

DEPARTMENT OF PUBLIC SAFETY  
FY 2020-21 JOINT BUDGET COMMITTEE HEARING AGENDA

Tuesday, December 10, 2019  
1:30 pm – 4:30 pm

**1:30-1:45 INTRODUCTIONS AND OPENING COMMENTS**

Presenter: Stan Hilkey, Executive Director

**1:45-3:00 EXECUTIVE DIRECTORS OFFICE**

Main Presenters:

- Stan Hilkey, Executive Director
- Kevin Klein, Director of Homeland Security and Emergency Management

Topics:

- Administration: Page 1, Question 1 in the packet
- School Safety Programs: Pages 1-2, Questions 2-5 in the packet
- Safe2Tell: Page 3, Question 6 in packet
- School Safety Grants: Page 3-5, Questions 7-9 in the packet

**3:00-3:15 BREAK**

**3:15-4:00 WILDFIRES AND EMERGENCY MANAGEMENT**

Main Presenters:

- Stan Hilkey, Executive Director
- Mike Morgan, Director of the Division of Fire Prevention and Control
- Kevin Klein, Director of Homeland Security and Emergency Management

Topics:

- Wildland Fire Management: Page 5-10, Questions 10-13 in the packet
- Emergency Management: Page 10-13, Questions 14-19 in the packet
- Continuously Appropriated Funds: Page 14-15, Questions 20 in the packet

**4:00-4:30 DIVISION OF CRIMINAL JUSTICE**

Main Presenters:

Stan Hilkey, Executive Director  
Joe Thome, Director, Division of Criminal Justice

Topics:

Performance Based Contracting: Page 15-17, Question 21 in the packet  
Recidivism: Page 17-20, Question 22 in the packet

Additional Question: Page 20, Question 23 in the packet

DEPARTMENT OF PUBLIC SAFETY  
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EXECUTIVE DIRECTOR'S OFFICE

*ADMINISTRATION*

1. Please discuss the inflationary pressure the Department is experiencing with operating expenses in the EDO.

*Response: Operating expenses such as office supplies, telephone and printing costs have increased an average of 47 percent since FY 2015.. The base adjustments process has allowed the Department to absorb some of these expenses. The Department prioritizes existing appropriations to absorb increasing operating expenses to meet the highest needs.*

*SCHOOL SAFETY PROGRAMS*

School safety resource center and Safe2tell

2. It is difficult to measure what does not happen. Do industry standards exist concerning measures of effectiveness (the impact of a task on an objective) for this type of work?

*Response: The School Safety Resource Center (SSRC) participates in a monthly phone call with other state school safety centers and related federal agencies. These partners were asked if any entity has measured their effectiveness beyond the number of training and participants at those training along with evaluations provided by attendees as the SSRC does. There was only one additional system of evaluation shared (the ADDIE model of Analysis, Design, Develop, Implement, and Evaluate) which required the staff to attend a one-week training conducted by FEMA. The SSRC will look into this further to evaluate the applicability for Colorado.*

3. Please provide anecdotes or specific instances of successes that have resulted from School Safety Resource Center (SSRC) trainings and consultations, SSRC grants, and Safe2Tell.

*Response: Please see the Appendix A.*

4. Provide an update on the activities of the regional coordinators that were hired as a result of the 1331 interim supplemental request in June 2019.

*Response: All three of the newly hired Regional Training Consultants (RTCs) have completed the CDPS online required courses, all seventeen of the SSRC online courses and the two FEMA courses required of Colorado school staff. The RTCs participated in*

*the 2019 Colorado Safe Schools Summit where they were introduced to many school professionals. Additionally, each RTC has accomplished the following:*

*Northeast Region: The RTC has outreached by sending 55 emails to K-12 schools and one higher education institution. The RTC has contacted the three Boards of Cooperative Educational Services (BOCES) in the northeast area. The RTC conducted eight phone conversations and nine trainings as of November 30, 2019. Additionally, eleven trainings have been scheduled along with three consultations after the first of the year. This RTC began employment on September 30, 2019.*

*Southeast Region: This RTC also started on September 30, 2019. To date, the RTC has sent out approximately 50 emails to school leaders, community agencies, and BOCES personnel. Many of these contacts were in regard to initial outreach, to introduce the availability of SSRC resources, as well as schedule phone and/or face-to-face meetings. As of the end of November, the RTC reports having met with approximately eight school leaders, community mental health agency staff, and BOCES team members. So far, four additional meetings have been scheduled for the near future. The RTC in the southeast region will co-train/present at the Student/Staff Workshop in Lamar on December 11, 2019.*

*Northwest Region: This RTC started on October 31<sup>st</sup>, 2019. Since then the RTC has emailed 19 District Superintendents, five BOCES and two Colorado Mesa University employees for initial outreach. The RTC has received two emails asking for resources, and 15 emails to schedule various trainings/consultations times. The RTC had five in-person meetings and five other consultations which have been a combination of in-person and over the phone. Currently the RTC has four trainings pending that are either scheduled or awaiting scheduling.*

*Southwest Region (not yet hired): The position has been posted three times, but the Department has had difficulty finding the right candidate. Round three applications closed on November 21, 2019 and the Department is currently in the review/hiring process.*

5. The Governor's budget request includes a \$3.4 million legislative placeholder for improving school climate and safety (pg. 51). Does the Governor's request relate to the Department's funding requests, and if so, how? Is this funding anticipated to support existing programs in the Department? Legislation from the Interim Committee? Something else?

*Response: The Governor's budget request includes a \$3 million legislative placeholder to support efforts to improve school safety, including legislation resulting from the Interim Committee on School Safety. The Governor's Office has a specific interest in supporting the implementation and evaluation of prevention efforts aimed at improving school climate and behavioral health, which would be implemented by the Colorado Department of Education. However, depending on the General Assembly's interest, the Governor's Office may consider supporting legislation related to programs at the Department of Public Safety or other agencies as well. The \$453,987 decision item for the School Safety Resource Center is not included in the legislative placeholder.*

6. Safe2Tell's annual report includes information about how many tips were forwarded to mental health professionals and law enforcement. Does the program follow up with mental health professionals and law enforcement regarding the outcomes of those forwarded tips? If so, why are these outcomes not included in the annual report?

***Response: The Attorney General's Office is responsible for the Safe2Tell Annual Report and is in a better position to answer. That being said, the Colorado Information Analysis Center (CIAC) is the operational side of Safe2Tell. The CIAC does not follow-up with mental health professionals because the program is anonymous and the CIAC does not have a right to know protected health information of clients referred to mental health providers. Follow-up is performed with law enforcement by way of ensuring the tips have been received and responded to accordingly. Dispositions are documented to verify that welfare checks have been performed.***

#### GRANTS

7. Describe the grant application process and the allocation of the grants awarded, highlighting grants that were awarded to rural schools and rural school districts.

***Response: Below is an overview of the grant application process:***

- ***Applications were written by DHSEM School Emergency Response (SER) staff, in compliance with the legislation to be straightforward and easy to complete, focusing on the requirements set forth in the legislation***
- ***Training was offered twice for each grant opportunity in person and via video conference to help applicants complete the application***
- ***All applications regardless of quality or completeness that were submitted by the deadline were forwarded for scoring.***
- ***Applications inventoried and checked for all required materials, and reviewed to ensure they were submitted by eligible institutions per the legislation***
- ***Applications were scored by Grant Selection Committee (GSC)***
- ***SSD grant had legislatively selected GSC members, Enhance School Safety Incident Response Grant (ESSIR) and SAFER GSCs were populated by subject matter experts engaged in school safety and safety communications to score applications.***
- ***GSC score was applied per project, not per applicant***
- ***SSD project funding decisions were made in rounds to comply with the legislative match requirement. Projects supported by match that all GSC members voted to fund were given preference, projects supported by match with a difference of votes were debated, projects that all GSC members voted to fund but lacked match were debated, and all remaining projects were debated.***

***SAFER projects received a similar round-based evaluation, but the rounds were based on the other requirements set forth in the legislation since the SAFER legislation did not require match. Allocation of grant awards are included in Appendix C.***

8. Does the Department reach out to school districts to ensure that they are aware of grant opportunities? If so, please describe the scope and impact of that outreach.

*Response: The Department posted the grant funding opportunity on both the DHSEM and SSRC website. The posting was shared via official social media accounts as well as link to SSD posting (for example:*

*[https://www.colorado.gov/pacific/dhsem/news/school-security-disbursement-application-and-guide-announcement.](https://www.colorado.gov/pacific/dhsem/news/school-security-disbursement-application-and-guide-announcement))*

*The Department directly emailed every superintendent in the state, emergency management stakeholders, numerous charter school leaders, and BOCES. The SSRC also shared the funding opportunities through a multitude of professional organizations, and emailed the announcement directly to each superintendent in the State.*

*DHSEM/SER staff discussed the funding opportunities at the Colorado School Safety Summit, several BOCES committee meetings, and at the Colorado Association of School Board Meeting. DHSEM/SER also held two open call (in person and online) meetings per grant to explain the funding opportunities and to help schools fill out the application.*

- A. Has the Department identified any disparities in school and school district resources related to preparing grant applications? If so, please explain the Department's findings.

*Response: The Department did not identify any disparities in school and school district resources related to preparing grant applications. DHSEM/SER took steps to write simple straightforward applications to ensure schools were not hindered by a lack of professional grant writers on staff. Additionally, training sessions were offered to help with the application and on-call assistance was provided. For both the SSD and SAFER grants, the highest scored application was written by a rural school district without a professional grant writer.*

- B. Has the Department considered a different allocation methodology to ensure that the resources are allocated equitably and based on need?

*Response: The allocation method used by the department was driven by the requirements of the legislation, no additional parameters or allocation goals were added by the Department. The SSD grant did require the Department to take an applicant's description of matching funds into account in the awarding process. The Department did offer feedback that a match requirement tends to skew an award toward suburban applicants that can afford a match.*

9. Has the Department evaluated the impact of local match requirements for grants? Specifically, is a local funding match requirement for grants a barrier for potential grant applicants? If so, why?

*Response: The SAFER and ESSIR grants did not require matching funds. The SSD grant did require the Department to take an applicant's description of matching funds into*

*account in the awarding process. The Department did offer feedback that a match requirement tends to skew an award toward suburban applicants that can afford match more readily. Some rural applicants did express concern about the match requirement and suggested that it would eliminate them from the process. DHSEM/SER offered applicants thorough training on understanding the match requirement for the SSD grant, and how to properly document their expenses related to the grant projects to help rural applicants.*

## WILDFIRES AND EMERGENCY MANAGEMENT

### WILDLAND FIRE MANAGEMENT

10. Please provide an overview of the different programs/services included in Wildland Fire Management Services. Please include the amount and source of funding for these programs and services.

*Response: Below is an overview of the Wildfire Management Services Programs and the associated fund source:*

***General Fund: Colorado Firefighting Air Corps, \$8,900,000 annual appropriation***

- *Operating expenses for DFPC aviation program including aircraft contracts, operating expenses, personnel and salary for DFPC staff, Helicopters and Helitack crews, Multi-Mission Aircraft (MMA), and Single Engine Air Tankers (SEATs).*
- *Services provided by the DFPC aviation program includes detection of new and emerging wildfires, mapping and reconnaissance support to incident personnel for established fires, wildfire suppression, prescribed fire support, all-hazard support including search and rescue, etc.*
- *Flight time for DFPC and Federal aircraft to respond to local and County responsibility fires during initial attack.*

***General Fund: DFPC Engine Program, approximately \$500,000 annual appropriation***

- *Personnel, equipment, and operating expenses for DFPC engine program. DFPC has 6 engines in Colorado, most of which are co-located and/or co-staffed with local fire agencies.*
- *Services provided by DFPC engines include wildland fire response, all-hazard incident response, prescribed fire implementation, and fire training to local agencies.*

***General Fund: New Wildfire Program Funds, \$3,000,000 annual appropriation***

- *New funding that became available in FY 2018-19.*
- *Operating, equipment, and personnel expenses for additional resources as identified in Year 1 of DFPC's Strategic Plan for Assisting Colorado's Fire Agencies: Two District*

*Chiefs, Four Battalion Chiefs, and four 10-person Fire Modules to increase DFPC's capacity for wildfire mitigation, response, and program management.*

- *Services provided by these resources include wildland fire response, all-hazard incident response, prescribed fire planning and implementation, implementation of fuels treatment projects, fire preparedness and fire prevention activities.*

*Reappropriated Funds: DFPC Wildfire Management Services, \$4,150,000 annual appropriation*

- *Operating, equipment, and personnel expenses for DFPC fire management programs, including: Section leadership and support staff, Plans Branch staff, 2 District Chiefs, 10 Battalion Chiefs, and a portion of DFPC Modules and Engines.*

*Services provided by these resources cover all DFPC wildfire programs including: preparedness, prevention, mitigation, and response, with a focus on supporting local fire agencies and counties in Colorado.*

11. Please define and explain the various terms used to describe fire-related services, e.g. prevention, protection, mitigation, response, and recovery. Please provide examples of what services look like for each term.

*Response: Below is an explanation of the fire-related services:*

*Preparedness:*

- *Activities that lead to a safe, efficient, and cost-effective fire management program in support of land and resource management objectives through appropriate planning and coordination.*
- *The range of deliberate, critical tasks, and activities necessary to build, sustain, and improve the capability to protect against, respond to, and recover from domestic incidents.*

*Examples of Preparedness services provided by DFPC:*

- *Facilitation and coordination of Fire Management Agreements with Federal, County, and Local agencies that provide the basis for cooperative fire management programs*
- *Development and implementation of plans, including Annual Operating Plans with each County that detail how the County, DFPC, and Federal agencies will work together to prevent, prepare for, mitigate, respond to, and bill for wildfires.*
- *Providing wildfire and incident management training to local fire agencies with qualified instructors, coordination of courses, and funding assistance.*
- *Coordination and management of the Incident Qualification System (IQS) and Resource Ordering Status System (ROSS) to ensure that local, County, and State equipment and personnel are listed in various dispatching systems and available for response when needed.*
- *Grant management and pass through awards to provide local and County agencies with assistance to obtain wildfire training, PPE, communications equipment, etc.*

- *Manages the Federal Excess Personal Property (FEPP) program, which provides ex-military equipment owned by the US Forest Service to be loaned to the State and ultimately local fire agencies for purposes of wildland firefighting. The key component of this program is the CDPS Fire Equipment Shop's fabrication of military vehicles into fire engines, which are distributed to over 80 rural fire agencies in Colorado.*

*Prevention:*

- *Activities directed at reducing the incidence of fires, including public education, law enforcement, personal contact, and reduction of fuel hazards (fuels management). Actions to avoid an incident, to intervene for the purpose of stopping an incident from occurring, or to mitigate an incident's effect to protect life and property. Includes measures designed to mitigate damage by reducing or eliminating risks to persons or property, lessening the potential effects or consequences of an incident.*

*Mitigation:*

- *Actions that are implemented to reduce or eliminate (mitigate) risks to persons, property or natural resources. These actions can be undertaken before and during a wildfire.*

*Examples of Prevention and Mitigation services provided by DFPC:*

- *The DFPC Multi-Mission Aircraft (MMA) are utilized for fire detection. A detection flight can be requested by any fire or land management agency in Colorado. In addition, DFPC will activate detection flights following periods of lightning activity and/or during times of elevated fire conditions and risk. From 2017 through 2019, the MMA's have detected over 220 new wildfires and reported them to the jurisdictional agency.*
- *Prescribed fire assistance including: prescribed fire rules and guidelines, management of a certified burner program, planning and technical assistance to local agencies planning prescribed fire project, and resources to implement prescribed fire projects.*
- *Resources to assist with implementation of fuels treatment and other cutting projects.*
- *Technical assistance to landowners, local and state agencies in project design, fuels and fire behavior assessments, treatment methods, etc.*

*Rehabilitation*

- *Efforts undertaken within three years of a wildland fire to repair or improve fire damaged lands unlikely to recover to a management approved conditions or to repair or replace minor facilities damaged by fire.*

*Examples of Rehabilitation Services provided by DFPC: DFPC performs limited services and roles in this area, but does coordinate during and immediately following large scale wildfires for Burned Area Emergency Rehabilitation (BAER) and similar groups to access fire areas and make initial assessments.*

**Protection**

- *The actions taken to mitigate the adverse effects from an incident on environmental, social, political, economic and/or community values*

*Examples of Protection services provided by DFPC are already listed under the Preparedness, Prevention, Mitigation and Response categories for this question.*

**Response:**

- *Initial Attack (IA): A preplanned response to a wildfire given the wildfire's potential. Initial attack may include size up, patrolling, monitoring, holding action or suppression.*
- *Extended Attack Incident: An incident that exceeds the capability of the initial attack resources and/or organization to successfully manage the incident to conclusion*

*Examples of Response services provided by DFPC:*

- *Technical Assistance – DFPC field staff provide on-scene assistance to Fire Chiefs and Sheriffs as needed for resource ordering, incident command and management, fire behavior assessment, suppression tactics, etc.*
- *State Assistance – State assistance in the response to and management of wildland fires. This includes DFPC resources (fireline personnel and overhead, engines, modules, helicopters and Helitack crews, and Single Engine Air Tankers (SEATs)), as well as funding support and assistance with 20-person hand-crews and federal aircraft via the Wildfire Emergency Response Fund (WERF) and Colorado Firefighting Air Corps (CFAC) program.*

*State Responsibility Fires – DFPC provides funding assistance for large wildfires that exceed a County's capacity to manage via Emergency Fire Fund (EFF) and Executive Order (EO) funding sources. In addition, DFPC personnel serve as Agency Administrators on these fires assisting local agencies and counties with coordination with federal agency Line Officers, decision making for non-federal lands, delegation to Incident Management Teams (IMTs), developing and approving cost share agreements, etc.*

12. Please provide an overview of how the Department interacts with and/or utilizes federal resources for fires. Specifically, how does the State resolve the costs related to large fires that qualify for federal assistance?

*Response: DFPC interacts with federal agencies (US Department of Agriculture and US Department of the Interior) resources on a daily basis for wildfire planning, preparation, mitigation, billing, and response.*

*During the initial stages of a wildfire, local, County, State and Federal resources are ordered and utilized under a closest forces concept, with a goal of rapid initial attack to effectively limit fire growth and impacts in areas where fire is not wanted. DFPC provides*

*State Assistance through funding support and reimbursement for both State and Federal resources that are utilized during initial attack. The intent is to spend a little money up front to keep fires small, and save a lot of money on the back end by preventing larger fires.*

*Ultimately, initial attack will not be effective under all conditions and some wildfires will exceed the capacity of local agencies and counties to manage. In these cases, DFPC assumes financial and management responsibility from the county as provided in statute. On these State Responsibility Fires, DFPC covers most or all of the suppression costs on non-federal (private, municipal, county, etc.) lands through either Emergency Fire Fund (EFF) or Executive Order funding. On mixed jurisdiction wildfires with federal lands involved, a cost share is developed with the Federal agencies based on incident-specific criteria (e.g. percent of ownership). The Cost Share agreement specifies financial responsibility for the involved Federal, State, County, and local agencies. In Calendar Year 2018, there were 18 State Responsibility Fires, with a total estimated suppression cost of \$130 million. Of those costs, Federal agencies were responsible for \$90 million and the State was responsible for \$40 million. It is important to note that the costs for other local and federal responsibility fires that did not qualify for State Responsibility are not included in these amounts (e.g. 416 Fire).*

*Some State Responsibility Fires qualify for funding assistance from the Federal Emergency Management Agency (FEMA) under the Fire Management Assistance Grant (FMAG). Under this program, the State may be reimbursed for up to 75% of state and local eligible costs. An example of FMAG assistance is the 2018 Spring Fire. That fire had an estimated \$32 million in total suppression costs, with the State of Colorado having an estimated share of \$25 million and the Federal agencies having an estimated share of \$7 million. Through the FMAG program, the State may get up to \$18,750,000 in eligible costs reimbursed from FEMA.*

13. Do we have mutual aid agreements with other states and jurisdictions? If so, which states and jurisdictions? How are these agreements funded?

*Response: DFPC has agreements with multiple states for wildfire management and response. The majority of these instances are not true mutual aid which is at no-cost, but do provide the mechanism to order and exchange resources when needed.*

*Colorado is a member of the Great Plains Interstate Fire Compact (GPIFC) with includes: Kansas, Nebraska, New Mexico, North Dakota, South Dakota, Wyoming, and the Canadian Province of Saskatchewan. Membership provides Colorado with the ability to share resources with the members GPIFC as well as members of other Interstate Fire Compacts, which includes the majority of other States. In addition, DFPC is currently evaluating State to State agreements with State that are not members of a Fire Compact. Finally, Colorado through DFPC, can access State and Federal wildfire resources through the national mobilization system, via a series of agreements and plans that DFPC has with federal agencies.*

*Membership, planning, and coordination of these agreements is funded through DFPC's base program budgets. Exchange and utilization of resources through these agreements for incidents and emergency response is funded through the requesting host agency(s) base and/or emergency funding sources.*

#### EMERGENCY MANAGEMENT

14. Please describe the Office of Emergency Management's (OEM) pre- and post-disaster recovery efforts and policies before and after the State Recovery Section was created. For example, how does the State Recovery Section's responsibilities differ from the Office's recovery responsibilities before the Section was created?

*Response: Prior to the creation of the State Recovery Section, OEM did not perform pre-disaster recovery functions. The Mitigation and Recovery Section (MARS) performed post-disaster grants management, administering state and federal disaster assistance grants awarded through disaster declarations. However, MARS had no responsibilities for pre- or post-disaster recovery planning or technical assistance to local jurisdictions beyond recovery grants management, and therefore, did not have resources available to perform those other functions. The lack of pre-disaster recovery planning at the local level was painfully evident following the 2013 and 2015 floods.*

*While the response phase of the catastrophic 2013 Flood went very well, the impacted local jurisdictions were completely unprepared for recovery operations. From nonexistent debris management plans to procurement programs that did not meet minimum federal reimbursement requirements, state and local jurisdictions struggled to implement recovery activities. These challenges delayed recovery operations and created additional state costs. These recovery challenges caused local jurisdictions to form the Colorado Recovery and Resiliency Collaborative as an effort to share lessons learned from the disaster and implement improvements to disaster resilience, response, and recovery. The Collaborative proposed and championed H.B. 18-1394.*

*Following the passage of H.B. 18-1394, the Division of Homeland Security and Emergency Management (DHSEM) reorganized MARS, assigning the recovery grants management functions to the Office of Grants Management. Operational recovery, including pre-disaster technical assistance and post-disaster recovery operations and assistance, was assigned to OEM. As a result, OEM established the State Recovery Section using an existing FTE. That being said, it is important to reemphasize OEM is, and has been, fully engaged in post-disaster recovery work, which is largely funded through the Disaster Emergency Fund and FEMA.*

15. Please describe the OEM's pre- and post-disaster recovery efforts and policies before and after the Colorado Disaster Act (H.B. 18-1394). Specifically, how did the Act substantially increase the Office's mandate to do pre-disaster recovery planning? Why did previous pre-disaster efforts focus on mitigation and response, not recovery?

*Response: Prior to H.B. 18-1394, OEM did not have the specific responsibility to assist local jurisdictions with pre-disaster recovery planning assistance. Post-disaster recovery assistance was tied to state and federal disaster funding (in the case of the 2013 Flood this*

*approached \$700M). The previous statute made local emergency management agencies responsible for the coordination of disaster preparedness for a coordinated response and OEM provided assistance to ensure a coordinated response.*

*OEM also administers the federal Hazard Mitigation Grant, Pre-disaster Mitigation and Flood Mitigation Assistance programs. As FEMA requires state, territorial, tribal, and local governments to develop and adopt hazard mitigation plans as a condition for receiving funding for these programs, and provides financial assistance to create these mitigation plans, the state provides local jurisdictions and the tribes assistance in developing mitigation plans.*

*OEM's focus on response and mitigation worked well until the state faced a series of catastrophic disasters that exposed significant gaps in the ability of Colorado and its local jurisdictions to effectively and efficiently recover from disasters. To address this, as mentioned above, the Colorado Recovery and Resiliency Collaborative proposed H.B. 18-1394, which included specific language pertaining to recovery that was not in the preceding statute. Specifically, Section 24-33.5-707, C.R.S. was modified throughout to require recovery as part of local emergency management plans. Section 24-33.5-705, C.R.S. requires OEM to take part in the development and revision of these local plans. This created a requirement for OEM to assist a minimum of 64 counties with recovery planning that did not exist prior to H.B. 18-1394. Only 31 percent (20 of 64) of counties have a pre-disaster recovery plan. (Note that OEM does not currently have the capacity to evaluate the adequacy of these plans.)*

*Northeast All Hazards Region: 2 of 11 counties have a plan  
Northwest All Hazards Region: 1 of 10 counties have a plan  
West Region All Hazards Region: 2 of 6 counties have a plan  
Southwest All Hazards Region: 0 of 5 counties have a plan  
San Luis Valley All Hazards Region: 2 of 6 counties have a plan  
South All Hazards Region: 2 of 5 counties have a plan  
Southeast All Hazards Region: 0 of 6 counties have a plan  
South Central All Hazards Region: 1 of 5 counties have a plan  
North Central All Hazards Region: 10 of 10 counties have a plan (the Region hired a contractor that was funded through the Urban Area Security Initiative and State Homeland Security Grant Program funding to write the plans)*

*It should also be noted that, as is the case with all of our planning efforts, pre-disaster recovery plans are dynamic, in need of continuous revisions and updates as circumstances, rules, and threats change. Currently, OEM cannot meet the requirement to assist local jurisdictions with pre-disaster recovery planning. The requested resources will allow OEM to begin addressing this critical function.*

16. How does OEM interact with local jurisdictions?
- a. What does pre-disaster planning look like? Are there separate plans for prevention, protection, mitigation, response and recovery, or is there just one plan that includes all aspects of emergency management?

***Response: Pre-disaster planning varies widely across the 64 counties ranging from highly organized and systematic to little or no planning, depending on each county's capacity, experience with previous disasters, and knowledge of emergency management and disaster planning. It is not possible, or appropriate, to apply a "one size fits all" approach to pre-disaster planning. Each county must be evaluated and the planning process must be tailored to the jurisdiction's circumstances. Local jurisdictions are encouraged to take a collaborative approach to disaster planning; addressing all the aspects of an emergency management plan requires input from all elements of government and the whole community, including voluntary organizations and neighboring jurisdictions.***

***Neither Colorado statute nor federal guidance require a specific format for emergency management plans. Depending on the needs of the jurisdiction, base plans may account for the five mission areas (Preparation, Prevention, Mitigation, Response, and Recovery), the jurisdiction may break these into annexes or it may develop separate plans and incorporate each by reference. Some jurisdictions develop hazard-specific plans, e.g., fire, flood, severe weather, and address the mission areas for each hazard. One exception is the mitigation plan. In order to be eligible for post-disaster hazard mitigation grant funds from FEMA, jurisdictions must submit a separate Hazard Mitigation Plan to FEMA pre-disaster. Jurisdictions that have an approved Recovery Plan may be eligible for additional FEMA post-disaster recovery grant funding, however, FEMA does not require this to be a separate plan.***

- b. How does the assistance process start? Does the OEM contact the jurisdiction first? Does it wait for a request?

***Response: Determination of assistance needed is generally a collaborative effort between local authorities and State OEM representatives. OEM's Field Services Section maintains perpetual relationships with counties and tribes. Regional Field Managers work with local authorities in their regions to identify gaps and determine possible solutions. This work often results in mutual agreement of what assistance is needed. It's important to note that the Field Services Section is predominantly focused on the Response Mission Area; they are not recovery-focused and cannot fill the current gap in pre-disaster recovery planning.***

- c. Please provide an example of an adequate pre-disaster recovery plan.

***Response: Larimer County has an adequate pre-disaster recovery plan. It is Part Four of the Larimer County Comprehensive Emergency Management Plan. Part Four includes a base Disaster Recovery Plan, a description of 17 Recovery Support Functions and four annexes (Damage Assessment Annex; Debris Management Annex; Public Assistance Program and Financial Management Annex; Long-Term Recovery Group Annex). It can be found at <https://www.larimer.org/emergency/plan>.***

17. Regarding the creation of the State Recovery Section with 1.0 FTE and the temporary transfer of 4.0 FTE into the Section, please explain the Department's authority to transfer FTE between functions/sections within the Department.

***Response: For clarity, only 1.0 FTE was affected by the DHSEM re-organization. Post-disaster FTE, often more than 4.0 FTE, throughout DHSEM are reassigned on a temporary, emergency basis to fill the gap left by inadequate recovery planning and preparation. For large disasters, recovery employees are brought on using federal assistance to manage federal recovery dollars. In addition, employees are assigned under the authorities in the Governor's executive orders and through the State Emergency Operations Plan. FTE are diverted from their normal duties to perform recovery functions OEM cannot perform in support of local jurisdictions. Some are funded by the Disaster Emergency Fund or a combination of the Disaster Emergency Fund and federal funding (FEMA and HUD primarily). This ad hoc process is more expensive and less effective than dedicating permanent resources to the State Recovery Section in OEM. Finally, Section 24-1-107, C.R.S. allows for the internal allocation and reallocation of functions consistent with the economic and efficient administration of the Department.***

18. In FY 2019-20, the Joint Budget Committee approved a decision item that provided a \$1.4 million increase in General Fund appropriations to the Division of Homeland Security and Emergency Management. This decision item was intended to support the Division's emergency management capabilities. The request was necessary to replace an anticipated decline in federal funding.

***Response: See response provided in question 19 below.***

19. The FY 2020-21 request shows a decrease in federal funding of about \$193,000. Please provide an explanation of the relationship between the anticipated decline in federal funding and the \$1.4 million request in FY 2019-20.

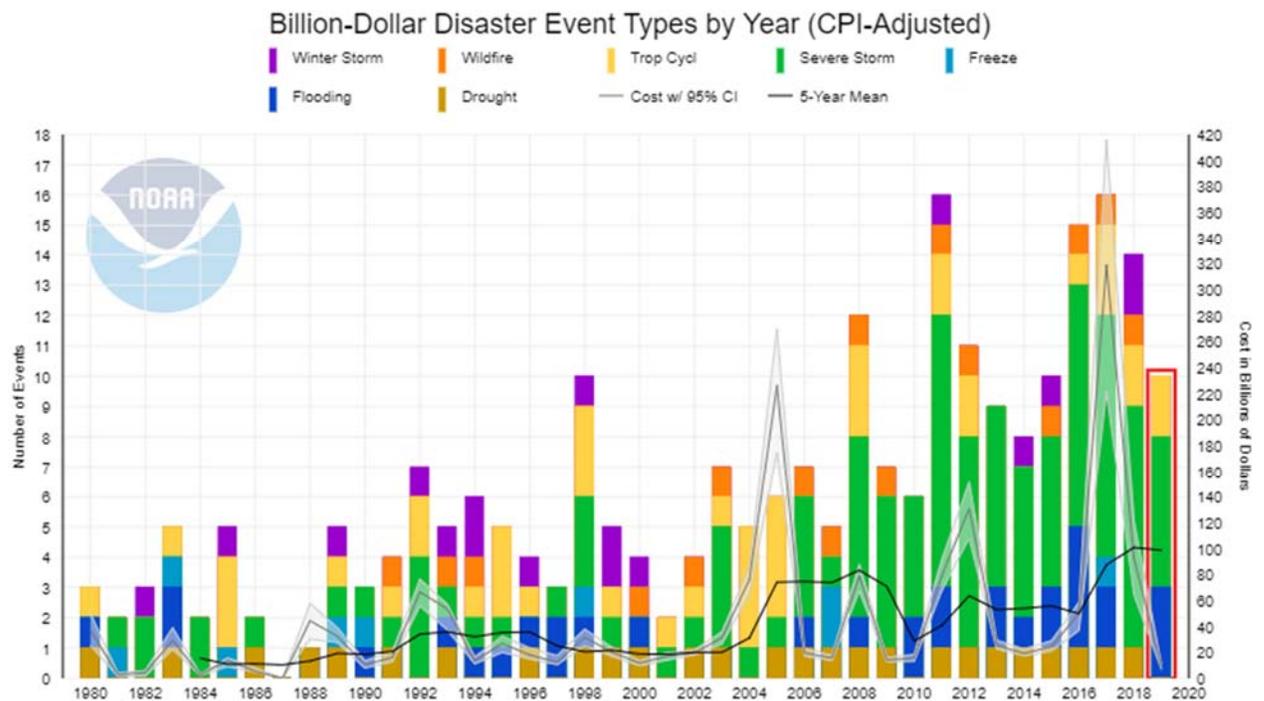
***Response: For over 10 years, the Division of Homeland Security and Emergency Management (DHSEM) leveraged federal grant funding to provide emergency management services at both the state and local level. However, the supplemental federal funding would not sustain the State of Colorado's emergency management program in the DHSEM due to a funding gap resulting from increased costs and expiring grants. Therefore, additional state resources were necessary for the DHSEM to provide an appropriate level of readiness for state and local response to and recovery from disaster incidents to sustain the current level of service delivery for the state and local jurisdictions. Further, informational appropriations that include federal funds are not updated in the Long Bill, with the exception of the Indirect Cost Assessment line item that accounts for the FY 2020-21 federal fund request decrease of \$193,000.***

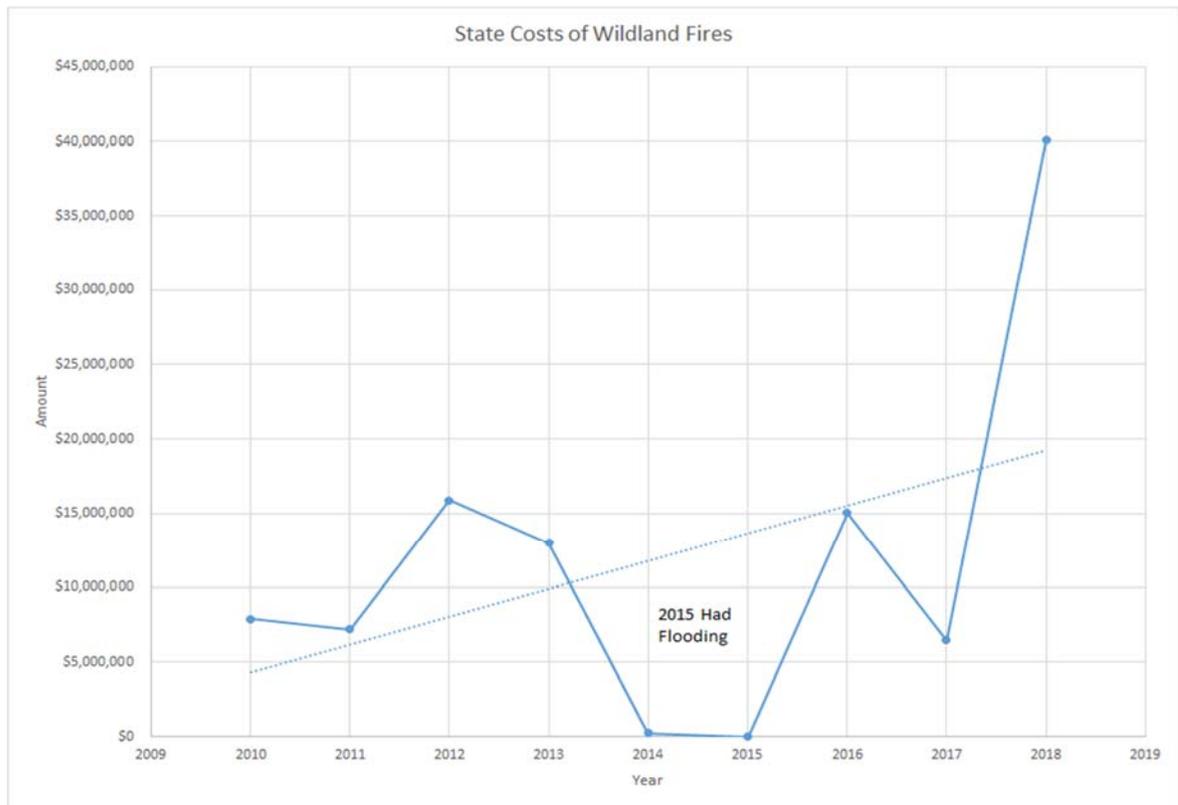
CONTINUOUSLY APPROPRIATED FUNDS

20. The Colorado Disaster Emergency Act provides statutory definitions for disaster-related activities/stages, including response, recovery, and mitigation, all of which fall within the purview of the Division of Homeland Security and Emergency Management.

For the Disaster Emergency Fund created in Section 24-33.5-706 (2)(a), C.R.S., please indicate whether the Department believes continuous spending authority is necessary for each of these stages of disaster and emergency management, and if so, why. What consequences or challenges would the Department expect if each (or any) of these activities/stages were annually appropriated rather than continuously appropriated?

**Response:** *The Department believes continuous spending authority is necessary for each stage of disaster and emergency management because project completion of disasters spans many years and does not align with a given fiscal year. In addition, while the frequency and severity of disasters are increasing, there is still substantial variability between years. For example, the chart below from NOAA shows the frequency and costs of natural disasters causing more than \$1B (constant dollars) in damages in the US since 1980. Since 1980, the U.S. sustained at least 250 weather and climate disasters where overall damages/costs reached or exceeded \$1 billion (including Consumer Price Index adjustment to 2019).*





*It would be inefficient and administratively burdensome to update annual appropriations that are largely based on infrequent and highly variable annual events. Finally, baseline services that are routine, e.g. maintaining the State Emergency Operations Center, annual operating plan revisions and the like, are better suited to continuous appropriations.*

## DIVISION OF CRIMINAL JUSTICE

### PERFORMANCE BASED CONTRACTING

21. In regards to performance based contracting:

- A. Please describe the current funding and costs for current programs using performance based contracting on a Department wide basis.

*Response: At this time, there are no community corrections' programs utilizing performance-based contracting (PBC). Thus, "current funding of costs" of programs using PBC cannot be provided.*

*Last year, the Joint Budget Committee approved a JBC staff initiated funding adjustment of \$75,000 General Fund for 'Performance Based Contracting Preparation'. Page three of the Figure Setting document describes the process of utilizing a consultant to develop the PBC plan as proposed in the Governor's Advisory Council on Community Corrections' Plan.*

*Currently, the Office of Community Corrections (OCC) within CDPS is engaged in carrying out necessary action steps to implement PBC within community corrections' programs in the future.*

- B. Please describe the future funding and costs needs for current programs using performance based contracting on a Department wide basis.

*Response: Given that the preparation and planning of PBC is still currently underway, future funding and costs cannot yet be determined. The Department will continue to work with the Governor's Office and legislature on funding and costs during the development and implementation of PBC. Additionally, the Department is working with the Urban Institute for additional advisement and recommendations based on their experience with other states and Colorado's specific system of PBC.*

- C. Please describe the outcomes that have been realized for current programs using performance based contracting on a Department-wide basis and how that differs from the expected outcomes.

*Response: As previously described, the OCC is still in the implementation development stage of PBC. No other programs within the Department are utilizing a PBC model.*

- D. Does the Department have specific metrics in mind for community re-entry performance based contracting? Please explain.

*Response: The Department continues to carry out the performance based contracting implementation plan outlined by the Governor's Community Corrections Advisory Council and presented to the Governor's Office in 2015. The plan defines the following three areas of performance measures in the direct and indirect control of the provider.*

**Area 1: Adherence to Principles of Effective Intervention and Other Research-Driven Principles**

*The Principles of Effective Intervention are those that are most likely to impact community corrections outcomes including risk reduction, program success, and post-release recidivism. These practices are in direct control of the provider which means providers can potentially improve performance over time through advancement of program practices. This area also captures the efforts currently underway with implementation of programs that are informed by research and the Principles of Effective Intervention. With funding received from the legislature, the Department utilized experts in the field to develop the Program Assessment for Correctional Excellence (PACE) evaluation that assesses a program's adherence to evidence based principles and practices. Some of the outcomes measured with this tool include treatment matching, engaging community support for offenders, the degree to which interventions target an offender's individual criminogenic needs, incorporation of cognitive behavioral techniques into programming, and the working alliance created between program staff and the offenders they serve.*

Area 2: Core Security Measures

*The Core Security Measures are those practices that indicate safe and secure supervision of community corrections' offenders. These measures do not necessarily directly impact offender outcomes; rather, the practices are core necessities of supervising high-risk and high-need felony offenders in a community-based setting. Similar to Area 1, these practices are in the direct control of the providers as performance can improve through the use of best practices and/or enhanced current core security practices. Some of the outcomes measured through this process include contraband control within the facility, the degree to which offenders are effectively monitored in the community, and appropriate staffing levels within the facility.*

Area 3: Risk-Informed Outcomes

*Risk-informed outcome measures are those that consider offender outcomes in relation to the designated risk-level of the offender being supervised in a community corrections facility. It is important to consider outcomes in relation to risk and potentially other factors to ensure undesired effects are not reinforced. In the example of risk, low-risk offenders are already more likely to have better outcomes than high-risk offenders. The Department does not want to incentivize only accepting low risk offenders into community corrections programs. There are many outcomes that could be identified for this area of performance. Some of the initial measurements in the original plan include:*

*1. Risk-Informed Recidivism*

*Formula: Facility Recidivism Rate / Average LSI Score of Offenders in Facility*

*2. Risk-Informed Success Rate*

*Formula: Facility Successful Completion Rate x Average LSI Score of Offenders in Facility*

*3. Risk-Informed New Crime Rate*

*Formula: Facility New Crime Rate / Average LSI Score of Offenders in Facility*

*4. Risk-Informed Escape Rate*

*Formula: Facility Escape Rate / Average LSI Score of Offenders in Facility*

*The Department is also exploring positively framed and shorter term outcomes such as increased education and employment measures. With the assistance of The Urban Institute, the Department will determine these outcome measures. The Urban Institute will engage and utilize stakeholders to advise on the best outcome measures for Colorado Community Corrections.*

*Currently, the Department is working on measuring baselines for all areas of performance and acquiring an accurate assessment of the current state of community corrections.*

RECIDIVISM

22. Please describe the Departments view on recidivism as a measure for success and discuss any other measures that may work better for determining programmatic success.

***Response: The Department shares the concern expressed by national research and policy organizations that recidivism is an inaccurate measure of a system's or program's impact***

*on a client's success. The Kennedy School for Criminal Justice Policy at Harvard University has joined many others to claim recidivism is not a comprehensive measure of success for criminal justice in general or for community based programming specifically. When used to judge the effects of justice interventions on behavior, the concept of recidivism may even be harmful, as it often reinforces the racial and class biases underlying much of the justice system. The Department supports the utilization of desistance principles in measuring success.*

*The problems with recidivism as a policy or performance tool are many.*

*(1) In Colorado, supervising agencies have developed non comparable measures.*

<i>Agency</i>	<i>What's Measured</i>	<i>Time Frames</i>
<i>State Probation</i>	<i>a filing for a felony or misdemeanor</i>	<i>Within one year of termination</i>
<i>DOC</i>	<i>return to prison for a new crime, or for a technical violation of parole, probation, or non-DOC community placement</i>	<i>One year or three years after release</i>
<i>Community Corrections</i>	<i>A new criminal case filing</i>	<i>Within one year and two years of termination</i>
<i>Division of Youth Services</i>	<i>An adjudication or conviction of a new misdemeanor or felony offense</i>	<i>Within one, two or three years after discharge</i>
<i>Youthful Offender System</i>	<i>New criminal activity that results in DOC placement</i>	<i>One year and three years post release from YOS</i>

*(2) These definitions and time frames invalidate comparisons. Research by RAINN (Rape, Abuse and Incest National Network), shows for example, that for every 1,000 assault and batteries committed:*

- a. 627 are reported to police*
- b. 255 reports lead to arrest*
- c. 105 get referred to prosecutors (filings)*

- d. 41 lead to a felony conviction (adjudications or convictions)
- e. 33 will be incarcerated (placements)

*Presumably these numbers are much better for those under supervision but it demonstrates how comparing systems that use filings versus return to the same level of supervision doesn't work.*

*(3) Some providers use pre-discharge recidivism exclusively, further confusing the comparisons*

*(4) Some placements are voluntary and others are mandated. Readiness to succeed under these scenarios is very different.*

*(5) If a person leaves DOC and stays successful for 12 months, then loses their job or a lease and is failed for drug possession or false checks, should the last place he was supervised be identified as failing that person? Recidivism is inherently a measure of person-bureaucracy interactions. It is not simply an indicator of individual failure.*

*(6) Recidivism is a useful indicator of justice operations and the interactions of justice systems and individuals, but it is not a pure measure of community safety or individual rehabilitation.*

*(7) Recidivism does not evaluate the accountability of an agency or program to help offenders get on their feet. Pinning a client's failure on a single agency rather than a system of care makes recidivism of light value.. For example, if a new probationer is found to have deficits in employment, voc/ed and personal health, yet does not provide resources to services and treatment, yet that offender is not re-convicted for 12 months, should that be considered a "successful" termination? Or, if services are provided but the client fails, is it a failure of probation?*

*(8) Different offender types (e.g., violent versus property) have different recidivism tendencies so grouping them together into an agency outcome disguises trends.*

*What should we measure?*

*First, there is growing support to reorient the goal of "correctional" interventions to support criminal desistance. Under desistance principles, crime reduction is viewed as a change process where individuals change over time. Rather than measuring whether they succeed or fail, it is a look at degrees of success. If a former inmate with a history of assaults commits a misdemeanor after release, he would be a recidivist. But if he was working, going to school, attending treatment, it is an indicator of progress. So, examples of such metrics to measure include:*

- *Employment*
- *Sobriety*
- *Family connections*
- *Offender motivation*
- *Avoiding criminal / antisocial peers*
- *Participation in treatment plans*

*Second, to hold agencies accountable, the department has hired a consulting agency to identify metrics that indicate whether providers are offering services and programs that will prepare offenders for success when they are discharged. As indicated in 22.d, Measures of Effective Interventions will be calculated. Some specific examples could include:*

- *Job readiness as defined by the number of job applications submitted, interviews by clients, and the number of job-seeking support groups*
- *Education or vocational skills demonstrated by proficiency or even the number of hours in training*
- *Enhanced relationships through improved communication skills via strategies like completion of conflict management trainings*
- *Client and family satisfaction with services provided*
- *The quality and thoroughness of a re-entry plan*
- *Access by residents to community-based providers*
- *Measuring an agency's use of incentives and sanctions*

*The Department's Performance Based Contracting model is based on metrics that hold providers accountable as well as measure an offender's success. Measures like those above will be considered for the PBC process.*

*This is not a recommendation to eliminate recidivism as a policy driver and performance indicator. Instead it is to ensure that recidivism is seen as a measure of the quality of services offered pre and post release and an offenders desistance to change.*

*ADDITIONAL QUESTION*

23. Please discuss the concept of treating low risk non-violent sex offenders in the community while on parole as compared to the current process of phase 1 and phase 2 treatment in a correctional facility.

*Response: The Division of Criminal Justice looks forward to working with the General Assembly, Department of Corrections and other stakeholders on finding a sustainable solution to this issue. At this time, the SOMB does not have any standards and guidelines that require where specific offenders should be sentenced and supervised.*

**ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED. PLEASE RETAIN THE NUMBERING IN ORDER TO MAINTAIN CONSISTENT LABELING FOR COMMON QUESTIONS ACROSS DEPARTMENTS.**

- 1 Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.

*Response: The Division of Homeland Security and Emergency Management (DHSEM) does not have legislation that has not been implemented or partially implemented. However, while DHSEM completed its responsibilities under H.B. 19-1073 (Law Enforcement, Public Safety, and Criminal Justice Information Sharing Grant Program), only 14 departments applied for \$64,580.75 and the bill proponents have requested that DHSEM extend the program because the money from the Marijuana Tax Cash Fund remains available until 2022. Unfortunately, the appropriations clause does not match the availability of the funding. The appropriations clause is clear that the spending authority is limited to the current fiscal year.*

*House Bill 19-1275, Increased Eligibility for Criminal Record Sealing required the Colorado Bureau of Investigation (CBI) to process 6,515 requests to seal criminal records in FY 2019-20 and FY 2020-21. For this effort, the CBI was appropriated 6.6 FTE and \$578,110 cash funds. As of November 2019, the CBI has partially implemented the bill and expect to fill all positions by January 1, 2020 and secure leased spaced by March 31, 2020.*

*The Department has responsibility and oversight of the implementation of a large portion of SB 19-108. The legislation directs allocation of Diversion Funding to all twenty-two Judicial Districts, and changed the process from competitive to a formula based allocation. The Department is working with the Colorado District Attorneys Council and other stakeholders to provide information and assist in the development of guidance for the administration of the funds from fifteen judicial districts to all twenty-two, and funds have been distributed to previously funded districts. Negotiations are underway with the remaining seven judicial districts to allocate the remaining diversion funds and to assist in the development of juvenile diversion programs where needed.*

*HB 18-1251 is partially implemented. The Department is still providing training and working with all local community corrections boards on the implementation of an evidence-based decision making tool. For successful implementation, the Department needed to meet each board at their current resource and skill level. The legislation came with funds for the hiring of a consultant, but did not include additional administrative funds for the local community corrections boards. Some local units of government, specifically in small and more rural locations, have not had the administrative funds it*

*would require to acquire staff for the board to aid in the development and utilization of a tool or the data collection that is expected. No changes to the legislation are requested. The Department will continue to provide training and technical assistance to ensure full implementation of the legislation.*

- 2 Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the "Annual Report: Status of Outstanding Audit Recommendations" that was published by the State Auditor's Office and dated June 30, 2019 (link below)? What is the Department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations? Please indicate where in the Department's budget request actions taken towards resolving HIGH PRIORITY OUTSTANDING recommendations can be found.

<http://leg.colorado.gov/audits/annual-report-status-outstanding-audit-recommendations-june-30-2019>

*Response: Based on the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office and dated June 30, 2019, the Department has no outstanding audit recommendations.*

- 3 If the Department receives federal funds of any type, please respond to the following:
- a. Are you expecting any changes in federal funding with the passage of the FFY 2020-21 federal budget? If yes, in which programs, and what is the match requirement for each program?

*Response: The DHSEM is expecting a reduction of funding in the 2020-21 federal budget due to the following expiring grants (these grants do not have match requirements):*

- *Hazard Mitigation Grant Program*
- *Community Development Block Grant Disaster Recovery*
- *State and Local Implementation Grant Program*

*Carrier Safety Assistance Program (MCSAP) grant programs were combined beginning with Federal Fiscal Year 2017. The FFY 18-19 and 19-20 MCSAP grants will again include funding for both the New Entrant and MCSAP Basic programs, match for this grant is 15%. There was an increase in funding beginning FFY 2017, and it is anticipated funding will again slightly increase during FFY 18-19 for MCSAP grant.*

*Passage of the FAST Act required that Federal Motor Carrier Safety Administration (FMCSA) establish a new funding formula to calculate award amounts for the MCSAP Basic grant beginning in FFY 19-20. It is unknown at this time how the new formula will impact the amount of funding Colorado receives from FMCSA for the MCSAP Basic grant.*

*The Grants Management Office's grant portfolio for CSP receives federal funds through two sources:*

*Funding Source 1: CSP receives federal pass-through funds through CDOT from USDOT, National Highway Traffic Safety Administration (NHTSA). It is unknown what level of funding will be for Federal Fiscal Year (FFY) 2020. CSP's proposal was for the same level of funding received in FFY 2019.*

*Funding Source 2: The Task Forces receive funds from USDOJ, FBI, DEA, and ICE. These funds will remain the same or may slightly increase in FFY 2020.*

*The Department anticipates a potential decrease in Victims Assistance (Office of Victims Programs (OVP)) Victims of Crime Act (VOCA) award. Subgrantees have a 20% match requirement.*

*Receipt of Crime Control and System Improvement (Office of Adult and Juvenile Justice Assistance (OAJJA)) Justice Assistance Grant (JAG) awards are still unknown. Numerous federal special conditions regarding communication with ICE and DHS (8 USC 1373; sanctuary cities provisions) were recently added, and receipt of 2018 and 2019 funds are still pending.*

*Residential Substance Abuse Treatment for State Prisoners Program (RSAT) awards are still unknown. The match for the grant is 25%.*

*The Department often seeks out discretionary Adam Walsh Implementation grant funds from the Office of Justice Programs. There are no anticipated changes in federal funding for FY 2020-21.*

- b. Does the Department have a contingency plan if federal funds are eliminated?

*Response: The DHSEM received additional funding in FY 2019-20 to address the reduction of federal funding.*

*The CSP currently provides matching funds for 9.0 FTE dedicated to MCSAP. Additionally, all CSP Troopers are required to conduct at least 32 CMV inspections per year in support of the MCSAP grant. In total there are 34 civilian and uniformed positions assigned to the MCSAP unit. Should federal funds be eliminated for this program, a decision from the executive command staff of the Chief's Office and the Executive Director's office would be required to determine the feasibility of continuing the program at the current level. The CSP does not have a contingency plan if federal funds are eliminated. CSP relies on grant funds to further the mission in providing a safe motoring environment, especially during peak holiday and data-driven times throughout the calendar year based on higher rates of motor vehicle crashes.*

*The Office of Victims Programs (OVP) has received VOCA funding that will sustain projected operations through 2021. Current sub-grantee recipients would have time to prepare should a funding decrease become a reality. OAJJA has intentionally*

*reduced administrative spending pending receipt of 2018 and 2019 JAG funds. Currently there is sufficient funding in the RSAT awards in the Office of Community Corrections (OCC) to cover the administrative costs for the next four years.*

- c. Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2019-20 or 2020-21.

*Response: The Department is not aware of any potential federal or state sanctions.*

- d. Compared to other states, Colorado ranks low in receipt of federal dollars. How can the Department increase the amount of federal money received?

*Response: DHSEM is exploring a few discretionary homeland security grants that DHSEM may be eligible for.*

*The DHSEM anticipates additional funding opportunities with the upcoming Building Resilient Infrastructure and Communities (BRIC) program. The BRIC program will be funded through the Federal Disaster Relief Fund as a six percent set aside from estimated disaster grant expenditures. The BRIC program will fund and incentivize new, innovative large infrastructure projects that address community lifelines. Lifelines are critical interdependent systems that enable continuous operation of government functions and critical business, and are essential to human health and safety or economic security. For FFY 2019-20, DHSEM is estimating \$25 million available to Colorado. However, the program requires a 25 percent match and DHSEM has not identified applicants or match sources.*

*The current grants received (Victims of Crime Act (VOCA) Violence Against Women Act (VAWA), and Sexual Assault Services Program (SASP) are all formula grants and they will not change unless the formula is changed federally or the cap on VOCA is raised again. OVP does apply for discretionary grants when appropriate including a new \$1,000,000 grant from OVW that was awarded in October for a new telemedicine program for sexual assault victims.*

*The Department consistently works to improve in program quality and efficiency such as promoting better management practices, policymaking, and the implementation of grant programs.*

- e. What state funds are currently utilized to draw down (or match) federal dollars? What state funding would be required to increase the amount of federal funding received?

*Response: In DHSEM, the General Fund is used to match the following federal grants:*

- *Emergency Management Performance Grant*
- *Pre-Disaster Mitigation Grant*

*The Disaster Emergency Fund is used to match:*

- *FEMA Public Assistance grant program*

- *FEMA Post-Disaster Hazard Mitigation grant program*

*As noted above, DHSEM anticipates additional funding opportunities requiring a federal match associated with the upcoming BRIC program.*

*The CSP utilizes Highway Users Tax “Off-the-Top” Funds (HUTF) to match federal dollars.*

*General Fund dollars are used to match the following grants for DCJ:*

- *State Victim Assistance and Law Enforcement (VALE) funds,*
- *Sexual Assault Victim Emergency (SAVE) program,*
- *Human Trafficking*
- *Federal Formula Title II Funds.*

*The OCC Residential Substance Abuse Treatment (RSAT) grant utilizes indirect funds (five percent of OCC Manager salary) for match. The remaining match is realized from the sub-grantee.*

*Assistance to Firefighters Grant (AFG) - 85% - 15% federal/state (General Fund) split*

- *Federal funding at 85% or \$500,000 Award requires a 15% match or \$75,000 non-federal - State funds*

*Hazardous Materials Grants – 80% - 20% federal/state (General Fund/Hazardous Materials Safety Fund) split*

- *Federal funding at 80% or \$ 224,099.90 Award requires 20% match of non-federal - State funds or \$56,024.97 in state match*

*Volunteer Fire Assistance (VFA) / State Fire Assistance (SFA) Programs - 50%-50% (Wildfire Preparedness Fund)*

- *Federal funding 50% requires 50% non-federal match -approximately \$400K State funds*

- 4 Is the Department spending money on public awareness campaigns? If so, please describe these campaigns, the goal of the messaging, the cost of the campaign, and distinguish between paid media and earned media. Further, please describe any metrics regarding effectiveness and whether the Department is working with other state or federal departments to coordinate the campaign?

*Response: DHSEM provides public awareness through sharing of national messaging campaigns such as the Federal Emergency Management Agency’s (FEMA) Ready.gov and the Department of Homeland Security’s See Something/Say Something. The DHSEM uses these campaigns such to provide social media templates for local, state and federal stakeholders to create a coordinated message across Colorado. The goal is to make Colorado a more prepared state at the individual level by giving them information to make informed and educated decisions to reduce individual risks. The Strategic Communications Section creates and maintains an annual editorial calendar that provides*

*daily messaging created by the staff in addition to the national campaigns. The editorial calendar and social media templates are posted online at: <https://www.colorado.gov/pacific/dhsem/social-media-templates>.*

*DHSEM does not have specific public awareness campaigns budgeted and does not pay for media other than its existing websites. In its normal course of business, members responsible for communication activities, use a variety of social media platforms to promote awareness of the following:*

*1. See Something, Say Something - Submit a confidential tip concerning a suspicious incident or unusual activity and behaviors concerning Homeland Security, which does not require an immediate response by law enforcement.*

*2. READYColorado*

*a. Web: [www.readycolorado.com](http://www.readycolorado.com)*

*b. Twitter: @READYColorado*

*c. Facebook: READYColorado*

*3. COEmergency*

*a. Web: [www.coemergency.com](http://www.coemergency.com)*

*b. Twitter: @COEmergency*

*c. Facebook: COEmergency*

*d. Preparedness messaging*

*The CSP develops public awareness campaigns regarding public safety issues to include, but not limited to, the following: impaired driving, move over and responder safety, distracted driving, and other general safe driving behaviors. Each of these campaigns has an external focus that educates the public on safe driving and public safety, however, it also assists in the guidance and interaction with the public by members of our agency.*

*The overall campaign is called “Our Family Protecting Yours, Since 1935.” The goal of the messaging is to influence drivers on Colorado’s roadways to make safe choices regarding their driving behavior. A secondary goal is to encourage members of CSP to engage with the communities they serve through participation in safety messaging. The effort includes members striving for opportunities to interact with citizens in a positive and meaningful manner through purposeful conversations to impact driving behavior thereby saving lives. In addition, using top crash causal factors, a campaign strategy is developed and implemented based current trends, seasons and holidays and community needs. The cost of the campaign for fiscal year 2018-2019 was \$167,835.*

*The CSP has active accounts on a variety of social media platforms and uses each platform to communicate to a variety of demographics based on those social media platforms. Each business unit has sub accounts within Twitter and Facebook to help communicate,*

*educate, and inform their communities. In addition, each business unit is hosting local community meetings and engagement events. The CSP also partners regularly with Colorado Department of Transportation (CDOT), National Highway Traffic Safety Administration (NHTSA), Mothers Against Drunk Drivers (MADD), Rocky Mountain Insurance Information Association (RMIIA) and other law enforcement agencies on public safety campaigns that benefit all agencies' safety messaging. Media stations across Colorado regularly provide opportunities for members of CSP to provide safety messaging and partner to assist in the distribution of messages that enhance public safety. This year more news stations are utilizing posts and pictures from our social media to report crashes and traffic information as well as safe driving to the public. In addition, the CSP strategy spends funding on printing, promotional items for community events, event sponsorship, community safety challenges, and education materials.*

*Last year, the CSP conducted a public opinion survey that is available to the public every two years. Survey results were extremely positive as the public expressed satisfaction with the overall professionalism, fairness, and service of the Colorado State Patrol. However, results also indicated that respondents are concerned with the increase in traffic and declined perception of safety. Additional tools we utilize to monitor are effectiveness include the TV Eyes earned media reporting system, Google Analytics on our website and analytics specific to each of our social media channels. Each month we produce a report on the previous month data trends and click rates.*

*CSP members coordinate regularly with members of CDOT and NHTSA on public safety and awareness campaigns. In particular, many of the enforcement and education strategies are guided by federal campaigns that include funding for media strategies and enforcement. Throughout FY 2018-19, several driver safety programs were very effective through these partnerships.*

*The staff from the Office for Victims Programs was awarded a grant on behalf of the Human Trafficking Council to begin implementing the five-year public awareness campaign created last year. OVP received a VOCA grant for \$813,865 for the development of the collateral pieces, the initial website design, video spots, and the purchase of media spots for the first year of the campaign. There is an active RFP out at this time to contract with a marketing company. Because it is a grant, the RFP required any bidders to include anticipated match with some free media to offset the cost of the media spots. Prior to this grant, baseline research was conducted with a statewide random sample to determine the public's understanding of Human Trafficking. This baseline will be used in the evaluation of the campaign with a post campaign survey, the analysis of web analytics regarding the website, as well as tracking whether there is an increase in the number of calls to the Human Trafficking hotline. While this campaign is not specifically working with other state departments, all materials are vetted through the Human Trafficking*

*Counsel whose membership includes individuals from the Department of Human Services, the Department of Agriculture, Judicial, and the Department of Labor and Employment, and the Attorney General's Office as well as survivors of human trafficking and community based agencies.*

*The DFPC spends money on public awareness campaigns through a multitude of communication channels- from traditional marketing to digital advertising. The DFPC has spent approximately \$3,000.00 on public awareness campaign. This includes everything from the creation of the products to distribution, internally and externally. Communication outlets include traditional and digital channels: earned and paid media, print/TV news-media, social media, email, newsletter articles, and community meetings.*

*A large portion of this went to recruitment via digital advertising this year- as our Wildland Section needed a robust recruitment campaign. In the month of September 2019, the DFPC spent \$450 on a 30-day recruitment video campaign that resulted in reaching over 10,000 people.*

*Earned media is essentially online word of mouth, usually seen in the form of 'viral' tendencies, mentions, shares, reposts, reviews, recommendations, or content picked up by 3rd party sites. One of the most effective driving forces of earned media is usually a combination of strong organic rankings on the Search Engines, and content distributed by the brand. First page rankings and good content are typically the biggest drivers. Paid media is a good way to promote content in order to drive earned media, as well as direct traffic to owned media properties. Paying to promote content can help get the ball rolling and create more exposure. Social Media sites like Facebook, Twitter and LinkedIn offer advertising that could potentially help boost your content as well as your website.*

*The DFPC works with partners at the local, state, and federal level to coordinate public education campaigns. Most recently, we worked with the Colorado State Forest Service and the US Forest Service on a wildfire prevention video series. In this 5-video series, we interviewed subject matter experts in wildfire, outlining the benefits of mitigation and preparation.*

*DFPC Campaigns:*

*- "Don't Wait – Check the Date! Replace Smoke Alarms Every 10 Years" - The goal of this campaign is to educate the public about basic but essential elements of smoke alarm safety. "Put a Freeze on Winter Fires" - The focus of this year's campaign is electrical safety. This campaign provides simple steps for safely using electrical appliances this winter.*

*- "Vision 20/20" - The Division has been working with the Fire Marshal's Association of Colorado to disseminate nationally developed fire and life safety programs to fire marshal's, public educators, and non-governmental organizations.*

*- "One Less Spark, One Less Fire" - This campaign is presented by the Interagency Fire Prevention Action Team and supported by DFPC. This campaign is designed to provide constant reminders during the fire season to reduce the numbers of vehicle and equipment fires throughout the state.*

*- Fire Safety and Security in Schools - Working with the School Safety Resource Center, the Division has presented at several statewide events to school personnel on tools to improve fire safety while maximizing the ability to protect against security threats. The Division has also disseminated this information through printed media and at local and regional meetings.*

*- DFPC K-9 demonstrations were conducted at numerous public events to promote fire safety. The target audience were school children, public safety events, and fire fighter educational events/seminars.*

- 5 Based on the Department's most recent available record, what is the FTE vacancy and turnover rate: (1) by department; (2) by division; (3) by program for programs with at least 20 FTE; and (4) by occupational class for classes that are located within a larger occupational group containing at least 20 FTE. To what does the Department attribute this turnover/vacancy experience? Do the statewide compensation policies or practices administered by the Department of Personnel help or hinder the department in addressing vacancy or turnover issues?

*Response: Listed below is the turnover rate for FY 2018-19:*

*(1) Department turnover - 9.5%*

*(2) Turnover and Vacancy rate by Division:*

*CBI – Turnover 4.6%, Vacancy 12%*

*CSP – Turnover 8.1%, Vacancy 13%*

*DCJ – Turnover 9%, Vacancy 14.8%*

*DFPC – Turnover 10%, Vacancy 12.6%*

*DHSEM – Turnover 14.8%, Vacancy 21.5%*

*EDO – Turnover 10.2%, Vacancy 16%*

*(3) By program for programs with at least 20 FTE;*

*CBI Biometrics Identification Records Unit (BIRU)*

*Turnover rate 7%, Vacancy rate 15.8 %*

*CBI InstaCheck*

*Turnover rate 12.7%, Vacancy rate 22%*

*(4) by occupational class for classes that are located within a larger occupational group containing at least 20 FTE.*

*Accountant I-III*

*Turnover rate 7.6%, Vacancy rate 11.5%*

*CBI Criminal Investigator A2A*

*Turnover rate 1.8 %, Vacancy rate 12.2%*

*Firefighter*

*Turnover rate 12.3 %, Vacancy rate 13.6 %*

*Police Communications Technician (Intern/Tech) G1A*

*Turnover rate 13.6 %, Vacancy rate 7.6 %*

*Port of Entry (Intern -III)*

*Turnover rate 8.7 %, Vacancy rate 17.4 %*

*State Patrol A4A*

*Turnover rate 6.7 %, Vacancy Rate 13.7 %*

*To what does the Department attribute this turnover/vacancy experience?*

*20% retired*

*18% of separated employees accepted job outside the state*

*6.7% were terminated*

*5% relocated*

- 6 Please identify how many rules you have promulgated in the past two years (FYs 2017-18 and 2018-19). With respect to these rules, have you done any cost-benefit analyses pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analyses pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.

*Response: In the past two years DHSEM has promulgated rules for the School Security Disbursement (SSD), School Access for Emergency Response (SAFER) and Law Enforcement Information Sharing grants. DHSEM was not required to do cost-benefit analyses pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analyses pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis, as the rule making was limited to awarding grants.*

*In the last two fiscal years DFPC has promulgated the following rules. The full language of the rules can be found on the Colorado Secretary of State's website at: <https://www.sos.state.co.us>.*

*8 CCR 1507-11 Fire Suppression Program (effective March 2, 2018)*

*8 CCR 1507-30 Fire Code Enforcement and Certification of Inspectors for Public Schools, Charter Schools, and Junior Colleges (effective March 2, 2018)*

*8 CCR 1507-31 Building, Fire, and Life Safety Code Enforcement and Certification of Inspectors for Health Facilities Licensed by the State of Colorado (effective March 2, 2018)*  
*8 CCR 1507-12 Persons Dealing with Fireworks (emergency rule effective March 15, 2018)*  
*8 CCR 1507-12 Persons Dealing with Fireworks (effective June 14, 2018)*  
*8 CCR 1507-11 Fire Suppression Program (effective March 30, 2019)*  
*8 CCR 1507-12 Persons Dealing with Fireworks (effective March 30, 2019)*  
*8 CCR 1507-30 Fire Code Enforcement and Certification of Inspectors for Public Schools, Charter Schools, and Junior Colleges (effective March 30, 2019)*  
*8 CCR 1507-31 Building, Fire, and Life Safety Code Enforcement and Certification of Inspectors for Health Facilities Licensed by the State of Colorado (effective March 30, 2019)*  
*8 CCR 1507-30 Fire Code Enforcement and Certification of Inspectors for Public Schools, Charter Schools, and Junior Colleges (effective March 30, 2019)*  
*8 CCR 1507-53 Uniform Standards and Minimum Fire and Life Safety Requirements for Waste Tire Facilities (effective March 30, 2019)*  
*8 CCR 1507-57 Building and Fire Code Enforcement and Certification of Inspectors for Limited Gaming Facilities Licensed by the State of Colorado (effective March 30, 2019)*  
*8 CCR 1507-101 Building and Fire Code Adoption and Certification of Inspectors for Fire and Life Safety Programs Administered by the State of Colorado (effective March 30, 2019)*

*DFPC did not receive requests from individuals to complete any cost benefit analysis during promulgation nor did the DFPC receive requests to complete any regulatory analyses. However, DFPC regularly reviews its rules to ensure they are necessary, non-duplicative, easy to understand, successful, flexible, efficient and effective, and to ensure that they protect the safety, health, and welfare of the State.*

- 7 What are the major cost drivers impacting the Department? Is there a difference between the price inflation the Department is experiencing compared to the general CPI? Please describe any specific cost escalations.

*Response: The main cost driver for DHSEM is the increased severity and frequency of disasters impacting Colorado. These events create a burden on the Disaster Emergency Fund for response and recovery operations. Some of the response and recovery expenses are reflected in staffing and operating expense needs.*

*The major cost drivers impacting wildland fire can be broken down into physical and environmental drivers (fire size, climate, and fire environment and characteristics) and management and decision-making drivers (suppression strategies and decision-making influences and incentives). As wildland fires continue to be more prevalent and more destructive, the cost of suppressing these fires will continue to increase for local jurisdictions, the state, and federal land management agencies.*

*When DFPC was created in 2012, the consolidation of all state fire functions occurred without a clear plan for the future of facilities to house DFPC employees. In 2019, a \$0 lease with the Colorado State Forest Service expired, forcing DFPC to find a new facility*

*for 22 employees at a time when lease rates are very high in the north metro area. DFPC seeks out cost-saving opportunities in these situations, but increasing facilities costs remain a cost driver for the division.*

- 8 How is the Department’s caseload changing and how does it impact the Department’s budget? Are there specific population changes, demographic changes, or service needs (e.g. aging population) that are different from general population growth?

*Response: Trend data demonstrates an increase in overall utilization of Community Corrections beds. A variety of factors are affecting the increase in population including transition bed utilization efforts and increases in the diversion population in community corrections. The following table represents a point in time census for the community corrections population:*

OCC Population	July 1	August 1	September 1	October 1	November 1
FY18	3,570	3,557	3,713	3,730	3,776
FY19	4,075	4,104	4,124	4,113	4,193
FY20	4,341	4,372	4,301	4,399	4,373

*At the end of the 1st quarter, the budget was at 25.7 percent of spending.*

- 9 Please provide an overview of the Department’s current and future strategies for the use of outward facing technology (e.g. websites, apps), the role of these technologies in the Department’s interactions with the public and other state agencies, the Department’s total spending on these efforts in FY 2018-19, and expected spending in FYs 2019-20 and 2020-21.

*Response: DHSEM is in the process of implementing a new cloud-based, centralized and automated technology for community members, non-governmental organizations and businesses to input volunteer services, donations, goods and other essential items that could be utilized during a disaster. The system provides electronic visibility of the needs and a way to search for products for sale or donations that support the local community needs. This will create a much more user friendly system for those that want to volunteer, donate or provide goods or services and an expedited response to local communities needing management of donations and volunteers, and the contracting of vendors. Prior to the implementation of this new system, this was handled in a manual manner.*

*Additionally, DHSEM continues to expand its use of electronic grants management software that allows internal and external customers to electronically track the progress of grant functions - applications, time extensions, scope changes, grant agreements, reimbursements requests, and closeouts. Currently there are 10 grant programs and hundreds of customer (sub-recipient) accounts managed through the system.*

*WebEOC is the State's web-based tool for sharing emergency incident information across the emergency management community, as well as tracking and deploying requested support resources. The system is hosted by DHSEM, and provides a web-based interface for use by local, tribal and state agencies. It is the primary communication and tracking system used in the State Emergency Operations Center, and is made available to local and tribal emergency management agencies across the state at no cost to encourage participation and use. The system contains the state's resource database, as required by statute. Resources can be entered by local agencies in addition to state agencies, and is searchable for specific types of equipment. Requests for resource assistance can be made through the system by local agencies, which can be routed to their neighboring jurisdictions or to the state. An additional database tracks personnel who have qualified as members of Incident Management Teams. Qualifications and contact information are tracked, and personnel can maintain their current "status" - their availability to respond to requests for assistance. General incident status information is entered in the system by agencies, who can choose to share it within their jurisdiction, with neighboring jurisdictions, or across the state.*

*DCJ uses a variety of outward facing technologies to reach stakeholders and the community at large. Examples include: websites to provide information, resources and training; email blasts to communicate with stakeholders; surveys; Web X and SPARK Board technology to hold meetings; Facebook page and Twitter accounts to distribute information. For the past three years, the department has also adopted and developed an LMS system for training and professional development, which is used both internally and externally for both online courses and registration, tracking, and evaluation of efficacy of learning activities.*

*DFPC is constantly seeking new opportunities to identify new technology that will benefit DFPC stakeholders and provide improved customer service. The following technologies have been implemented by DFPC or are planned for the future:*

*o Multi Mission Aircraft (MMA) and the Colorado Wildfire Information Management System (CO-WIMS): Colorado is the only state that owns two multi mission aircraft that can be dispatched to find new wildland fires, map existing wildland fires, and support other public safety efforts like search and rescue. Other states are looking to this technology for its early detection capabilities after its proven success in Colorado since 2014. During the 2018 fire season, the MMA found 76 unstaffed, new wildland fires utilizing this technology. First responders can access maps or video footage from the MMA in near real time through the CO-WIMS website and app. DFPC works to upgrade the MMA's capabilities and ensure that CO-WIMS is user-friendly by providing training and working with the contractor on system upgrades. Operating expenses (contracts, personnel, operating*

*expenses, facilities, etc.) for the MMA program are included in the annual Colorado Firefighting Air Corps (CFAC) General Fund appropriation, and average approximately \$3,700,000 per year.*

*o DFPC has has partnered with the Division of Homeland Security and Emergency Management (DHSEM) to develop an online Cooperative Resource Rate Form (CRRF) system. A CRRF lists equipment and resources owned by County and Local agencies that may be available for emergencies, documents reimbursable costs for those resources, and is used to populate various dispatching systems. The new online system is more user friendly and efficient, and has significantly decreased the amount of time and effort spent in this program area by both State personnel and our stakeholders. This project was completed in cooperation with the Governor's Office of Information Technology, with DFPC and DHSEM staff support coming from existing funding sources.*

*The Colorado Wildfire Watch (CWW) App has used geofencing to send targeted, personalized messages to users who have enabled notifications when they enter a defined geographic area where an active wildland fire is burning. Geofencing allows DFPC to establish a virtual fence around a predefined geographic area to proactively notify users when they are near a wildland fire.*

*DFPC and the EDO fire billing office are also providing better customer service to local and county fire agencies through an electronic fire billing system. This system will replace a legacy paper system and increase efficiency and turnaround times for wildland fire cost reimbursement. The estimated total cost for this project is \$500,000 spread out over 3 fiscal years (FY 2018-2019, FY 2019-2020, FY 2020-2021).*

*The Colorado Center of Excellence for Advanced Technology Aerial Firefighting is focused on identifying, researching, and operationalizing new technologies that benefit the fire service. A few recent examples of the technology this group is beta testing include: unmanned aircraft systems, improving situational awareness and data connectivity in remote areas, and working with the National Center for Atmospheric Research to develop the Colorado Fire Prediction System that provides 18 hour predictions on wildland fires in CO-WIMS. Additionally, the Center of Excellence provides assistance to other DFPC sections in designing forms for data collection that can be accessed offline. The Colorado Fire Prediction System will be completed this year. The cost for this project in FY 19-20 was \$600,000. It is anticipated that this system will cost around \$34,000 per year to operate and maintain.*

*The Professional Qualifications Section's four Regional Trainers are utilizing a hybrid curriculum delivery system. This learning management system is provided as a benefit to instructors adopting state certification training manuals. The format is designed to be*

*blended with a traditional face-to-face instructor led classroom or to replace classroom lessons so that students only attend class to practice and learn hands-on skills. Instructors have access at no cost to use this program. Additionally, DFPC recently upgraded to a computer-based testing system that allows for test takers to receive results in 18 hours instead of in several weeks and to issue certificates simultaneous with test results instead of several months later.*

*o In 2015, DFPC implemented a new, comprehensive records management system (RMS) through Salesforce. DFPC issues licenses, registrations, and certifications to inspectors, plan reviewers, and contractors and issues permits for schools and healthcare facilities throughout Colorado. These were all issued through a paper-based system prior to 2015, and employees were unable to quickly identify who held past certifications when customers needed to renew their certifications. The turnaround time on these was up to four weeks. With the new RMS, customers can apply for new certifications or renewals and expect to receive them within five business days. DFPC employees now have immediate access to these records and can provide them to customers. Since 2015, DFPC has hired an RMS Administrator who focuses on improving the customer experience in Salesforce. The next steps for RMS include integrating the state's payment system, an update from Salesforce Classic to the mobile-friendly Salesforce Lightning, and developing an inline, robust training system that Salesforce customers can access online. In 2019, DFPC received a Technology Advancement and Emergency Funds grant in the amount of \$62,619 to assist with upgrades to improve the customer experience. Annual licensing fees for Salesforce are around \$110,000.*

- 10 There are many ways in which the Department may interact with internal or external customers, including the public and other departments. How is the Department gathering feedback and evaluating customer experience? Please address all interactions, e.g. technology, in-person, call centers, as well as total spending on these efforts in FY 2018-19 and expected spending in FYs 2019-20 and 2020-21.

*Response: DHSEM actively engages stakeholders in the planning processes. The DHSEM Strategic Plan included validation of both internal and external stakeholder survey results; providing a forum for employees and other stakeholders to provide input and feedback for improvement of DHSEM. The development of the DHSEM Strategic Plan was inclusive and comprehensive, using the "whole of community" approach to include both internal and external stakeholders that support, are impacted by, or interact with DHSEM. DHSEM conducted a total of 17 external stakeholder meetings to gather input and data from over 400 partners. Twelve external stakeholder meetings were held with local government officials, first responders and private sector partners in the nine All-hazard Regions. Five additional stakeholder engagement meetings were conducted with professional organizations representing emergency management functions in Colorado.*

*Focus groups were held and surveys were sent out to agencies that had applied for Crime Victim Services Funding to help inform OVP staff on areas of improvement or suggestions for the next application process.*

*The OCC is working on an electronic process for feedback for all stakeholder groups. No spending has been utilized on these efforts. During audits and evaluations, feedback is gathered from both clients and programs on their experience. These interactions are both in-person and paper surveys.*

*EPIC uses pre-post evaluation tools and customer satisfaction and utility surveys following all live training/workshops, follow-up group practice sessions, and coaching events. Traditionally these are done using paper copies and or survey monkey, although the unit is moving toward a survey monkey phone app to be used consistently. The unit also conducts semi-structured interviews related to service uptake or satisfaction and to assess ongoing needs. All results are used for practice improvements.*

*OAJA often receives emails from board members and grantees regarding the units' performance and solicits feedback on quarterly reports.*

*From a public education standpoint, the DFPC interacts with customers via our website and social media; the PIO receives direct messages- social media, email and telephone from customers on a daily basis. This is done at no-cost.*

- 11 Please highlight the long-term financial challenges of fulfilling the mission of the Department with particular attention to any scenarios identified in the Department's Long Range Financial Plan involving an economic downturn, department-specific contingencies, emerging trends, or major anticipated expenses (Subsections 3-6 of Section 4 of the Long Range Financial Plan submitted pursuant to H.B. 18-1430).

*Response: The Colorado Information Analysis Center (CIAC) is charged with protecting Colorado communities and critical infrastructure from all-hazards, including terrorism. The CIAC serves as the state's conduit for receiving, gathering, analyzing, and sharing intelligence and threat-related information among federal, local, tribal and private sector partners. The CIAC's Urban Area Security Initiative (UASI) federal grant funding could be a potential future financial challenge. Approximately 40 percent, or \$575,230 of the CIAC's funding comes from the UASI grant program to support personnel costs for 11 positions. In 2003, the UASI award was over \$15.5 million, and the 2017 award was just over \$2.8 million. In addition to declining awards, dependence on the UASI grant program is tenuous. Of the 100 most populous Metropolitan Statistical Areas (MSA) eligible for UASI funding, only 33 were funded. Finally, substantial dependence on the UASI program for funding limits the CIAC's ability to support statewide efforts, as UASI funded activities*

*must have a nexus to the Denver MSA and counterterrorism. Without this funding, the CIAC's ability to sustain current operations will be severely impeded.*

*The Resource Mobilization Fund is used to provide reimbursement to state agencies and local jurisdictions when they have been mobilized by the Division of Homeland Security and Emergency Management Director. Similar to the Disaster Emergency Fund, the Resource Mobilization Fund does not collect fee revenue and is primarily supported by reimbursements from host jurisdictions requesting mutual aid from the State of Colorado, or appropriations from the General Assembly. Since the Resource Mobilization Fund does not have dedicated source of funding, the Department anticipates that it will not be able to continue current operations in the long-term.*

*The DCJ administers appropriated state funds and over 120 million in federally funded grant programs that help state and local agencies, including local law enforcement, to assist crime victims and improve the services they deliver, as well as fund grant programs that target juvenile delinquency. An economic downturn will likely cause a reduction in federally funded grant programs that would otherwise be made available to local agency programs and local law enforcement communities. Additionally, Marijuana Tax Cash Funds cover Juvenile Diversion and the Seizure and Forfeiture Reforms Grant programs which may be adversely affected by poor economic conditions.*

*DFPC provides State Assistance to local fire agencies for initial attack assistance on wildland fires. The purpose of this assistance is to reduce barriers and encourage rapid initial attack while fires are small, limiting suppression costs and other impacts to local, county, and State agencies. The Wildfire Emergency Response Fund (WERF) is a primary source for State Assistance, and provides reimbursement to local agencies for use of a 20-person handcrew and aviation resources on the first day of a wildfire. WERF does not have a dedicated appropriation and eligible resources are somewhat limited by statute. In addition to WERF, DFPC provides State Assistance by funding additional initial attack aviation resources through the Colorado Firefighting Air Corps (CFAC) budget, as well as personnel and equipment expenses for DFPC personnel, Engines, and Modules through the Wildfire Preparedness Fund (WFP) and other base operating budgets.*

*Requests and need for DFPC to assist local agencies continues to increase, resulting in increasing costs and impacts to DFPC operating budgets that were developed to cover base operating expenses but not these additional response costs. In Calendar Year 2018, DFPC received 75 requests for funding assistance from 36 agencies, with an estimated cost to the CFAC fund of \$1.8 million. And while Calendar Year 2019 was a relatively slower year, DFPC still received 29 requests for funding from 24 agencies, with an estimated cost to the CFAC fund of \$780,000. The assistance requests do not include overtime and other costs for DFPC personnel, engines, and modules. Current impacts*

*have been reduced operating budgets for base programs and dipping into a cash account that is intended for eventual replacement of the DFPC-owned Multi-Mission Aircraft (MMA). Potential future impacts could include DFPC aircraft (MMA, helicopters, and Single Engine Air Tankers (SEAT)) being unavailable for response later in the fiscal year and further depletion of base budgets. DFPC is working with the Colorado Fire Commission to identify potential solutions to this problem.*

12 In some cases, the roles and duties of existing FTE may have changed over time. For all FY 2020-21 budget requests that include an increase in FTE:

- a. Specify whether existing staff will be trained to assume these roles or these duties, and if not, why;

*Response: Regarding the request for 4.0 FTE for the State Recover Section, existing staff will not be trained to assume the roles or duties of the requested FTE because they do not have the bandwidth. New FTE will be trained once they are hired.*

- b. Specify why additional FTE are necessary; and

*Response: The additional 4.0 FTE for the State Recover Section are necessary to provide statewide pre-disaster and post-disaster recovery technical expertise and direct support to 64 counties, 19 municipalities, and two tribes to meet the needs identified in the requests.*

- c. Describe the evaluation process you used to determine the number of FTE requested.

*Response: The number of FTE was determined based on the number of annual hours required to fulfill the objectives of the requests.*

13 Please describe the impact of Colorado's low unemployment rate on the Department's efforts to recruit and retain employees.

*Response: The Department has noticed a decline in both the quantity and quality of applicants needed to conduct business.*

14 ***NOTE: An example template for providing data for this question will be provided by the JBC Staff.***

State revenues are projected to exceed the TABOR limit in each of the next two fiscal years. Thus, increases in cash fund revenues that are subject to TABOR will require an equivalent amount of General Fund for taxpayer refunds. Please:

- a. List each source of non-tax revenue (e.g., fees, fines, parking revenue, etc.) collected by your department that is subject to TABOR and that exceeds \$100,000 annually. Describe the nature of the revenue, what drives the amount collected each year, and the associated fund where these revenues are deposited.

***Response: Please refer to Appendix B.***

- b. For each source, list actual revenues collected in FY 2018-19, and projected revenue collections for FY 2019-20 and FY 2020-21.

***Response: Please refer to Appendix B.***

- c. List each decision item that your department has submitted that, if approved, would increase revenues subject to TABOR collected in FY 2020-21.

***Response: Please refer to Appendix B.***

- 15 Please describe the Department's current practice regarding employee parking and other transportation options (i.e. EcoPass). Please address the following:

- a. Does the Department have adequate parking for all employees at all locations?
- b. If parking is limited, how are available spaces allocated?
- c. If free parking is not available, how is parking paid for, and who pays (employee or Department)? (e.g. stipends, subsidized parking, eco passes)
- d. If employees pay fees for parking, where is the revenue credited and how is it spent, and is it subject to TABOR?
- e. Do parking and/or transportation benefits factor into Department compensation and/or retention efforts?

***Response: The Department has free parking at all of the facilities throughout the state.***

- 16 Please identify all continuously appropriated funds within the Department's purview with a fund balance or annual revenue of \$5.0 million or more. Please indicate if these funds are reflected in the FY 2019-20 Long Bill.

***Response: Below is a list of continuously appropriated funds with annual revenues exceeding \$5.0 million:***

- ***Disaster Emergency Fund – Although the DHSEM and DFPC manages expenses for Disaster Emergency Fund (DEF), the DEF is the responsibility of the Governor's Office. FY 2018-19 fund balance of \$94,724,093***
- ***Wildfire Preparedness Fund – FY 2018-19 fund balance of \$6,959,446***
- ***Emergency Fire Fund – FY 2018-19 fund balance of \$6,542,273***
- ***Wildland Fire Cost Recovery Fund – FY 2018-19 fund balance of \$9,562,915***

## Appendix A

### 14. Emails, notes and comments received by CSSRC staff after consultations or trainings:

"I just wanted to reach out and say thank you for taking the time to meet with us on Monday. You were very helpful! I am working on a new draft and will send it along for you to review hopefully within a week or so. If there are any resources that you are willing to share, that would be greatly appreciated! Again thank you and if you have any questions for me please let me know!"

11/14/19 email to B. Stiles from Bridget Aylward, Aspen Academy, Safety and Security Coordinator

"Thank you Brad! I heard that everyone thought the training was great! I will get you a more accurate count of the next training soon. I do not believe we need to change anything per the feedback I received."

9/18/19 email to B. Stiles and D. Hunter from Jaimie White, Director of Intervention Services, 27j School District

"Awesome guidance! I already checked out some of the forms and ordered the book! I absolutely agree that we will not replace our current tool but incorporate an updated tool that is more appropriate for other threats/acts of violence. I so appreciate all of you at CSSRC!"

10/10/19 email to B. Stiles and D. Hunter from Paula Buser, Support Services Director, Canon City Schools

"I was just thinking about you and how much I appreciated your support all those years I was helping develop our EOP. Your availability, kindness, and insights on the work of school safety will not be forgotten!"

10/7/19 email to C. Harms from Stacie Dowis, Gunnison Community School, Assistant Principal.

The CSSRC "are some of the only people who come out to the Western Slope and bring good stuff."

11/8/19 comment during D. Hunter's training by Guy Gladden School Psychologist - Uncompahgre BOCES

**The CSSRC provides evaluations at all regional trainings and since participants must return the evaluation to receive a certificate of attendance, the response rate is always very high. Here are a number of comments from 2019 regional trainings:**

Stress Debriefing Training by Dustin Hunter on 8/20/19 Regional Training:

"Excellent training! Excited to take back and share!"

"The information was very helpful and will be applied to our practices"

Informed Supervision by Margaret Ochoa on 10/25/19 at the Summit:

"Brilliant! Tons of information"

"Very informative! I have a better insight in this area now"

"Margaret is very informative and is really good at teaching all she knows to her audience"

Threat Assessment by Brad Stiles and Dustin Hunter on 11/14/19 at 27J:

"Presenters were very knowledgeable and helpful with questions and answers. Explained the process of TA w/relevance and purpose"

"Good training"

"Really appreciated how detailed the slides were. Appreciated the scenarios"

Summit October 24th and 25th 2019 overall comments:

Day 1:

- "Great diversity of topics, thank you for acknowledging food allergies as well"
- "Excellent, thank you. Appreciate your great organization."
- "Organized and effective as always."

Day 2:

- "Excellent organization, content and engagement. Best conference I've been to in a few years"
- "Really enjoyed hearing from all the different professionals. I am young in the field so I really appreciated all the expertise."
- "Had a great time! Will have a lot to bring to table at school"

## Appendix B, Common Question #14

Non-Tax Revenues Collected by Department That Are Subject to TABOR (excluding sources that amount to less than \$100,000/year)				
Revenue Source	Associated Cash Fund	Revenues Collected Annually		
		FY 2018-19 Actual	FY 2019-20 Projection	FY 2020-21 Projection
CBI Instacheck Concealed Handgun Permit Applications	General Fund Exempt (not statutory cash fund was created for this revenue activity)	671,631	756,350	799,335
Identity Theft Financial Fraud Fund	Fund 19Q0	548,586	552,392	552,392
CBI Identification Unit Fund	Fund 22Q0	10,112,105	9,967,935	9,820,881
CBI Instant Criminal Background Check Fund	Fund 27J0	3,543,149	3,836,276	3,866,700
CBI State Toxicology Laboratory Cash Fund	Fund 29H0	935,959	0	0
DCJ Criminal Justice Training Fund	Fund 21N0	73,160	120,000	120,000
DFPC Firefighter, First Responder, Hazardous Materias Responder, and Prescribed Fire Training and Certification Fund	Fund 2030	220,152	220,152	220,152
DFPC Public School Construction and Inspection Cash Fund -Other Public Safety Service Fees for Various School Building and	Fund 22S0	922,423	1,058,000	2,950,000
DFPC Health Facility Construction and Inspection Cash Fund - Other Public Safety Service Fees for Various Health Facility Building, Fire, and Life Safety Code Inspections	Fund 27K0	276,959	629,000	1,688,000
DFPC Fire Suppression Cash Fund - Other Business Licenses and Permits from Fire Suppression Systems Contractors, Certifications of Fire Suppression Systems Inspectors, Plan Registrations, Plan Reviews, and Suppression	Fund 12C0	1,010	212,000	214,000
<b>TOTALS</b>		<b>\$17,305,134</b>	<b>\$17,352,105</b>	<b>\$20,231,460</b>

*Appendix C, Question #7*

**ALLOCATION OF THE GRANTS AWARDED: Rural schools highlighted in **YELLOW****

*Enhance School Safety Incident Response Grant, ESSIR (H.B. 18-1413)*

- *One application received and it was completely funded.*
- *ESSIR grant awarded as follows:*
  - *Jeffco DeAngelis Foundation: \$467,888*

*Enhance School Safety Incident Response Grant, ESSIR-Round 2 (S.B. 19-179)*

- *One application received, completely funded*
- *ESSIR grant awarded as follows:*
- *Jeffco DeAngelis Foundation: \$1,129,577*

*The ESSIR grant is not available to schools or school districts, so funding could not have gone to rural school districts. To be eligible, an applicant must be a non-profit school safety research and training organization.*

*School Access for Emergency Response, SAFER (S.B. 18-158)*

- *39 applications received in round one totaling \$11,957,377*
- *\$4,857,354 funds available to award, 7,100,023 in unfunded requests*
- *Round 1 SAFER grants awarded as follows:*
  - *Montrose County School District: \$595,910*
  - *Adams 12 School District: \$127,732*
  - *Durango School District: \$521,711*
  - *Montezuma-Cortez RE-1: \$200,321*
  - *Del Norte School District: \$124,550*
  - *Archuleta School District 50: \$150,694*
  - *Sheridan School District: \$361,674*
  - *Pueblo City Schools D-60: \$1,137,610*
  - *Norwood School District: \$3,536*
  - *Primero School District: \$27,197*
  - *Lamar School District: \$246,305*
- *Cherry Creek School District: \$1,360,114*
- *31 applications received in round two totaling \$16,814,731*
- *4,859,788 funds available to award, 11,954,943 in unfunded requests*
- *Round 2 SAFER grants awarded as follows:*
  - *Littleton Public Schools: \$1,184,056*
  - *Sante Fe Trail BOCES: \$1,240,074*
  - *Weld County School District #6: \$1,563,749*
  - *Bayfield School District: \$213,884*
  - *School District 27J: \$520,280*
  - *Montezuma-Cortez RE-1: \$61,629*
  - *South Conejos Schools District: \$12,000*

- **Salida School District: \$64,116**
- **Total SAFER funding for rural schools: \$6,012,592 out of \$9,717,142**
- **62 percent rural recipients by dollars, 75 percent by number of funded applicants**

**School Security Disbursement Grant, SSD (S,B. 18-269)**

- **95 applications received detailing 310 different projects totaling \$60,049,678.78**
- **\$29,205,000 funds available to award, \$30,844,678.78 in unfunded requests**
- **SSD grant awarded as follows:**

- **Academy District 20: \$124,275**
- **Adams 12 Five Star Schools: \$802,740**
- **Archuleta School District 50: \$187,382.11**
- **Atlas Preparatory School: \$125,035.45**
- **Aurora Public Schools: \$272,593.75**
- **Big Sandy School District: \$84,000**
- **Boulder Valley School District: \$1,185,489.17**
- **Branson 82 School District: \$625,950**
- **Brush School District RE-2J: \$260,665**
- **Byers School District: \$34,400**
- **Calhan School District: \$105,000**
- **Canyon City School District: \$514,285**
- **Centennial School District: \$584,041**
- **Cherry Creek Schools: \$1,341,372**
- **Clear Creek School District: \$38,401**
- **Colorado Early Colleges: \$89,101.76**
- **Colorado Springs School District 11: \$647,014**
- **Creed School District: \$102,813**
- **Cripple Creek Victor School District: \$355,065.14**
- **Custer County School District: \$66,026**
- **Del Norte School District C-7: \$54,300**
- **Delta County School District: \$752,226**
- **Denver Public Schools: \$1,450,426**
- **Douglas County School District: \$1,452,872**
- **Durango School District: \$1,138,762**
- **El Paso County School District #49: \$172,667.60**
- **El Paso County School District #8: \$1,145,612.61**
- **Elizabeth School District: \$103,392**
- **Ellicott School District 22: \$452,780**
- **Foundations Academy: \$14,910**
- **Fowler School District r4j: \$49,800**
- **Frontier Academy: \$142,387.63**
- **Garfield RE-2 School District: \$141,897**
- **Gilpin County School District RE-1: \$176,180**
- **Golden View Classical Academy: \$63,948.20**
- **Granada School District RE-1: \$116,674**
- **Gunnison Watershed School District: \$168,131.02**
- **Harrison School District #2: \$81,447**
- **Hayden School District: \$505,993.16**

- *Hinsdale County School District RE-1: \$180,077.80*
- *Holly School District RE-3: \$80,665.96*
- *Huerfano RE-1 School District: \$90,990.52*
- *Ignacio School District: \$81,600*
- *James Irwin Charter School: \$99,483*
- *Jeffco Public Schools: \$279,687.23*
- *Jeffco Public Schools: \$432,700*
- *Lake County School District: \$497,606.60*
- *Landmark Academy at Reunion: \$14,470*
- *Lewis-Palmer School District#38: \$121,270*
- *Liberty Common School: \$12,013.50*
- *Liberty Tree Academy: \$215,000*
- *Manzanola School District 3J: \$46,119.02*
- *Mapleton Public Schools: \$430,000*
- *Mapleton Public Schools: \$150,000*
- *McClave School District: \$24,000*
- *Meeker School District RE-1: \$564,375*
- *Mesa County Valley School District 51: \$300,200*
- *Moffat County School District: \$101,313*
- *Monte Vista School District: \$72,131.36*
- *Montezuma-Cortez RE-1: \$211,908*
- *Montrose County School District: \$1,642,347.34*
- *Mountain Sage Community School: \$34,796*
- *Mountain Village Montessori Charter School: \$33,200*
- *North Conejos RE-1J: \$59,148.40*
- *Norwood Public Schools: \$54,800*
- *Park County School District RE2: \$62,620*
- *Pawnee School District: \$172,926*
- *Peyton School District 23jt: \$137,472*
- *Platte Canyon School District #1: \$256,461.36*
- *Platte Valley School District: \$46,314.64*
- *Poudre School District: \$938,288*
- *RE-1 Valley School District: \$442,620*
- *Ricardo Flores Magon Academy: \$49,000*
- *Rocky Ford School District: \$258,399*
- *Rocky Mountain Academy of Evergreen: \$135,003.09*
- *Sargent School District: \$88,729.43*
- *School District 27J: \$349,734.03*
- *Sheridan School District 2: \$1,102,361.72*
- *Silverton School District: \$14,404*
- *South Routt School District: \$174,197*
- *St. Vrain Valley Schools: \$687,044*
- *Steamboat Springs School District: \$233,657.80*
- *Summit School District: \$17,884*
- *The Academy: \$90,098*
- *THE CLASSICAL ACADEMY: \$295,088*
- *Thomas MacLaren School: \$18,190*
- *Thompson School District: \$213,750*

- *University Schools: \$55,266*
  - *Weld County Eaton School District RE-2: \$192,203*
  - *Weld County School District RE 1: \$485,724*
  - *Weld RE-4: \$304,936.60*
  - *Weld RE-5J School District: \$334,800*
  - *Weldon Valley School District: \$13,549*
  - *Wiley School District RE-13JT: \$27,825*
  - *Windsor Charter Academy: \$79,126*
  - *Woodland Park School District RE-2: \$334,910*
  - *Woodlin School District R-104: \$32,460*
- *Total SSD funding for rural schools: \$17,635,350.93 out of \$29,205,000*
  - *60.5 percent rural recipients by dollars, 79 percent by number of funded applicants*
  - *The above rural identification was made as conservatively as possible. Some of the schools or school districts identified as urban or suburban may qualify as rural by various standards.*
  - *An analysis of the 2010 census suggested 10 percent of Colorado's population qualifies as rural. Approximately 4,500,000 urban/suburban to 500,000 rural at that time.*
  - *All grants were issued within legislative deadlines.*