The Office of Emergency Management 2021 Annual Report

Issued April 2022
Letter from the Executive Director

Dear Partners,

In the wake 2020’s onset of the COVID-19 pandemic and social unrest, 2021 proved to be yet another year of challenges, and tremendous progress for the Denver Office of Emergency Management (OEM). Below are some highlights of how OEM has supported the safety and security of the City and County of Denver in 2021:

Beginning in January, the city's Emergency Operations Center (EOC) and the Joint Information Center (JIC) activated for four months to support the distribution of the COVID-19 vaccine. With a focus on equity of vaccine access, the EOC coordinated the establishment of multiple community-based vaccination sites and vaccination outreach teams to reach the most impacted and vulnerable of our community.

In March, the city endured the 4th largest winter storm in our history. The EOC activated to coordinate public safety messaging, deployment of response and rescue resources, and emergency sheltering. Additionally, the Colorado National Guard was requested by our mayor to assist with stranded citizens.

In April, Denver was awarded 2021 Major League Baseball All-Star Game after a decision to move the game from Atlanta. With only three months to plan, OEM helped coordinate a multi-agency, multi-jurisdiction safety and security effort to ensure a successful All-Star Game week of activities in July. Once again, the EOC activated to provide public information, coordinate resources, and monitor the myriad events taking place citywide.

When the EOC and JIC weren't activated, Denver OEM was busy implementing year two of the Securing The Cities grant program, supporting our metro area partners through the Urban Area Security Initiative program, and holding trainings and exercises, including our Annual Citywide Continuity Exercise, Pioneer Shield Functional Exercise, and our first exercise at the city's new alternate EOC. While social distancing protocols continued to make in-person community preparedness outreach and education a challenge, we adapted to the changing environment by offering virtual trainings in English, Spanish, and American Sign Language. Additionally, we completed a major revision to the city's Continuity of Government plan and kicked off the update of the city's Hazard Mitigation Plan.

2021 was bittersweet as we said goodbye to several long-time OEM and EOC team members who helped us to navigate the challenges of 2020 and 2021. With several new team members in the fold comes a fresh outlook for 2022 on how we can continue to equitably meet our mission to lead Denver’s emergency management efforts to cultivate safe, prepared, and resilient communities.

Matthew Mueller
Executive Director
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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 it’s 2021 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 through the past two years assisting with the response to the COVID-19 pandemic, while ensuring the city was equipped to navigate significant weather events, as well as updating systems to ensure the agency was equipped to manage any future threats. In addition, Denver OEM updated plans, conducted operational exercises, and 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 2021, 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 were at during the ongoing pandemic. 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: 2021 DENVER OEM ORGANIZATIONAL CHART

1.6: BUDGET
Denver OEM manages an annual budget, including both operations and grant revenues totaling more than $18,000,000. The majority make-up consists of grant funds that Denver manages in support the Denver urban area with the General Fund allocated toward operations and personnel.

Budget Allocation Breakdown
Denver OEM continued its stewardship of the Denver UASI grant program by managing and disseminating more than $10 million in expenditures to support the region's ability to prevent, protect against, respond to, and recover from terrorist incidents and other catastrophic events.

### 2021 Financial Summary

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### SECTION 2: STRENGTHEN CITY 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. As the city navigated the COVID-19 vaccine distribution in the 2021 year, the City and County of Denver continued with its work-from-home structure, which included virtual EOC and JIC activations. 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 it's mission: To Save the City!
2021 March Winter Storm Activation - In March of 2021, a powerful late spring storm moved across the region producing wet and heavy snow. The Denver International Airport recorded 27.1 inches of snow which made this storm the 4th biggest snowstorm in Denver weather history, dating back to 1881. The Denver Emergency Operations Center (EOC) and Joint Information Center (JIC) activated from Friday, March 12 through Monday, March 15 to manage and coordinate city operations for various agencies and departments who were responding to keep residents and visitors safe through the duration of the snow fall and clean up.

2021 COVID Activation Phase II - The second COVID-19 activation from January to April of 2021. The goal of this activation was to address the distribution of the COVID-19 vaccine, focusing on public information, supporting community-based vaccine sites and events, and bridging vaccination equity gaps in the community.

2021 MLB All-Star Game Activation - The Emergency Operations Center (EOC) and Joint Information Center (JIC) activated from July 9th through July 13th to monitor every aspect of the MLB All-Star Game event weekend to ensure the safety and security of residents and visitors alike. Each year, the game draws a crowds of over 100,000 people to take part in various activities in connection with the game over the weekend. The activation ensured the city would be ready to respond to any major incidents.

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 2021, our office conducted the following trainings and exercises:
2021 Activation Overview

**Date:** November 4th, 2021  
**Type:** In-person  
**Attendance:** 88  
**Objective:** The Emergency Operations Center (EOC) and Joint Information Center (JIC) activated in November for a Pioneer Shield functional exercise. The exercise are aimed at strengthening Denver’s emergency response capabilities while identifying areas for improvement. Both exercises are hosted in conjunction with FEMA and area-agencies. The incident both activations responded to was a simulated flooding event in Denver which caused mass damage throughout the city.

**EOC Basic Trainings:** Online, multiple offerings

**EOC Section Chief Tabletop Exercise**
- **Date:** August 6th, 2021  
- **Type:** In-person  
- **Attendance:** 36  
- **Objective:** The annual EOC Section Chief TTX will test EOC leadership positions across all three EOC shifts on EOC operations from 24 hours before EOC activation through 72 hours following EOC activation and prepare them for the annual functional exercise.

**November Pioneer Shield Functional Exercise**
- **Date:** November 4th, 2021  
- **Type:** In-person  
- **Attendance:** 88  
- **Objective:** The Emergency Operations Center (EOC) and Joint Information Center (JIC) activated in November for a Pioneer Shield functional exercise. The exercise are aimed at strengthening Denver’s emergency response capabilities while identifying areas for improvement. Both exercises are hosted in conjunction with FEMA and area-agencies. The incident both activations responded to was a simulated flooding event in Denver which caused mass damage throughout the city.

**December Pioneer Shield Functional Exercise**
- **Date:** December 2nd, 2021  
- **Type:** In-person  
- **Attendance:** 92  
- **Objective:** The Emergency Operations Center (EOC) and Joint Information Center (JIC) activated in December a Pioneer Shield functional exercise. The exercise aimed at strengthening Denver’s emergency response capabilities while identifying areas for improvement. Both exercises are hosted in conjunction with FEMA and area-agencies. The incident both activations responded to was a simulated flooding event in Denver which caused mass damage throughout the city.

In 2022, our goal is to strengthen equity in all trainings and exercises through strategic planning and implementation. Additionally, we aim to bring all newly assigned EOC staff to an operational level to ensure all members of the EOC and JIC are able and ready to respond when the city needs us.

**2.1.4: Duty Officer Program**

Denver OEM manages a duty officer program where members of the staff are rostered for one week to report as duty officer during operating hours and after-hours on a rotating basis. As of December 2021, the DO program consisted of 9 trained Denver OEM staff who rotate on-call responsibilities.
In 2021, Denver OEM collectively received over 2,500 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 response was needed. In 2021, Denver OEM responded to multiple events, including assisting with establishing the city's mobile vaccination teams for COVID-19 response, assisting with staging trailers with supplies for a reunification center during the All-Star Game, assisting with the Denver Department of Public Health's coordination and set-up of vaccination centers, as well as establish a warming shelter for residents in response to a major wind storm in December of 2021.

2.1.5: Continuity and Critical Infrastructure

Per the City's Continuity of Government (COG) plan, the city is responsible for ensuring internal essential city functions, including business processes, facilities, personnel, and other city resources, are functional in order to continue to serve the citizens of Denver, regardless of the cause of a service disruption. The Citywide Continuity Program's purpose is to facilitate the mitigation, prevention, response, and recovery of city essential services from disruptions through developing, maintaining, and expanding continuity of operations plans (COOPs) and the city's COG.

2021 Continuity Highlights

- **Update Continuity Plans:** In 2021, Denver OEM revised the COG Plan, expanded, and new version signed by the Mayor in 2021. The COG Plan is on a 5-year revision cycle by order of the city's Emergency Operations Plan (EOP). The COG plan incorporated continuity lessons learned from the COVID-19 response into consideration throughout its development, and also presented Corrective Action Plans (CAPs) with template to Agency Continuity Coordinators (ACCs) for correcting identified gaps in their COOPs through the annual executive approval process (conducted in December each year).

- **COVID-19 Activation:** In 2021, our Continuity Specialist staffed the EOC Continuity role in the Emergency Operations Center for the city's COVID-19 Activation. Our specialist was also responsible for hosting “open office hours” and Citywide Continuity Work Group for ACCs to receive additional COVID-19 continuity response support for their agencies. Additionally, our Continuity Specialist was responsible for advising the Mayor's office on the COVID-19 Workplace Coordinators program.

- **Agency Support:** After the EOC deactivated for COVID-19, our Continuity Specialist continued to host Citywide Continuity Work Group meetings to include continuity trainings, software trainings, presentations on city COVID-19 continuity needs/efforts, open question and answer times, through the end of 2021. In 2021, OEM onboarded 10 new ACCs.

- **Training/Exercises:** On August 17th, Denver OEM hosted a Business Continuity Seminar for small/medium businesses and private sector partners. In 2021, we conducted an annual citywide continuity exercise on September 8th with 105 participants across 26 agencies under the Mayor’s Office, the Mayor’s Office, the Clerk & Recorder’s Office, Clerk & Recorder’s Election Division; Denver County Courts; City Council; Denver Housing Authority; and the Denver Public Library.
The Denver Office of Emergency Management recognizes the necessity of establishing strategic framework to manage the intricacies of critical infrastructure resilience, supply chain resilience, private-public partnerships, and continuity of service concerns for both private and public sector entities.

2021 Critical Infrastructure Highlights

- **Private Sector Partnerships**: Denver OEM maintained Critical Infrastructure Partner and Key Resource (CIKR) calls with private sector CIKR, and city agencies to open communication between CIKR partners and the city on COVID-19 response/recovery, social unrest, and severe weather needs.

- **MLB All-Star Game Coordination**: Denver OEM coordinated the following for the MLB All-Star Game:
  - Facilitated private sector/critical infrastructure partners including power utilities, fuel utilities, water utilities, multiple telecom organizations, and other major critical infrastructure supplies to Denver on weekly calls, virtual meetings, email updates and across Denver metro coordination.
  - Coordinated with several partner government agencies including Colorado’s fusion center (Colorado Information Analysis Center) and the FBI.

2.1.6: Planning

2021 Program Summary

Denver OEM had an eventful year for both deliberative and crisis action planning. From February through April, the EOC produced 25 Action Plans comprising the citywide coordinated effort for vaccine distribution in response to the COVID-19 Pandemic. OEM continued to support the Long-term Reopening and Recovery Committee (LTRRC) in maintaining the Long-term Reopening and Recovery Strategic Plan and its integration with vaccine distribution. In addition to managing vaccine distribution, OEM spearheaded the development of four social unrest Preparedness Action Plans stemming from nationwide political tensions fueling the risk of additional unrest and violence in Denver, following the January 6 riots, 2021 Inauguration, and several high-profile court cases. Amidst these emergencies, OEM developed a Preparedness Action Plan and activated a virtual EOC for the March 2021 Blizzard that impacted life safety throughout the city.

Denver OEM most notably, guided the city in emergency preparedness for the Major League Baseball (MLB) All-Star Game (ASG), relocated to Denver from Atlanta three months prior to its conduct. This included developing a Preparedness Action Plan, hosting a weekly coordination call to discuss progress on objectives and tasks, and facilitating discussion and problem solving among stakeholders to ensure situational awareness and operational decision making. Additionally, OEM activated the EOC for five days during MLB ASG events, publishing five EOC Action Plans.

MLB All-Star Game Activation Staff
Hazard Mitigation Plan

Following the FEMA mitigation grant award in 2020, OEM coordinated the kickoff, development, and public engagement process for revisions to the city's Hazard Mitigation Plan (HMP) that included significant updates on Denver's community profile, climate change impacts, risk and vulnerability analysis of all 21 threats and hazards, and identification of approximately 50 new or revised mitigation action strategies. This process included four planning team meetings, three public meetings, a public survey and comment period, several revisions cycles, and significant public engagement.

Building Resilient Communities Project

OEM also facilitated the city’s pursuit of applications and long-term planning to leverage FEMA's Building Resilient Infrastructure and Communities (BRIC) funding in addition to post-COVID-19 disaster declaration hazard mitigation grant program funding. Short and long-term projects focused significantly on continuity of power through generators at critical facilities and discussions around burying power lines.

Emergency Operations Planning

Despite numerous EOC activations and high-priority projects throughout the year, OEM conducted three Denver Emergency Planning Committee meetings to advise and update Denver’s emergency plans. Additionally, we held four LEPC meetings to promote hazardous materials preparedness. OEM also made significant process in the development of three EOP annexes including Hazmat Incident, Mass Care, and Reunification with steps to finalize and exercise each in the new year.

2.2: BUILDING COMMUNITY RESILIENCE

2.2.1: Community Preparedness

2021 Program Summary

Denver OEM’s community outreach program, DenverReady, is tasked with preparing all of Denver's 715,522 residents (2020 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.
In 2021, Denver Ready continued its focus on prioritizing equity. In response, much of the program curriculum went from being available in English and Spanish, to also being available in Vietnamese. This curriculum is administered by a multilingual/multicultural staff representing 3 cultures and 3 languages. By partnering with the Office of Immigrant and Refugee Affairs in 2022, preparedness content will be taught to the My City Academy cohorts, continuing the reach of the Denver Ready program into communities with limited English proficiency.

Throughout 2021, a total of 748 people were engaged in the virtual training classes. There was a net loss of 254 participants from the previous year. The decline in numbers is believed to be a reflection of “virtual fatigue” and the inability to hold in-person classes for much of the year due to the on-going COVID-19 pandemic.

The DenverReady program's commitment to whole community training is diverse and also includes 82 elementary students that engaged with curriculum about risks and hazards in the Denver area. This learning happened through both charter school classrooms, and Boy Scout meetings.

Overall in 2021, Denver OEM engaged the public at 56 different festivals, classes, presentations, and mask delivery to nonprofits in partnership with the Colorado Rockies workshops. In September, Denver OEM participated in National Preparedness Month, and partnered with the Colorado Rockies for an in-stadium day. Through this partnership, Denver OEM had the opportunity to educate the public about the important work our office does, as well as encourage people to sign up for Denver Ready classes, all in an effort to meet the goal of keeping the City and County of Denver safe and prepared.
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 2021, Denver OEM sent one Wireless Emergency Alert to the city encouraging people to stay off the roads during our March 2022 blizzard.

2021 Social Media Summary

Twitter:
Facebook:

- **Posts in 2021**: 94 posts
- **Post likes in 2021**: 810 likes
- **Post impressions in 2021**: 97K impressions
- **Post link clicks in 2021**: 56 clicks

- **Inbound sentiment in 2021**:
  - Neutral
  - Positive
  - Negative

- **Inbound sentiment in 2021**:
  - Neutral
  - Negative
  - Positive

- **Inbound sentiment in 2021**:
  - Neutral
  - Positive
  - Negative
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 three times in 2021 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 will make 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 will also involve modifying several positions to better assist with the flow of processes to ensure all members are working together cohesively and effectively.

2.3: EXPAND PREPAREDNESS PARTNERSHIPS

2.3.1: 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.

2.3.2: OEM Grant Programs

In 2021, OEM managed four successful grants used to strengthen the resiliency of the City and County of Denver.

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 two-year grant is supporting 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. Once approved by FEMA, and with the approval of the leadership of the City and County of Denver, this plan will be 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 2021, this grant supported the most essential activity for the City and County of Denver by funding the position of Emergency Management Specialist for Planning. This position afforded the development of various planning updates to the Emergency Operations Plan and the Hazard Mitigation Plan as well as developing plans for the response to COVID-19 and social unrest.
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 availability of radiological/nuclear detection equipment to designated partner agency personnel for the MLB All-Star Game in July, 2021, to insure safety and security for this major event. 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.

2.4: 2022 OUTLOOK

In 2022, Denver OEM will focus on implementing year two of our five year strategic plan. This includes creating a new Communications and Outreach team to focus on equity, public information, community engagement and resilience, finish the city's Hazard Mitigation Plan while extending equitable practices by translating the document to Spanish, kicking off the first round of training and exercise for the STC grant program, executing our annual Pioneer Shield Functional Exercise in the city's alternative EOC for the first time, and beginning the Emergency Management Accreditation Program process to validate the city's capabilities of our disaster preparedness and response systems. 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.

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 new national priorities including adequate focus and funding to combat domestic terrorism, some of which is motivated by false narratives and extremist rhetoric spread through social media and other online platforms. In 2021, DHS identified five critical priority areas for attention in the FY 2021 grant cycle: cybersecurity, soft targets and crowded places, intelligence and information sharing, domestic violent extremism, and emerging threats. This grant awarded $3.9 million in support capabilities necessary to respond to terrorism to include Denver projects for the Office of the Medical Examiner, Denver Police Department, Department of General Services, and a joint project for the Department of Technology Services and Department of Transportation and Infrastructure.