

2.2.1: Community Preparedness

Program Summary: Denver OEM’s community outreach program, DenverREADY, is tasked with preparing all of Denver’s 711,463 (2021 Census) for emergencies. DenverREADY uses an all hazards approach, which focuses on capacities and capabilities critical to readiness, while leveraging the knowledge that already exists within the population.

Every month, Denver OEM hosts trainings and presentations are led by skilled emergency management professionals, including Outreach Trainers, and partner agency subject matter experts. By working with various partner agencies, the program is able to reach the whole community, which includes various socio-economic levels, age ranges, cultural and language backgrounds, education levels, and physical abilities.

Currently, Denver OEM offers DenverListo classes for our Spanish-speaking community. In 2022, the agency offered 8 of these classes, hosted in a hybrid model in-person and via Zoom and taught by a Spanish-speaking instructor. To assist with reaching our audience, Denver OEM partnered with the Office of Human Rights and Community Partnerships who shared these courses with their community partners. DenverOEM is working to grow its access communities who speak other languages including Spanish, ASL, and Vietnamese.

Throughout 2022, a total of 748 people were engaged in the virtual training classes. This was a net gain of 42 participants from the previous year.

In 2022, Denver OEM also kicked off the Resilience Neighborhood Response Program dedicated to establish serve residents in underserved communities throughout Denver. Our first partnership was with Denver Housing Authority where we got 60 residents certified to be Resilient Neighborhood Response partners.

Residents donning their DenverREADY vests after completing the program at Mountain View Apartments
In 2022, the Denver Office of Emergency held two Preparedness Fairs for National Preparedness Month in September. The fairs were held at Montebello Recreation Center and Barnum Recreation. The event was very popular amongst residents and we had lines of people an hour before our preparedness fair events opened to the public.

*DenverREADY swag bags lined up and ready to hand out to the public*

*Some of our first residents who waited up to one hour to get an emergency preparedness backpack for our fair*

Overall, we added 1500 new contacts to our database who can attend future preparedness classes and engage in future events hosted by our office.

**2.2.2: Public Information & Warning**

**Program Summary:** The Public Information and Warning (PIW) program manages the Denver OEM social media, traditional media, marketing presence, brand and the JIC during emergency activations. Social media pages are available to the public 24 hours a day/seven days a week.

Denver OEM is active on social media platforms, specifically Facebook, Twitter. Social Media updates focus on Community Preparedness classes and initiatives, incidents/warning updates, and overall city goals. These platforms provide essential communications to the public and encourage information flow for situational awareness. Denver OEM's postings can be found on the office's Facebook and Twitter pages by searching @DenverOEM. In the event of a significant incident, the post-incident information will also be posted to the Denvergov.org/OEM website.

Denver has increased its participation in public outreach, as its essential to helping communities mitigate against, prepare for, respond to, and recover from emergencies and disasters. Denver OEM manages two warning systems that include the Outdoor Warning Siren System, consisting of 86 electromechanical sirens, and the Integrated Public Alert and Warning System (IPAWS), which get tested on an monthly basis.
The City’s mass notification system is hosted by Everbridge. This system is used to communicate with city staff as well as residents in the City and County of Denver.

In 2022, Denver OEM sent one Wireless Emergency Alert to the city encouraging people to seek shelter during the city’s Stanley Cup Parade.

Additionally, Denver OEM partnered with Denver911 to kick off a media campaign, promoting the REN Alert notification system also housed in Everbridge. This system can reach residents through landlines, email, and cell phones and is intended to inform residents of safety incidents near their homes, schools, and businesses. Denver911 is the primary sender and OEM is the secondary sender.

OEM successfully partnered with Denver Water to include information on waterbills, encouraging residents to sign up for this service.

In 2022, we grew our social media presence, posting 202 more times than in 2021. We increased our impressions by 58K, growing our cumulative impressions to 155K. Across our networks, we have over 149K users who engaged with our posts in 2022. Our engagement rate grew from 4.01% to 12.61%.
The Denver JIC is the central point of contact for media partners and the public to obtain confirmed information on an incident. The JIC is responsible for sending press releases, media advisories, planning and executing press conferences, managing and communicating via social media, and conducting media interviews. The Denver JIC was activated four times in 2022 for real-world events and two times for our Pioneer Shield Exercise. The JIC is staffed by 18 members with representation from more than 15 agencies. In 2022, Denver OEM made strategic updates to the JIC by adding bilingual positions to ensure Spanish language access is available through every shift, to both the media and the public. Additionally, 2022 OEM modified several positions to better assist with the flow of processes to ensure all members are working together cohesively and effectively.
2.3.1: OEM Grant Programs

Program Summary: The Finance and Administrative Team manages the administrative, finance, and grants management needs of OEM. This unit focuses on ensuring Denver OEM’s core financial, administrative, and grant management services are aligned with the strategic plan and are provided efficiently and effectively to accomplish its mission to cultivate safe, prepared, and resilient Denver communities.

Pre-Disaster Mitigation Grant Program (PDM): The PDM grant program is designed to implement a sustained pre-disaster natural hazard mitigation program to reduce overall risk to the population and structures from future hazard events, while also reducing reliance on federal funding in future disasters. For the City and County of Denver, this multi-year grant supported the redesign of the Denver Hazard Mitigation Plan to ensure Denver understands its risks and is actively taking measures to reduce the impact on the Denver community. In 2022 the plan was approved by FEMA, and with the approval of the leadership of the City and County of Denver, this plan was integrated into Executive Order 85 for the City and County of Denver.

Emergency Management Performance Grant (EMPG): This yearly grant, awarded from the State of Colorado, plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient Nation. During 2022, this grant supported the most essential activity for the City and County of Denver by funding a portion of an Emergency Management Specialist in OEM.

Securing the Cities (STC): The Securing the Cities (STC) program is funded through the Department of Homeland Security’s (DHS) Countering Weapons of Mass Destruction (CWMD) Office. The program seeks to reduce the risk of a successful deployment of a radiological/nuclear terrorist weapon against a major metropolitan area in the United States by establishing sustainable capability within partner agencies to detect, analyze, and report nuclear and other radioactive materials out of regulatory control within their jurisdictions. The program is currently operating in thirteen of the largest cities in the U.S. The Denver STC Program, awarded in March, 2020, is managed and operated by Denver OEM. The primary partner agencies for the Denver program includes: Denver Police Department, Denver Fire Department, Colorado State Patrol, Denver Health Paramedics, and the Denver Department of Public Health and Environment. The CWMD Office demonstrated its support of the City and County of Denver by providing training and radiological/nuclear detection equipment to designated partner agencies in 2022. The program will provide ongoing radiological/nuclear detection equipment, training, information sharing, and regional cooperative framework to first responders throughout the City and County of Denver.
Urban Area Security Initiative (UASI): The mission of this grant program is to sustain and improve regional capacity to prevent, protect against, respond to, and recover from terrorist incidents and catastrophic events with a nexus to terrorism. The individual projects of this program are designed to enhance public safety, emergency response and security throughout the Denver Metro Area and its close partner agencies in the North Central Region of Colorado to achieve the national priorities of the US Department of Homeland Security. While this grant continues to protect against threats posed by foreign terrorist organizations, the national priorities include adequate focus and funding to combat domestic terrorism, Cybersecurity, Information and Intelligence sharing between Local, State and federal Partners, protection of Soft Targets/Crowded Spaces and Emergency Threats to the homeland. In 2022 Denver was awarded $3.9 million to support capabilities for projects including Denver projects for the Denver Fire Department Denver Police Department, Department of Technology Services and Department of Transportation and Infrastructure as well as project for regional partners in the 9 surrounding counties.

SECTION 3: OUTLOOK

In 2023, Denver OEM will focus on implementing year three of our five year strategic plan. This includes strengthening our newly formed Communications and Outreach team, whose goal is to focus on equity, public information, community engagement and resilience. We are working our way toward Emergency Management Accreditation Program process to validate the city's capabilities of our disaster preparedness and response systems. As apart of this process, we will be creating a crisis communications plan which can be utilized in the JIC during largescale emergencies. We are also focused on kicking off additional training and exercise for the STC grant program. Moving forward, we will be changing the name of our functional exercise to be more equitable and inclusive. As always, Denver OEM stands ready to lead Denver’s emergency management efforts when disaster strikes and we are committed to building safe, prepared, and resilient communities.