

***City of Colorado Springs***  
***Office of Emergency Management***  
***Strategic Plan***  
***2018-2020***



## Table of Contents

Introduction .....	1
The OEM Strategic Plan .....	2
Development, Evaluation, Maintenance and Revision .....	2
Mission, Vision, Guiding Principles and Organizational Mandates .....	2-3
OEM Staffing .....	4
Goals, Objective, and Milestones Plan Implementation Matrix .....	4-11

**City of Colorado Springs Office of Emergency  
Management  
Strategic Plan 2018 - 2020**

*The 2018-2020 Strategic Plan has been approved for implementation by:*



---

Bret Waters  
Deputy Chief of Staff  
Director of City of Colorado Springs  
Office of Emergency Management

12/13/17  
Date

*This Page Intentionally Blank*

## Introduction

The City of Colorado Springs encompasses approximately 194 square miles and sits at an elevation of 6,035 feet above sea level. The City lies in the foothills of the Rocky Mountains with many homes in the Wildland Urban Interface (WUI) area. There is a significant military presence in and around the City; the missions of these installations vary from education to strategic defense. The combination of high-risk hazard areas and large numbers of out-of-state visitors who are unfamiliar with local conditions and emergency response capabilities represent a unique emergency planning and response challenge. Colorado Springs has experienced or is threatened by a wide array of natural disasters such as hail, floods, wildfires, tornadoes, winter storms and technological emergencies such as dam failures and hazardous material incidents. Planning scenarios must also include a terrorist or criminal act.

The City of Colorado Springs Office of Emergency Management (OEM) has developed a comprehensive emergency management system which has enabled the City to effectively protect its citizens from the wide range of hazards that threaten the area. The success of this system is built on an all-hazards approach to emergency management and strong partnerships within the emergency management community. This community consists of: federal, state and local partners; voluntary and other non-governmental and community-based organizations; surrounding military facilities; and the private sector, such as utilities and medical services providers.

The historic Waldo Canyon Fire, Black Forest Fire and unprecedented flooding in 2013 and 2015, continue to demonstrate the importance of all-hazard emergency management. Our community understands the earnest nature of preparedness, but as time passes, it is vitally important to remain vigilant despite a lack of high visibility events. The cycle of emergency preparedness never ends as we strive to maintain a high state of readiness to meet any challenge--man-made or natural.

OEM provides the following services within the City of Colorado Springs:

- Mitigation of and planning for large-scale all-hazards emergencies and disasters.
- Coordination of large-scale emergencies and disasters.
- Development, maintenance and execution of the City's Emergency Operations Plan.
- Liaison to local, county, state, military, and federal agencies and departments.
- Coordination of multi-jurisdictional exercises and training.
- Management of resources needed to assist responders and the affected population.
- Administration of federal and state grant funding.
- Conduct community education and training.

## The OEM Strategic Plan

To meet our environmental challenges, and to ensure continued effectiveness in the delivery of emergency management services, the emergency management community must share a common vision for the future. To encourage the development of this vision, the OEM staff has updated the OEM Strategic Plan (hereafter referred to as the Plan). This effort provides a road map for calendar years 2018 to 2021. The Plan describes the mission and goals to be achieved over the next three years and the objectives to be attained in pursuit of these goals.

### Development, Evaluation, Maintenance, and Revision

This Plan has been *developed* on behalf of the citizens of Colorado Springs and the OEM staff. It was prepared with input from key stakeholders which included, but is not limited to: Fire, Law Enforcement, Public Works, Utilities, El Paso County, State of Colorado, medical facilities, school districts, military partners, non-governmental organizations, community based organizations, and faith bases organizations. Once signed, the finalized plan was sent to key stakeholders through email.

OEM Staff members will *evaluate* the Plan at least annually. Evaluation will be accomplished by OEM Staff members using email and/or in person meetings as needed.

OEM Staff members will *maintain* the Plan status through a review at least annually in conjunction with the evaluation of the Plan. Minor updates will be integrated as needed. Maintenance of the Plan can be accomplished by the group using email and/or in person meetings as needed.

Plan *revision* will occur through a review by the City of Colorado Springs Office of Emergency Management Team and key stakeholders at least once every three years. Revision of the Plan can be accomplished by the group using email and/or in person meetings as needed. Plan revision will include a new signature and a new plan effective date.

### Mission, Vision, Guiding Principles and Organizational Mandates

#### Mission

The Office of Emergency Management is responsible for providing mitigation, preparedness, response, recovery, and coordination for large-scale emergencies and disasters, both natural and human-caused, to the citizens of Colorado Springs for the purpose of saving lives and preventing property damage.

## **Vision**

An integrated emergency management organization, capable of performing: prevention, protection, mitigation, response, and recovery missions to maximize community resilience.

## **Guiding Principles**

The Office of Emergency Management is a key component of the City of Colorado Springs 2018-2020 Strategic Plan. Specifically OEM directly supports the goal of “Building Community & Collaborative Relationships”. Two specific objectives cited where OEM contributes are:

- *Maintain and enhance the City's ability to prepare for, respond to, recover from, and mitigate against major emergencies and disasters.*
- *Maintain and enhance mutual aid relationships and improve interoperability among regional public safety agencies*

## **Organizational Mandates**

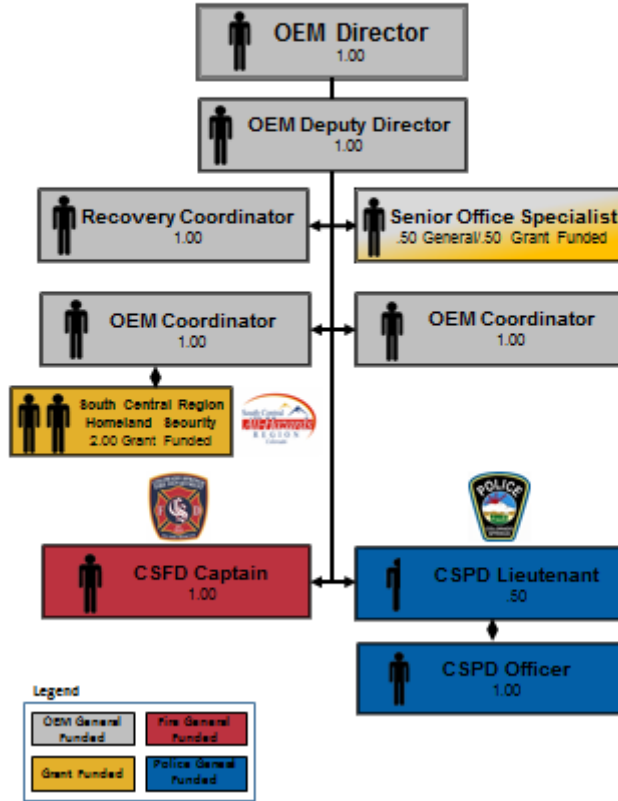
There are several formal and informal mandates which guide the specific activities that OEM is responsible for completing. These mandates are set at the federal, state and local level, and impact the objectives that OEM must meet annually. The most significant mandates include:

- Develop and maintain an Emergency Operations Plan, to include all relevant associated components.
- Develop and maintain a
  - Hazard Mitigation Plan
  - Continuity of Operations Plan and Continuity of Governance Plan
  - Recovery Plan
- Comply with required systems to include the National Incident Management System, Emergency Management Accreditation Program (EMAP) and Colorado resource management requirements.
- Complete all requirements and objectives designated by grant programs
- Participate in community education.

## OEM Staffing

### City of Colorado Springs Office of Emergency Management

#### Organizational Chart



## Goals, Objectives and Milestones Plan Implementation

The following are the goals, objectives and milestones for the City's OEM. By reaching these goals, OEM will achieve increased sustainability, effectiveness, and emergency management response capability for the citizens of Colorado Springs.

In order for these to be successfully incorporated, OEM will apply the following Plan Implementation Matrix and update its status throughout the calendar year. This matrix indicates tasks as identified for each priority, as well as a responsible party and deadline for task completion. The purpose of the Plan Implementation Matrix is to incorporate the adopted strategies, track progress and ensure successful completion.



# Goals, Objectives and Milestones Plan Implementation Matrix

## Priority Goal 1 Enhance Emergency Management Collaboration

Objectives	Milestones	Primary Responsibility	Status
1. Engagement/collaboration of military and civilian EMs	a. Establish military/civil executive leadership annual meeting <ul style="list-style-type: none"> <li>i. Identify the executive leaders</li> <li>ii. Set meeting between Sept-Oct to ensure that the military leadership rotation has occurred.</li> </ul>	OEM Director (Waters)	OPEN
	b. Continue convening the Civil Military EM Collaborative <ul style="list-style-type: none"> <li>i. Reach out to Manitou Springs to encourage participation</li> <li>ii. Work to rotate meeting locations to foster increased awareness of emergency capabilities</li> </ul>	EM Coordinator (Brenner)	OPEN
	c. Encourage more civil military exercise and training opportunities <ul style="list-style-type: none"> <li>i. Work with military partners to include civilian participation as an objective</li> <li>ii. Meet with Emergency Preparedness Liaison Officers to assist with exercises and training</li> </ul>	T&E Coordinator (Phan)	OPEN

2. Recognize and utilize the strength/ knowledge base of partner agencies	a. Work to more fully integrate the SCR VOAD capabilities <ul style="list-style-type: none"> <li>i. Ensure attendance and participation in the SCR VOAD meetings</li> <li>ii. Explore partnership with American Red Cross to provide preparedness information to local business</li> <li>iii. Hold EOC orientations to help response partners understand their role in the EOC</li> </ul>	Deputy Director (Madsen)	OPEN
	b. Strengthen partnership with private sector <ul style="list-style-type: none"> <li>i. Coordinate with Colorado Emergency Preparedness Partnership (CEPP)</li> <li>ii. Integrate CO-Assist resources into OEM processes</li> <li>iii. Explore private sector emergency response capabilities and opportunities</li> </ul>	Deputy Director (Madsen)	OPEN
	c. Strengthen partnership with other regional emergency management offices <ul style="list-style-type: none"> <li>i. Increase awareness and access of plans</li> <li>ii. Identify opportunities for joint projects and planning efforts</li> </ul>	Deputy Director (Madsen)	OPEN

**Priority Goal 2**  
**Leverage Technology**

Objectives	Milestones	Primary Responsibility	Status
1. Explore need to increase visibility of City WebEOC with regional EM partners	a. Scrub WebEOC user list to ensure accuracy <ul style="list-style-type: none"> <li>i. Use 'agency' user names (rather than individual) as appropriate</li> </ul> b. Conduct WebEOC refresher trainings regularly	T&E Coordinator (Phan)	OPEN
2. Explore credentialing change practicality for the City	a. Convene workgroup to determine need and roll out process if appropriate	Deputy Director (Madsen)	OPEN
3. Enhance use of internal notification within city	a. Expand CodeRED administrators <ul style="list-style-type: none"> <li>i. Convene workgroup</li> </ul>	Deputy Director (Madsen)	OPEN
4. Enhance GIS capabilities within the EOC	a. Identify staff most able to benefit from the use of ARC GIS Collector application during an emergency b. Expand training and access to ARC GIS Collector application for identified individuals	EM Coordinator (Brenner)	OPEN

<p>5. Maintain technology</p>	<p>a. Ensure that IT includes the needs of the EOC when evaluating</p> <ul style="list-style-type: none"> <li>i. changes to technology and equipment</li> <li>ii. replacement for the Revolve computers</li> </ul> <p>b. Explore practicality of having City IT staff trained to support and modify WebEOC</p> <p>c. Serve on Police and Fire workgroups focused on public-safety/IT issues</p>	<p>EM Coordinator (Blanchard)</p>	<p>OPEN</p>
-------------------------------	---	---------------------------------------	-------------

**Priority Goal 3**  
**Expand Whole Community and Inclusive Planning**

Objectives	Milestones	Primary Responsibility	Status
1. Increase Partnership and outreach with AFN service providers	<ul style="list-style-type: none"> <li>a. Maintain awareness of changes to City population and demographics</li> <li>b. Identify providers that serve populations with access and functional needs</li> </ul>	Deputy Director (Madsen)	OPEN
2. Increase the distribution of preparedness guides into community	<ul style="list-style-type: none"> <li>a. Increase distribution of Spanish Preparedness Guides</li> <li>b. Explore additional English as a Second Language (ESL) opportunities</li> </ul>	T&E Coordinator (Phan)	OPEN
3. Explore technologies that can better serve those with access and functional needs	<ul style="list-style-type: none"> <li>a. Work closely with the Independence Center and AFN service providers for ideas and guidance</li> <li>b. Include the City's ADA Coordinator to ensure compliance with City initiatives</li> </ul>	Deputy Director (Madsen)	OPEN
4. Expand Public Information and Outreach to prepare, respond and recover from disasters	<ul style="list-style-type: none"> <li>a. Include messages regarding whole community preparedness considerations in media interviews when possible</li> <li>b. Increase opportunities to include AFN considerations and individuals in training and exercises</li> <li>c. Conduct community meetings and drills for neighborhoods within vulnerable areas identified in the Hazard Mitigation Plan.</li> </ul>	<p>All staff</p> <p>T&amp;E Coordinator (Phan)</p> <p>T&amp;E Coordinator (Phan)</p>	<p>OPEN</p> <p>OPEN</p> <p>OPEN</p>

### Priority Goal 4

## Improve Agency and Stakeholder Capabilities within the Emergency Operations Center

Objectives	Milestones	Primary Responsibility	Status
1. Ensure training is offered to support staff capabilities within the EOC	<ul style="list-style-type: none"> <li>a. Ensure training addresses trigger points for when staff should be called into the EOC</li> <li>b. Expand depth and training for EOC staff positions (include family preparedness)</li> <li>c. Increase EOC staff familiarity with plans</li> </ul>	T&E Coordinator (Phan)	OPEN
2. Open EOC task books	<ul style="list-style-type: none"> <li>a. Establish the process for OEM staff signing off on the task books</li> <li>b. Identify those individuals and positions that should open a task book</li> <li>c. Work with Regional Field Manager to open and sign off EOC task books for OEM Staff</li> </ul>	Deputy Director (Madsen)	OPEN
3. Work with Human Resources to revise position descriptions to reflect EOC roles and training requirements	<ul style="list-style-type: none"> <li>a. Identify individuals and positions that have current EOC responsibilities</li> <li>b. Meet with HR staff to revise position descriptions to include EOC responsibilities</li> </ul>	Deputy Director (Madsen)	OPEN

**Priority Goal 5**  
**Strengthen Program (Internal) Administration**

Objectives	Milestones	Primary Responsibility	Status
1. Leverage assistance from volunteers and local colleges to assist with programmatic support.	<ul style="list-style-type: none"> <li>a. Identify project opportunities for college interns</li> <li>b. Expand use of CAPS volunteers to increase ability for community outreach</li> </ul>	All staff	OPEN
2. Increase and expand EMAP Proficiency within team	<ul style="list-style-type: none"> <li>a. Ensure staff attends EMAP training within 1.5 years of joining team.</li> <li>b. Expand number of EMAP assessors and that each Assessor serves at least 1x per year.</li> <li>c. Establish a business plan to ensure continuous maintenance of EMAP standards</li> </ul>	EM Coordinator (Blanchard)  Deputy Director (Madsen)  OEM Director (Waters)	OPEN  OPEN  OPEN