AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Performance Update; Emergency Management

Action Requested: Discussion

Parties to the Agreement:

Term Begins: **Term Ends:** **Grant Contract #:**

Summary:

Please see the attached report.

Fiscal Impact: N/A

Submitted by: Katherine Haase for Emergency Manager **Submitter's Email Address:** khaase@gunnisoncounty.org

Finance Review: ○ Required ◉ Not Required

Comments:

Reviewed by: Discharge Date:

County Attorney Review: ○ Required ◉ Not Required

Comments:

Reveiwed by: Discharge Date: Certificate of Insurance Required

Yes ○ No ○

County Manager Review:

Comments:

Reveiwed by: GUNCOUNTY1\mbirnie Discharge Date: 10/4/2019

○ Consent Agenda ○ Regular Agenda ○ Worksession Time Allotted: 15

Agenda Date: 10/8/2019

Revised April 2015

Gunnison County – Managing for Results

Strategic Business Plan
Emergency Management Department
Approved January 28, 2019

Gunnison County Vision Statement	Gunnison County cherishes its sense of community and place. We strive to preserve and promote the well-being of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.
Department Mission	The mission of the Emergency Management Department is to provide comprehensive emergency management services to Gunnison County agencies, first responders and citizens so they have the necessary tools, information and assistance to develop and implement effective mitigation, preparedness activities, and response and recovery plans.
Issue Statements	1. Extreme weather, large-scale emergencies and mass-casualty incidents will continue to present the most immediate and predictable emergency threats to the residents of Gunnison County and, due to local resource and capacity limitations, these large-scale incidents may require significant non-local assistance, which may be significantly delayed or altogether unavailable because of the remoteness of and terrain around Gunnison County. Not being properly prepared to respond to these types of events will result in: • Increased burden on emergency response resources; and • Increased financial cost to the County organization. 2. The continued lack of adequate staff and volunteer capacity in the Emergency Operations Center (EOC), if not addressed, will result in: • Inability to support Incident Command requests; • Lack of timely public warnings and notifications; • Increased risk of poor long-term planning; and • Inadequate Recovery Planning. 3. Citizen, County and first-responder preparedness and pre-incident mitigation are crucial to the positive outcome of any emergency, and if not encouraged and fostered, will result in: • Increased risk of life-safety issues; • Increased risk of property damage/loss; • Increased pressure on first responders to mitigate above issues; and • Decreased first-responder resources available for other emergencies. 4. The lack of a strategic plan for communications infrastructure and equipment between all local agencies involved in any incident, if not addressed, will continue to result in: • Inability to efficiently and effectively communicate during an incident; • Increased risk of life-safety issues for the public and first responders; • Ineffective incident management; and • Individual agencies making incompatible equipment purchases. 5. The lack of an increasingly robust Joint Information System in the valley, if not addressed, will continue to result in the inability to disseminate an accurate, timely and unified message to the public during an event.
Department Strategic Results	1. Citizens, County departments and local first-response agencies will demonstrate increased confidence in their ability to successfully prepare for and respond to emergencies as a result of: 🔑 90% of public warning messages are sent within 8 minutes of receiving the request (average from 2016 baseline); 🔑 95% of EOC-function requests prompt action within 10 minutes of the request (average from 2013 baseline); 🔑 90% of full-time, permanent administrative-department staff members are trained in NIMS appropriate to their role (average from 2018 baseline);

	10 people are trained in aspects of operating the EOC (average from 2014 baseline); By 12/31/2020, 75 local and regional contacts participate in the Gunnison County Joint Information System; By 12/31/2020, 100% of administrative-department Continuity of Operations Plans have been reviewed and updated within the previous 24 months; By 12/31/2020, 100% of administrative departments confirmed, upon review and update of their Continuity of Operations Plans, that all their employees can demonstrate competencies appropriate to their roles specified in their Plans; and By 12/31/2025, 70% of respondents to the biennial Citizen Survey indicate that emergency preparedness services offered by Gunnison County are good or excellent.
Department Manager	Emergency Manager Scott Morrill
Department MFR Live Contact	Deputy Emergency Manager Bobbie Lucero
Program / Activity Structure	Emergency Management / Mitigation and Preparedness Emergency Management / Response and Recovery

Program	**Emergency Management**
Program Purpose Statement	The purpose of the Emergency Management Program is to provide mitigation, preparedness, response and recovery information services to the public, County departments and first responders so that they can effectively prepare for and respond to emergencies.
Program Key Results	10 people are trained in aspects of operating the EOC; 60% of respondents to the biennial Citizen Survey indicate that emergency preparedness services offered by Gunnison County are good or excellent; 90% of full-time, permanent administrative-department staff members are trained in NIMS appropriate to their role; 65 local and regional contacts participate in the Gunnison County Joint Information System; 90% of public warning messages are sent within 8 minutes of receiving the request; 95% of EOC-function requests prompt action within 10 minutes of the request; 100% of administrative-department Continuity of Operations Plans have been reviewed and updated within the previous 24 months; and 100% of administrative departments that, upon review and update of their Continuity of Operations Plans, confirm that all their employees can demonstrate competencies appropriate to their roles specified in their Plans.
Program Manager	Emergency Manager Scott Morrill
Activity	**Mitigation and Preparedness**
Activity Purpose Statement	The purpose of the Mitigation and Preparedness Activity is to provide preparedness and emergency information to the public, County personnel and first responders so they can successfully mitigate the impacts of and prepare to manage emergencies.
Services that Comprise the Activity	• Education Presentations • National Incident Management System (NIMS) Training Coordination • Preparedness Awareness Presentations and Announcements • Equipment Grants Administration and Procurement • Planning, Training and Exercise Facilitations • Emergency Preparedness Plans (Needs and Risk Assessments, EOP, PHEOP) • Continuity of Operation Plan Consultations • Long-term EOC Operational Plans • Communication Site Management • Local and Regional Training and Exercise Participations • EOC Management (during mitigation and preparedness phases)
Activity Performance Measures (Measure & Target)	Result Measures: 60% of respondents to the biennial Citizen Survey indicate that emergency preparedness services offered by Gunnison County are good or excellent;

	65 local and regional contacts participate in the Gunnison County Joint Information System; 90% of full-time, permanent administrative-department staff members are trained in NIMS appropriate to their role; 10 people are trained in aspects of operating the EOC; 100% of administrative-department Continuity of Operations Plans have been reviewed and updated within the previous 24 months; and 100% of administrative departments, upon review and update of their Continuity of Operations Plans, confirm that all their employees can demonstrate competencies appropriate to their roles specified in their Plans. Output Measures: • 52 public service announcements provided; • 13 administrative-department Continuity of Operations Plans reviewed and updated; • 13 administrative departments, upon review and update of their Continuity of Operations Plans, confirm that all their employees can demonstrate competencies appropriate to their roles specified in their Plans; • 12 EOC trainings provided; • 4 communication sites managed; and • 52 planning, training and exercise facilitations provided. Demand Measures: • 52 public service announcements expected to be provided; • 13 administrative-department Continuity of Operations Plans expected to be reviewed and updated; • 13 administrative departments, upon review and update of their Continuity of Operations Plans, expected to confirm that all their employees can demonstrate competencies appropriate to their roles specified in their Plans; • 12 EOC trainings expected to be provided; • 4 communication sites expected to be managed; and • 52 planning, training and exercise facilitations expected to be requested. Efficiency Measures: • None.
Activity	**Response and Recovery**
Activity Purpose Statement	The purpose of the Response and Recovery Activity is to provide coordination and emergent informational support services to first responders, County departments, and the public so that they can successfully respond to and recover from emergency incidents.
Services that Comprise the Activity	• EOC Management (during response and recovery phases) • Public Warnings/Notifications • Evacuation Coordinations • Resource Mobilization Coordinations and Orders (local and out-of-area) • Emergency Reception Areas and Shelter Coordinations • Recovery Coordinations • State and Federal Liaisons
Activity Performance Measures (Measure & Target)	Result Measures: 90% of public warning messages are sent within 8 minutes of receiving the request; and 95% of EOC-function requests prompt action within 10 minutes of the request. Output Measures: • 10 EOC real-event activations provided. Demand Measures: • 10 EOC real-event activations expected to be required. Efficiency Measures: • None.

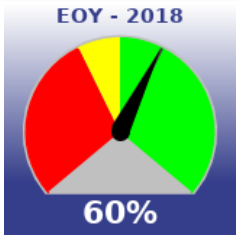
BOCC Update - Emergency Management; Mitigation and Preparedness

Purpose Statement	The purpose of the Mitigation and Preparedness Activity is to provide preparedness and emergency information to the public, County personnel and first responders so they can successfully mitigate the impacts of and prepare to manage emergencies. PERFORMANCE NARRATIVE: Emergency Management continues to plan, train, exercise and perform preparedness and mitigation activities with the first responders and the community.

Performance Measures

Result :

Percentage of respondents to the biennial Citizen Survey who indicate that emergency preparedness services offered by Gunnison County are good or excellent.



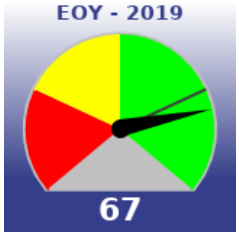
Performance Narrative: Results of the 2019 survey will be available in October.

Result • Percent • Annually YTD: 60% EOY: 60%

Low Alarm	Low Warn	Target	High Warn	High Alarm
40%	50%	60%		

Year	EOY	YTD	EOY*
2009	61%	61%	61%
2010	61%	61%	61%
2011	74%	74%	74%
2012	74%	74%	74%
2013	67%	67%	67%
2014	67%	67%	67%
2015	57%	57%	57%
2016	57%	57%	57%
2017	60%	60%	60%
2018	60%	60%	60%
2019			

Number of local and regional contacts who participate in the Gunnison County Joint Information System.



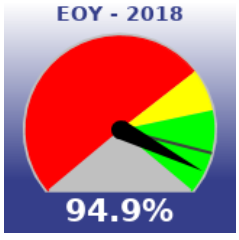
Performance Narrative: Our target is 65 and we are currently at 67 participant in our local JIS.

Result • Number • Quarterly YTD: 67 EOY: 67

Low Alarm	Low Warn	Target	High Warn	High Alarm
45	55	65		

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2019	63	64	67		67	67

Percentage of full-time, permanent administrative-department staff members are trained in NIMS appropriate to their role.



Performance Narrative: Exceeding expectations, county staff were at 95% as of last fall. We send annual reminders the 4thquarter of every year and update MFR metric by the end of the year. We anticipate exceeding the goal of 90%.

Result • Percent • Annually YTD: 94.9% EOY: 94.9%

Low Alarm	Low Warn	Target	High Warn	High Alarm
70%	80%	90%		

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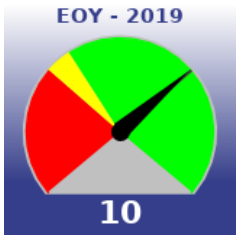
Year	EOY	YTD	EOY*
2014	62%	62%	62%
2015	62.3%	62.3%	62.3%
2016	65.1%	65.1%	65.1%
2017	87.1%	87.1%	87.1%
2018	94.9%	94.9%	94.9%
2019			

Number of people who are trained in aspects of operating the EOC.



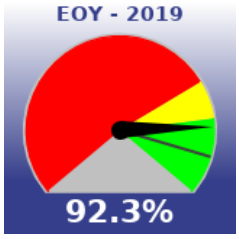
Performance Narrative: Emergency Management continues to provide monthly EOC trainings. We have 10 consistent EOC Staff that are engaged and well trained in EOC functions.

Result • Number • Annually YTD: 10 EOY: 10

Low Alarm	Low Warn	Target	High Warn	High Alarm
4	5	10		

Year	EOY	YTD	EOY*
2014	20	20	20
2015	20	20	20
2016	8	8	8
2017	10	10	10
2018	10	10	10
2019	10	10	10

Percentage of administrative-department Continuity of Operations Plans that have been reviewed and updated within the previous 24 months.



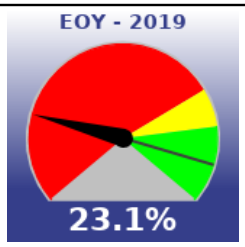
Performance Narrative: 8 departments have updated their COOPS in 2019, we anticipate meeting the annual goal 13.Emergency Management sends a reminder the 4thquarter of every year to update department COOPs.

Result • Percent • Monthly YTD: 61.5% EOY: 92.3%

Low Alarm	Low Warn	Target	High Warn	High Alarm
80%	90%	100%		

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	EOY*
2013	0%												0%	0%
2014	0%												0%	0%
2015	10%												200%	200%
2016	40%												760%	760%
2017	100%												1,200%	1,200%
2018	100%												1,200%	1,200%
2019	38.5%												61.5%	92.3%

Percentage of administrative departments that, upon review and update of their Continuity of Operations Plans, confirm that all their employees can demonstrate competencies appropriate to their roles specified in their Plans.



Performance Narrative: We have received feedback from 6 of the 8 departments that have updated their COOPs in 2019, that they have practiced their departmental COOPs and line's of succession and have updated them appropriately.

Result • Percent • Quarterly YTD: 46.2% EOY: 23.1%

Low Alarm	Low Warn	Target	High Warn	High Alarm
80%	90%	100%		

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2019	38.5%				46.2%	23.1%

Output :

Number of public service announcements provided.

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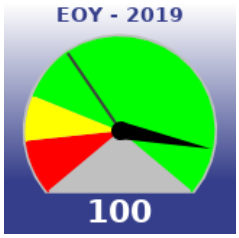


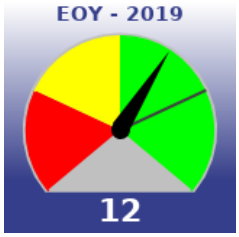
Performance Narrative: The trend shows during flood season, fire season and national preparedness month, that is when our public outreach is at its highest and then slows down during the winter months. We continue to do public out reach and try to be consistent and not over saturate the public, so that when we do have an incident the public isn#t numb to our outreach.

Output • Number • Monthly YTD: 72 EOY: 100

Low Alarm	Low Warn	Target	High Warn	High Alarm
30	40	52		

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	EOY*
2011	2	2	4	4	4	4	2	2	2	2	2	2	32	32
2012	2	2	3	3	3	3	2	2	2	2	2	2	28	28
2013	2	2	3	3	3	3	2	2	2	2	2	2	28	28
2014	2	0	1	6	8	3	13	26	15	5	8		87	99
2015	0	0	6	4	4	12	1	5	18	4	3	2	59	59
2016	4	1	2	0	0	5	3	4	3	1	3	5	31	31
2017	3	2	0	4	6	12	4	2	2	2	0	3	40	40
2018	2	1	1	6	9	4	8	4	2	1	3	2	43	43
2019	3	6	15	3	10	11	8	3	13				72	100

Number of administrative-department Continuity of Operations Plans reviewed and updated.



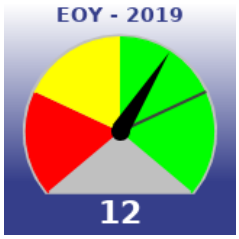
Performance Narrative:
8 departments have updated their COOPs, so far in 2019, we anticipate meeting the annual goal of 13 . Emergency Management sends a reminder the 4thquarter of every year to update department COOPs.

Output • Number • Monthly YTD: 8 EOY: 12

Low Alarm	Low Warn	Target	High Warn	High Alarm
9	11	13		

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	EOY*
2015	2	2	2	2	2	2	2	4	4	5	5	8	40	40
2016	8	8	8	8	9	10	12	13	18	19	19	20	152	152
2017	20	20	20	20	20	20	20	20	20	20	20	20	240	240
2018	20	20	20	20	20	20	20	20	20	20	20	20	240	240
2019	5	3	0	0	0	0	0	0					8	12

Number of administrative departments, upon review and update of their Continuity of Operations Plans, confirm that all their employees can demonstrate competencies appropriate to their roles specified in their Plans.



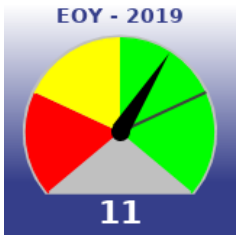
Performance Narrative: We have received feedback from 6 of the 8 departments that have updated their COOPs in 2019, that they have practiced their departmental COOPs and line's of succession and have updated them appropriately.

Output • Number • Quarterly YTD: 6 EOY: 12

Low Alarm	Low Warn	Target	High Warn	High Alarm
9	11	13		

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2019	5	1			6	12

Number of Emergency Operations Center (EOC) trainings provided.



Performance Narrative: We have provided 8 EOC training in 2019. Topics of EOC training range from refreshing and updating staff on processes for EOC systems and processes as well as discussions on current events/incidents and also inviting guest speakers from our first response agencies.

Output • Number • Quarterly YTD: 8 EOY: 11

Low Alarm	Low Warn	Target	High Warn	High Alarm
8	10	12		

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2014	3	3	3	4	13	13
2015	3	3	4	4	14	14

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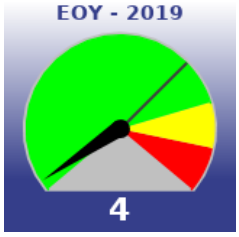
2016	2				2	8
2017						
2018						
2019	2	3	3		8	11

Number of communication sites managed.



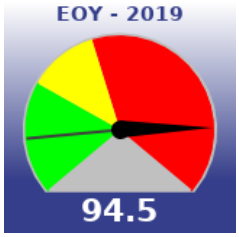
Performance Narrative: Emergency Management manages the four communications sites. Rose Ridge, W Mountain, Comstock, and Crested Butte.

Output • Number • Quarterly YTD: 4 EOY: 4

Low Alarm	Low Warn	Target	High Warn	High Alarm
		16	18	20

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2019	4	4	4		4	4

Number of planning, training and exercise facilitations provided.



Performance Narrative: We continue to strive to provide great customer service to the public and our first response agencies. Our local, state and federal partners continue to stay engaged and continually request support from Gunnison County Emergency Management in the realm of planning, training and exercises.

Output • Number • Monthly YTD: 78 EOY: 94.5

Low Alarm	Low Warn	Target	High Warn	High Alarm
		52	60	70

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	EOY*
2014	2	2	4	2	2	4	4	5	3	3	5	3	39	39
2015	3	3	5	4	3	6	2	6	2	2	3	2	41	41
2016	2	2	5	4	4	10	10	7	8	3	3	6	64	64
2017	3	3	3	20	17	15	14	15	7	3	3	6	109	109
2018	3	3	3	20	17	15	14	15	7	3	3	6	109	109
2019	3	3	3	20	15	12	12	10					78	94.5

Demand :

Number of public service announcements expected to be provided.

Performance Narrative:

Demand • Number • Annually YTD: 12 EOY: 12

Low Alarm	Low Warn	Target	High Warn	High Alarm
30	40	12		

Year	EOY	YTD	EOY*
2011	12	12	12
2012	12	12	12
2013	12	12	12
2014	12	12	12
2015	12	12	12
2016	12	12	12
2017	12	12	12
2018	12	12	12
2019	12	12	12

Number of administrative-department Continuity of Operations Plans expected to be reviewed and updated.

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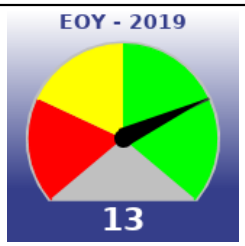


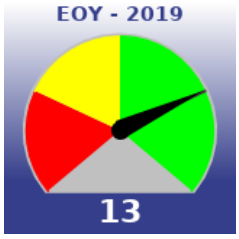
Performance Narrative:

Demand • Number • Annually YTD: 13 EOY: 13

Low Alarm	Low Warn	Target	High Warn	High Alarm
9	11	13		

Year	EOY	YTD	EOY*
2013	18	18	18
2014	18	18	18
2015	20	20	20
2016	20	20	20
2017	20	20	20
2018	20	20	20
2019	13	13	13

Number of administrative departments, upon review and update of their Continuity of Operations Plans, expected to confirm that all their employees can demonstrate competencies appropriate to their roles specified in their Plans.



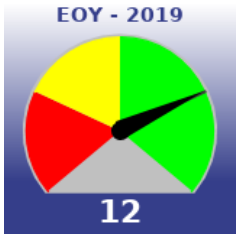
Performance Narrative:

Demand • Number • Annually YTD: 13 EOY: 13

Low Alarm	Low Warn	Target	High Warn	High Alarm
9	11	13		

Year	EOY	YTD	EOY*
2019	13	13	13

Number of EOC trainings expected to be provided.



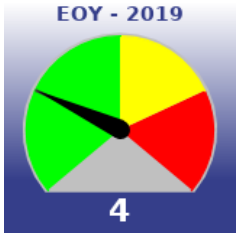
Performance Narrative:

Demand • Number • Annually YTD: 12 EOY: 12

Low Alarm	Low Warn	Target	High Warn	High Alarm
8	10	12		

Year	EOY	YTD	EOY*
2014	24	24	24
2015	24	24	24
2016	24	24	24
2017	24	24	24
2018	12	12	12
2019	12	12	12

Number of communication sites expected to be managed.



Performance Narrative:

Demand • Number • Annually YTD: 4 EOY: 4

Low Alarm	Low Warn	Target	High Warn	High Alarm
		4	5	6

Year	EOY	YTD	EOY*
2019	4	4	4

Number of planning, training and exercise facilitations expected to be requested.

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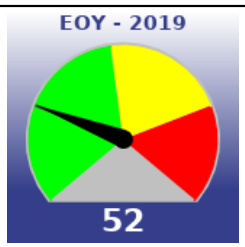

Performance Narrative:

Demand • Number • Annually YTD: 52 EOY: 52

Low Alarm	Low Warn	Target	High Warn	High Alarm
		52	60	70

Year	EOY	YTD	EOY*
2014	30	30	30
2015	30	30	30
2016	30	30	30
2017	30	30	30
2018	30	30	30
2019	52	52	52

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Performance Report: Response and Recovery

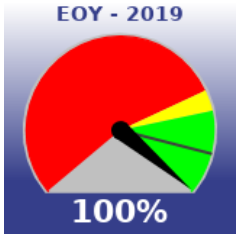
BOCC Update - Emergency Management; Response and Recovery

Purpose Statement	The purpose of the Response and Recovery Activity is to provide situational awareness, coordination, resource support, resource mobilization, and emergent informational support services to first responders, County departments, and the public so that they can successfully respond to and recover from emergency incidents. PERFORMANCE NARRATIVE: Emergency Management continues to provide exceptional customer service to the first responders and citizens of Gunnison County by consistently having at minimum 1 emergency manager on call 24/7 and available to respond when the EOC needs to be activated and send a CodeRED quickly, when requested. EOC Activation and alert & warning is only a small fraction of what Emergency Management does for first responders and the community.

Performance Measures

Result :

Percentage of public warning messages that are sent within 8 minutes of receiving the request.



Performance Narrative: Once a CodeRED is requested from Incident Command, we continue to get the message sent within 8 minutes of the request.

Result • Percent • Quarterly YTD: 100% EOY: 100%

Low Alarm	Low Warn	Target	High Warn	High Alarm
75%	80%	90%		

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2013		100%			100%	100%
2014	100%	100%		100%	100%	100%
2015		66.7%		100%	83.3%	83.3%
2016	100%	100%	100%		100%	100%
2017	100%	100%	100%	100%	100%	100%
2018		100%	83.3%	100%	88.9%	88.9%
2019	100%	100%	100%		100%	100%

Percentage of EOC-function requests that prompt action within 10 minutes of the request.

Performance Narrative: Emergency Management is very aware of current events in the valley. By monitoring the radio and having good situational awareness, we are able to anticipate activation of the EOC and lean forward to help assist our partners.

Result • Percent • Quarterly YTD: 100% EOY: 100%

Low Alarm	Low Warn	Target	High Warn	High Alarm
75%	85%	95%		

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2013	100%	100%	100%	100%	100%	100%
2014		100%	100%	100%	100%	100%
2015		100%		100%	100%	100%
2016	100%	100%	100%		100%	100%
2017	100%	100%	100%	100%	100%	100%
2018		100%	100%		100%	100%
2019	100%	100%	100%		100%	100%

Output :

Number of EOC real-event activations provided.

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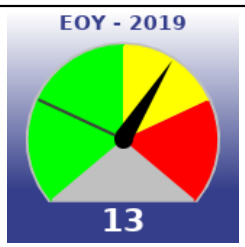


Performance Narrative: We anticipate having an activation every other month (6). Real-life events cannot be predicted and we have activated the EOC nine times already in 2019 to assist our partners during real-life events.

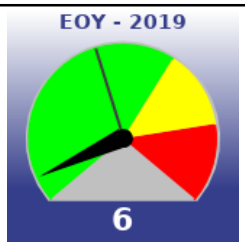
Output • Number • Quarterly YTD: 9 EOY: 13

Low Alarm	Low Warn	Target	High Warn	High Alarm
		10	12	14

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2011	0	0	3	2	5	5
2012	3	6	4	3	16	16
2013	2	5	3	3	13	13
2014	0	2	4	2	8	8
2015	0	4	0	4	8	8
2016	3	5	2	0	10	10
2017	5	6	2	2	15	15
2018	0	1	6	3	10	10
2019	2	4	3		9	13

Demand :

Number of EOC real-event activations expected to be required.



Performance Narrative:

Demand • Number • Annually YTD: 6 EOY: 6

Low Alarm	Low Warn	Target	High Warn	High Alarm
		10	12	14

Year	EOY	YTD	EOY*
2011	6	6	6
2012	6	6	6
2013	6	6	6
2014	6	6	6
2015	6	6	6
2016	6	6	6
2017	6	6	6
2018	6	6	6
2019	6	6	6

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