



# Chemical Stockpile Emergency Preparedness Program

Fiscal Year 2023 Report to Congress  
March 2024



FEMA

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## Foreword

I am pleased to present the Chemical Stockpile Emergency Preparedness Program (CSEPP) Fiscal Year (FY) 2023 Report to Congress, prepared by the Federal Emergency Management Agency (FEMA). This report is submitted to Congress in response to requirements set forth in 50 United States Code (U.S.C.) § 1521(e)(2)(C), which directs that the Administrator shall transmit a report to Congress annually on activities regarding the program to assist state, tribal nations, and local governments in developing capabilities to prepare for and respond to incidents and accidents and other emergencies resulting from, among other things, the storage or destruction of the military's lethal chemical agents and munitions.



As our CSEPP partners in Colorado and Kentucky move past the COVID-19 pandemic response, they continue to be fully engaged in chemical preparedness activities. FEMA personnel worked closely with our partners to ensure chemical preparedness activities were conducted while also addressing challenges of the COVID-19 pandemic response and continuing to move forward with the important planning to close out the program when the U.S. Army stockpile of chemical agents is destroyed. The end of chemical preparedness was marked by completion of all chemical agents and weapon destruction in Colorado on June 22, 2023. The State of Colorado completed closeout February 13, 2024. Chemical preparedness will continue in Kentucky until all secondary contaminated agent waste is destroyed.

This report includes a site-by-site description of actions taken to assist state and local governments (either directly or through FEMA) in carrying out functions relating to emergency preparedness, emergency response, and enhancement of community resilience in Colorado and Kentucky.

Pursuant to congressional requirements, this report is provided to the following Members of Congress:

The Honorable Jack Reed  
Chairman, Senate Committee on Armed Services

The Honorable Roger Wicker  
Ranking Member, Senate Committee on Armed Services

The Honorable Mike Rogers  
Chairman, House Committee on Armed Services

The Honorable Adam Smith  
Ranking Member, House Committee on Armed Services

The Honorable Jon Tester  
Chairman, Senate Appropriations Subcommittee on Defense

The Honorable Susan Collins  
Ranking Member, Senate Appropriations Subcommittee on Defense

The Honorable Ken Calvert  
Chairman, House Appropriations Subcommittee on Defense

The Honorable Betty McCollum  
Ranking Member, House Appropriations Subcommittee on Defense

Please direct report inquiries to the FEMA Office of External Affairs, Congressional Affairs Division, at (202) 646-4500.

Sincerely,

A handwritten signature in cursive script that reads "Deanne Criswell".

Deanne Criswell  
Administrator  
Federal Emergency Management Agency

## Executive Summary

The Chemical Stockpile Emergency Preparedness Program (CSEPP) is a whole community partnership that unites the State of Colorado and the Commonwealth of Kentucky, impacted communities and local governments, volunteer organizations, and the private sector with the Federal Emergency Management Agency (FEMA), the U.S. Army, and multiple federal departments and agencies. The CSEPP mission is to “enhance existing installation, local, state, tribal, and federal capabilities to protect the health and safety of the public, workforce, and environment from the effects of a chemical accident or incident involving the U.S. Army chemical stockpile.” This effort aligns with FEMA’s strategic goal of building a culture of preparedness in the community. In Fiscal Year (FY) 2023, CSEPP continued to fulfill that mission.

Chemical agent destruction operations concluded at the Pueblo Chemical Depot (PCD) in Colorado and continue at the Blue Grass Army Depot (BGAD) in Kentucky. As chemical agent destruction milestones are achieved, FEMA will work to fulfill its preparedness mission in CSEPP communities until the remaining stockpile is destroyed at BGAD in Kentucky. The State of Colorado completed its program closeout on February 13, 2024.

CSEPP’s investments in community-centric preparedness were not limited to preventing chemical stockpile accidents. The program benefits the whole community and builds capabilities to protect the public from other hazards as well. Thanks, in part, to Congressional support of this program and through the program’s holistic approach to emergency preparedness, these communities are better prepared to respond in an integrated and coordinated manner. Several CSEPP communities faced severe weather and other emergencies and they responded with interoperable mobile radio systems. Emergency warning alerts were sent using the Integrated Public Alert and Warning System (IPAWS) to ensure the public was notified. Facilities and equipment provided by the program were used for the pandemic and other disaster responses while emergency personnel maintained the CSEPP preparedness mission.

CSEPP successfully closed out the program in communities surrounding six of the original eight chemical stockpile locations in the United States. This year, remaining CSEPP communities met preparedness goals through collaborative program management, including integrated process teams (IPTs) that brought partners together to identify program needs, develop alternatives, and implement solutions. The Colorado CSEPP community ended its preparedness mission with the full completion of munition destruction on June 22, 2023, and entered a program closeout phase designed to retain the maximum possible community resilience benefit as CSEPP ends. The remaining CSEPP community in Kentucky continued its preparedness mission through 2023. Specific CSEPP activities in Colorado and Kentucky during FY 2023 included the following:

- Promoted and fostered a culture of preparedness in each CSEPP community.
- Improved CSEPP mission readiness by using emergency management capabilities during disasters such as flooding, severe storms, and wildfires. After-action reports (AARs) for these

events enhanced CSEPP readiness by identifying best practices and emergency response improvements.

- Maintained and enhanced interoperable emergency communications systems, including planning for the critical replacement of equipment that is nearing the end of its useful life.
- Promoted improved inclusive preparedness in CSEPP communities.
- Conducted two emergency exercises (jointly managed by the U.S. Army and FEMA) and produced AARs with corrective action plans.
- Educated at-risk residents on emergency protective actions and trained emergency management and response personnel.
- Used IPAWS in CSEPP communities for non-CSEPP emergencies and tested their capabilities during CSEPP drills and exercises.
- Improved community resilience by identifying and improving the core capabilities necessary to prepare for, respond to, and recover from a chemical accident.

These activities exemplify FEMA’s mission “to help people before, during, and after disasters.”

Details on these and other activities for the fiscal year are contained in Appendix A for Colorado and Appendix B for Kentucky.

This report includes a status overview of the program, a summary of significant program accomplishments at the federal level, and a description of the status and accomplishments of the remaining CSEPP community.



# Chemical Stockpile Emergency Preparedness Program Fiscal Year 2023 Report to Congress

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# I. Legislative Requirements

Pursuant to 50 United States Code (U.S.C.) § 1521(e), the Department of the Army and the Federal Emergency Management Agency (FEMA) entered into a memorandum of understanding (MOU) to support the mission of the Chemical Stockpile Emergency Preparedness Program (CSEPP). Since 1988, the U.S. Army has provided funds to FEMA to assist state, tribal, and local governments in carrying out functions related to emergency preparedness and response in communities that surround military installations storing and disposing of chemical warfare agents and munitions (offsite). The U.S. Army retained responsibility for comparable activities to protect depot personnel (onsite).

The U.S. Department of Homeland Security (DHS), through FEMA, submits the Fiscal Year (FY) 2023 Annual Report to the U.S. Congress following the requirements set forth in 50 U.S.C. § 1521(e)(2), which directs the following:

(A) In coordination with the Secretary of the Army and in accordance with agreements between the Secretary of the Army and the Administrator of FEMA, the Administrator shall carry out a program to provide assistance to State and local governments in developing capabilities to respond to emergencies involving risks to public health or safety within their jurisdictions that are identified by the Secretary as being risks resulting from:

- (i) The storage of lethal chemical agents and munitions referred to in subsection (a) at military installations in the continental United States; or
- (ii) The destruction of such agents and munitions at facilities referred to in subsection (d)(1)(B).

(B) Assistance may be provided under this paragraph for capabilities to respond to emergencies involving an installation or facility as described in subparagraph (A) until the earlier of the following:

- (i) The date of the completion of all grants and cooperative agreements (CAs) with respect to the installation or facility for purposes of this paragraph between FEMA and the State and local governments concerned.
- (ii) The date that is 180 days after the date of the completion of the destruction of lethal chemical agents and munitions at the installation or facility.

(C) Not later than December 15 of each year, the Administrator shall transmit a report to Congress on the activities carried out under this paragraph during the fiscal year preceding the fiscal year in which the report is submitted.

This report presents CSEPP accomplishments and ongoing activities to provide maximum protection for residents in the two states and 11 counties that participated in CSEPP in FY 2023. The status of stockpile destruction and related information may be found in the “Department of Defense (DOD) Chemical Demilitarization Program Semi-Annual Reports to Congress.”

## II. Background

CSEPP is a whole community partnership that unites FEMA, the U.S. Army, multiple federal departments and agencies, two state governments, 11 counties, volunteer organizations, and the private sector. Its mission is “to enhance existing local, U.S. Army installation, tribal, state and federal capabilities to protect the health and safety of the public, workforce, and environment from the effects of a chemical accident or incident involving the U.S. Army chemical stockpiles” at the Pueblo Chemical Depot (PCD) in Colorado and Blue Grass Chemical Activity (BGCA) at Blue Grass Army Depot (BGAD) in Kentucky.

CSEPP partners share a common goal: to build resilient communities and a culture of preparedness to protect citizens in the unlikely event of a chemical emergency at the nation’s two remaining chemical weapons stockpile sites. CSEPP’s vision is that of “a fully prepared team of local, installation, tribal nation, state, and federal professionals developing and executing an efficient and cost-effective emergency preparedness and response program.” This is accomplished by working with program partners to encourage personal and family preparedness through outreach to residents educating them on their roles in an emergency and by involving community organizations in emergency planning and exercises.

By law, CSEPP preparedness assistance must conclude within 180 days of the destruction of chemical stockpiles. Loss of federal funding for emergency preparedness capabilities provided through CSEPP will provide challenges to participating states and counties. Therefore, FEMA is working closely with CSEPP partners to plan for program closeout. Given progress on chemical destruction during the fiscal year, closeout planning efforts have intensified. Lifecycle cost estimates (LCCEs) were prepared; program requirements and budget planning were completed; and technical assistance was provided to program partners to assist with the closeout planning process.

CSEPP aligns itself with the National Preparedness System (NPS) to ensure consistency with national approaches to preparedness through technical assistance, training, exercising, and public outreach and education programs. The NPS is the means to build, sustain, and deliver the capabilities needed to achieve the goal of a secure and resilient nation. Guidance, programs, processes, and systems that support each component of the NPS enable a collaborative, whole community approach to national preparedness.

FEMA continually monitors the progress of funded projects and assesses community preparedness through quarterly reporting, Community Profile self-assessments, and the Threat and Hazard Identification and Risk Assessment (THIRA) process. Although the program will end with the destruction of the chemical warfare agent stockpile, CSEPP is engaged at all levels to build sustainable, enduring capabilities that continue to benefit communities long after the stockpile is eliminated.

## III. Response to the COVID Pandemic

The COVID-19 pandemic challenged CSEPP-trained personnel and CSEPP facilities during FY 2023. State and local emergency operation centers (EOCs) in Colorado and Kentucky were activated at levels that correlated with case rates. CSEPP communities continued to maintain preparedness for a chemical accident while working to support pandemic response.

Health and safety of emergency personnel are paramount for CSEPP partners, and precautions were taken to minimize the possible spread of the virus. FEMA personnel continued to follow telework procedures; however, staffs of many state and local partners returned to their offices. Face-to-face meetings occurred as normal, while a virtual option was always offered to accommodate individuals who could not attend in-person events. FEMA's Health and Safety Plan continued to emphasize individual responsibility for following recommended protective actions to help prevent the spread of COVID-19.

Technology provided through CSEPP continues to enable emergency management personnel to work remotely, as needed, and maintain their preparedness mission. In many cases, technology and remote working procedures used validated and enhanced continuity of operations plans formulated prior to the pandemic that are now common practice for the workforce.

The CSEPP annual exercises in both Colorado and Kentucky were conducted in person; however, virtual report writing was encouraged for the Pueblo exercise and virtual report writing occurred for the Blue Grass exercise. FEMA CSEPP staff used a combination of in-person and virtual meetings and collaboration tools to assist with planning and execution of the exercises.

Lessons learned from pandemic response help CSEPP communities sustain emergency preparedness and response capabilities after the CSEPP program is closed out. FEMA continues to assist program partners in applying lessons learned from the pandemic to protective actions that may be needed during a chemical accident.

Details on how the pandemic affected CSEPP-related preparedness activities are described in Appendix A for Colorado and Appendix B for Kentucky.

## IV. Program History

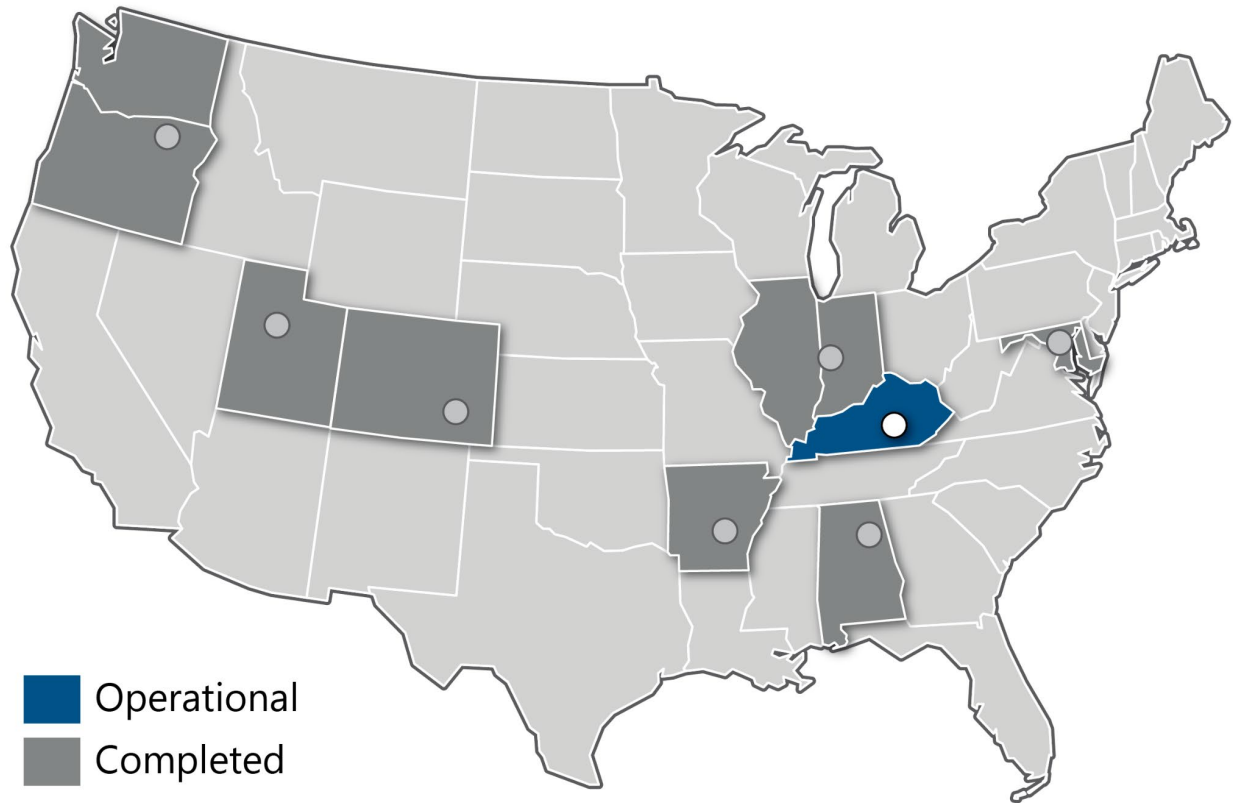
CSEPP is a partnership between the U.S. Army and FEMA that began with a Memorandum of Understanding (MOU) in August 1988. Under this agreement, the U.S. Army Chemical Materials Activity (CMA) provides onsite protection and funding to FEMA to assist state, tribal, and local governments in carrying out emergency management functions offsite. This enhances the ability of civilian communities neighboring CSEPP sites to respond to potential chemical warfare agent emergencies. The MOU also established a framework for collaborating with potentially affected state, tribal, and local governments to provide for public health and safety, identify roles and responsibilities, and establish joint program efforts in planning, training, exercising, and exchanging information. As the program matured, the MOU was reaffirmed and revised. A 1997 revision (reaffirmed in 2004) gave FEMA responsibility and accountability for all aspects of emergency preparedness for the surrounding communities. The U.S. Army maintains responsibility for emergency preparedness measures onsite at facilities.

CSEPP also operates under a strategic plan, updated in 2019, which reflects a coordinated effort between the U.S. Army CMA and FEMA's Technological Hazards Division to develop and implement a customer-centered planning process. The strategic plan communicates the CSEPP vision and end state by accomplishing two strategic goals: 1) maintain and sustain CSEPP-enhanced preparedness and 2) ensure successful CSEPP closeout. The program achieves these goals through required actions and performance indicators in 12 benchmark capabilities (which provide the structure for this report). The CSEPP strategic plan aligns with the three strategic goals of the 2018–2023 FEMA Strategic Plan and links the program to five mission areas and 32 core capabilities of the National Preparedness Goal. These are reviewed in detail in Results.

Figure 1 shows chemical weapons stockpile locations that remain operational and those where the U.S. Army completed stockpile destruction.

Originally, CSEPP comprised 10 states, 40 counties, and the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) in Oregon. Alabama, Arkansas, Illinois, Indiana, Maryland, Oregon, Utah, Washington, and the CTUIR completed their CSEPP mission and were closed out of the program. In FY 2023, CSEPP focused on remaining stockpiles at the PCD in Colorado and the BGCA at BGAD in Kentucky. Appendix A details CSEPP activities in Colorado and Appendix B: details activities in Kentucky.

In FY 2023, one county in Colorado and 10 in Kentucky participated in CSEPP. Three of these counties are in Immediate Response Zones (IRZs), generally within 6 miles of where chemical warfare agents are stored. Six counties are in Protective Action Zones (PAZs), which are outside the IRZs but within 6 to 31 miles of stockpile locations. The remaining two counties, which are not at direct risk from a chemical stockpile accident, serve as host counties. They would provide decontamination and medical treatment, mass care, host facilities, and mutual aid support to at-risk jurisdictions. Appendix C lists the active program partners.



**Figure 1: Current and Previous Chemical Stockpile Locations**

## Collaboration

Working in a collaborative environment with its partners, CSEPP is responsible for the following tasks:

- Assisting states and counties in identifying program needs and developing budget goals and objectives.
- Providing technical assistance to partners to assist with program closeout planning.
- Supporting CSEPP states in developing response plans.
- Developing, delivering, and evaluating training.
- Developing and sustaining programs for evaluating offsite readiness, including a robust exercise program jointly managed by FEMA and the U.S. Army.
- Overseeing CSEPP funds that are used for community preparedness.
- Preparing and assisting sites with closeout.

CSEPP maintained involvement in the DHS's Chemical Coordination Group, a partnership focused on enhancing coordination and unity of effort of chemical defense functions and activities across DHS support and operational components. CSEPP contributed to the establishment and strengthening of the Chemical Coordination Group, as the interdisciplinary team established draft documents outlining departmental capabilities and program information. CSEPP made additional contributions to ensure expertise, best practices, and critical relationships with subject matter experts across the chemical threat and hazard spectrum.

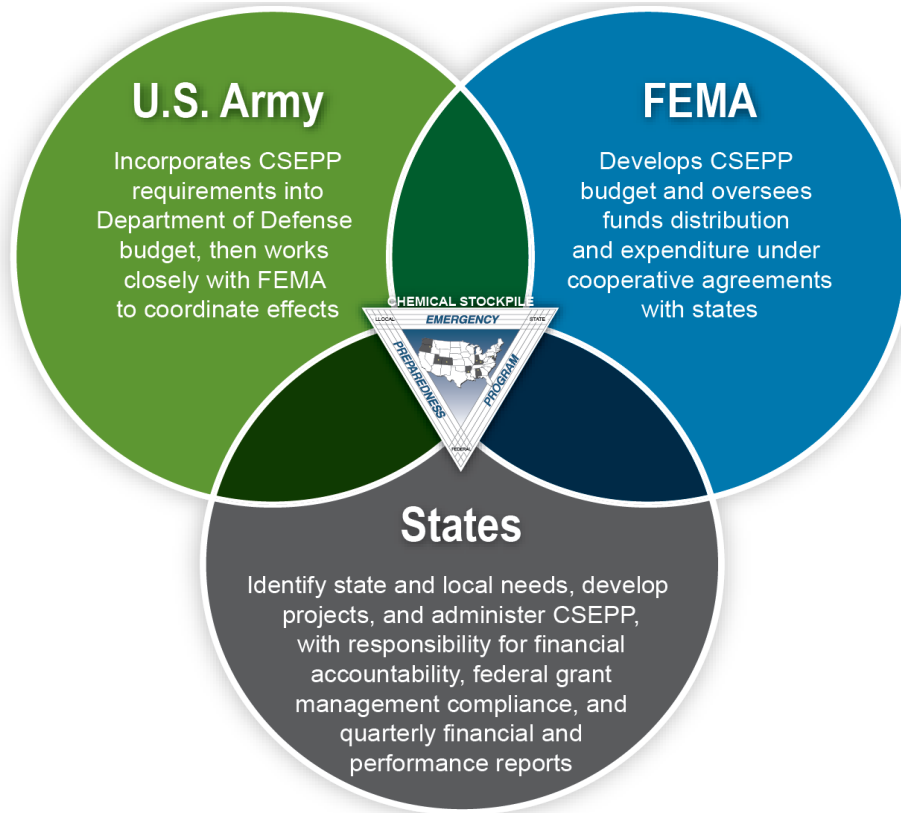
In addition to external partnerships, CSEPP expanded collaboration within FEMA with the National Integration Center, the National Preparedness Assessment Division, and the National Exercise Division to ensure expertise, lessons learned, and best practices from CSEPP were incorporated into national guidance, national assessment, and documentation of preparedness across planning, organizing, equipping, training, and exercising environments.

CSEPP also participated in classes offered by the Center for Homeland Defense and Security Radiological Emergency Preparedness Executive Education Program. The program is designed for local, state, federal, tribal, territorial, and industry leaders responsible for offsite, fixed nuclear facility emergency preparedness, response, and recovery. It accommodates busy schedules of participating executives and does not require the workload of traditional graduate-level education programs. The program allowed CSEPP staff to network and share information and best practices. CSEPP maintains membership in both the DHS Exercise and Evaluation Program and the Exercise Implementation Committee to exchange ideas and share lessons learned from its community and interagency experience.

## Funding Administration

FEMA engages with state and local partners throughout the planning, programming, budgeting, and execution cycle, including helping to assess program needs, developing and validating budgets, administering program funds, and closing out a site once the chemical destruction mission is completed.

FEMA and the U.S. Army cooperate closely and coordinate their efforts. Together, they manage the program and maintain performance through regular joint meetings, common budgeting, cost accounting, performance management systems, and aggressive program integration efforts (see Figure 2). FEMA validates preparedness requirements of surrounding communities and develops a budget in coordination with state and local governments. Budget requests are then incorporated into DOD's budget submissions to Congress. The U.S. Army transfers appropriated funds to FEMA, which has full authority and responsibility for their distribution and expenditure. FEMA awards funding to states under CSEPP CAs that include annual work plans negotiated between each state and its applicable FEMA regional office—Region 4 for Kentucky and Region 8 for Colorado.



**Figure 2: CSEPP Program Integration**

As recipients, participating states administer CSEPP CA funds. Each state identifies its needs, develops proposed projects to meet them, requests funds from FEMA and disburses these funds to state offices and local governments involved in proposed projects. States are responsible for financial accountability in compliance with federal grant management rules. They also provide associated financial and performance reports on a frequency that addresses capability improvement and purpose intended through program funds. Local governments are subrecipients of these funds. This paradigm reflects FEMA's enterprise-level approach to emergency management, which focuses on supporting state, local, tribal, and territorial partners.

From CSEPP's inception in 1988 through the end of FY 2023, FEMA allocated approximately \$1.520 billion to states and the CTUIR under annual CAs or through FEMA-managed contracts. Allocation of resources is tracked according to the CSEPP organizations (including the U.S. Army and FEMA) that spend the funds rather than the jurisdiction that benefits from the service. Therefore, the amounts of funds spent at the state level do not include federal expenditures on contract support to communities (such as for engineering and training services). They also do not necessarily reflect a complete set of benefits that communities received through CSEPP.

CSEPP is a statutorily directed and nondiscretionary program, meaning FEMA does not have discretion to complete the program itself. Instead, CSEPP supports Colorado and Kentucky communities surrounding the U.S. Army's remaining stockpiles of chemical warfare agents. Annual

CAs fund critical ongoing preparedness projects in both states to enhance or maintain associated core capabilities. FEMA Regions 4 and 8 award and manage CAs for Kentucky and Colorado, respectively.

CSEPP continued its preparedness mission by awarding funds through a CA to its recipients in Colorado and Kentucky. In FY 2020, CSEPP implemented an improvement process by initiating a Continuation Notice of Funding Opportunity (NOFO) for CSEPP. The initial Continuation NOFO followed established guidance from the Office of the Chief Financial Officer, Division of Financial Assistance Policy and Oversight, through Grant Alert 19-06 (NOFO Continuation Programs) memorandum, dated February 25, 2019, and according to 2 CFR Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards). This type of NOFO allows programs greater flexibility and better timeliness to award funding to recipients to prepare for closeout. This NOFO is the baseline for Continuation NOFO submissions for the remainder of the program.

In FY 2023, CSEPP used the DHS Financial Assistance Policy and Oversight memorandum and template to develop the fourth Continuation NOFO, updating relevant information to the current year, such as 2 CFR guidance updates, period-of-performance updates, and updated terms and conditions. Total funding amounts in Table 1 represent combined totals for direct award funds and funding for contracts managed by FEMA Headquarters on behalf of CSEPP states and the CTUIR. Direct award funds are amounts sent directly to states and the CTUIR through FEMA CAs and one Army CA sent directly to the CTUIR in FY 2002. FEMA-managed contracts include contracts managed by FEMA on behalf of states or amounts FEMA awarded to the U.S. Army Corps of Engineers for collective protection projects in communities. These funds represent a combination of actual expenditures and remaining funds to expend.

**Table 1: CSEPP Off-Post Funds, FY 2023 and Prior Years**

State/Tribe	FY 2023	FY 1989–2022
Alabama	\$0	\$399,331,706
Arkansas	\$0	\$117,540,263
Colorado	\$0	\$134,702,061
Illinois	\$0	\$12,013,873
Indiana	\$0	\$56,215,923
Kentucky	\$15,483,386	\$383,272,584
Maryland	\$0	\$31,220,631
Oregon	\$0	\$161,203,624
Utah	\$0	\$123,761,112



State/Tribe	FY 2023	FY 1989–2022
Washington	\$0	\$77,141,706
Confederated Tribes of the Umatilla Indian Reservation (CTUIR)	\$0	\$6,606,173
<b>Totals</b>	<b>\$15,483,386</b>	<b>\$1,503,009,656</b>

## The CSEPP Environment

CSEPP depends on multiple programmatic, technological, collaborative, regulatory, and societal factors that partners must consider if the program is to meet its goals and operate efficiently and effectively.

### Programmatic Factors

Effective risk analysis and planning require strong and continuous commitment from states and individual communities. To present and defend their annually updated LCCs, the agencies developing CSEPP budgets must ensure funding requirements are valid and must maintain fully operational CSEPP efforts through the end of destruction operations at each stockpile site. As program closeout nears, FEMA is working closely with program partners to ensure budgets are executed in a timely manner. This is critical, since the CSEPP preparedness funding to a community ends 180 days after the final chemical stockpile agent is destroyed. Delays and extensions of the stockpile destruction mission would necessitate continued CSEPP operations and will increase program costs beyond projections.

### Technological Factors

The program must evaluate, update, and maintain emergency preparedness and response capabilities to achieve full operational readiness through the end of destruction operations. Continued research and ongoing development of new technologies in interoperable public safety communications systems, public alert and notification systems—including IPAWS—and emergency management automation systems continue to produce new and expanded requirements for technology. FEMA continues to work with its CSEPP partners to weigh overall cost and benefits of replacing current technologies to ensure prudent stewardship of taxpayer funds. FEMA engineering staff and contract support personnel work with partners to identify sustainability of technologies for use after the CSEPP program ends. This effort was enhanced during the closeout planning process.

CSEPP conducts cost-benefit analyses for upgrades, replacements, and maintenance to ensure operational readiness, including providing engineering support to evaluate replacement of interoperable communications systems and potential adoption of regional approaches for providing communications infrastructure.

## Collaborative Factors

Numerous federal agencies (both inside and outside DHS) and nongovernmental organizations support the partnership between FEMA and the U.S. Army. This ongoing effort provides two immediate benefits: technical assistance in response to specific programmatic challenges and technical support for specific local response and recovery capabilities.

In addition, as relevant national doctrine is issued or revised, CSEPP works with its state, county, and local partners to implement such policies in alignment with their partners' overall emergency management approaches. Previously, this included the NPS and the federal core capabilities, the 2017 revisions to the National Incident Management System doctrine, and the Oil/Chemical Incident Annex for the "Response and Recovery Federal Interagency Operational Plan." In 2020, community lifelines were fully incorporated into community planning and response efforts, which continue to aid in incident stabilization.

In Kentucky, CSEPP continued to foster relationships with organizations that helped the program build community resilience. CSEPP coordinated with the Kentucky Department of Public Health (KDPH) to assess and maintain hospital capabilities. As a member of the community integrated process team (IPT), KDPH contributed to preparedness efforts related to exercise planning, sheltering, and addressing community access and functional needs (AFN). Conversely, KDPH's role as chair of the Health Care Coalition led to integration of CSEPP practices in other aspects of community emergency management. This relationship led to an increased understanding of and collaboration with whole community partners.

In Colorado, the Pueblo Department of Public Health and Environment, a CSEPP partner, participated in the South Region Healthcare Coalition, the local emergency planning committee, the Southern Colorado Regional Trauma Advisory Council, the Emergency Medical Services Council, and Sheltering and Animal Services. This community involvement led to better integration and inclusion of CSEPP practices at the local level and allowed first responders and planners to enhance CSEPP training and awareness.

## Regulatory Factors

The uniform federal grant rules published by the Office of Management and Budget, 2 CFR Part 200,<sup>1</sup> defines regulatory structure under which CSEPP awards and manages CA funds. The respective grant management roles of federal and state CSEPP officials are a critical component of the partnership among FEMA, Kentucky Emergency Management (KYEM), and the Colorado Division of Homeland Security and Emergency Management. Each state continues to strengthen its oversight authority as a "pass-through entity" for these federal funds. The states' commitment to sustaining quality grant management practices is evidenced by their training programs at the recipient and sub-recipient levels.

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<sup>1</sup> <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200>

## Societal Factors

It is important to engage the whole community to prepare for, respond to, recover from, and mitigate disasters. The whole community concept is a means by which citizens, emergency management practitioners, organizational and community leaders, tribal officials, and government officials can collectively understand and assess the needs of their communities and determine the best ways to organize and strengthen their assets, capacities, and interests. Doing so builds a more effective path to societal security and resilience.

Throughout its history, CSEPP has endeavored to be inclusive of the whole community and to support the diversity of organizations and populations that the program serves. For example, as part of the program's efforts to address and involve individuals with limited English proficiency (LEP), requirements under Title VI of the Civil Rights Act of 1964<sup>2</sup> are specifically reflected in CSEPP's functional guidance on community planning and public affairs. The Colorado and Kentucky CSEPP communities include LEP populations, most notably Spanish-language speakers. U.S. Census data and information contained in emergency planning studies estimate the LEP community in the Pueblo CSEPP Emergency Planning Zone (EPZ) comprises 235 individuals (2.6% of the nighttime population) and the LEP community in the Blue Grass CSEPP EPZ comprises 1,251 individuals (0.9% of the nighttime population). The CSEPP program provides technical assistance, grant funds, and training to support the LEP community. Specific examples are given throughout this report.

CSEPP also addresses efforts to accommodate people with disabilities and other access and functional needs, in accordance with Section 504 of the Rehabilitation Act of 1973.<sup>3</sup> This includes working with facilities that host such populations (e.g., schools, preschools, daycare centers, nursing homes, and hospitals) and providing for individuals with access and functional needs who are living independently. CSEPP Program Guidance provides detailed guidance for assuring preparedness of these individuals.

CSEPP uses IPTs to provide common solutions and consistency of approaches across CSEPP communities and to produce products and tools of immediate value not only to CSEPP partners but also to the broader emergency preparedness field.

IPTs that include Colorado and Kentucky CSEPP partners provide input to develop programmatic policy. These groups forward recommendations to FEMA and U.S. Army CSEPP program management for consideration. IPTs developed specific guidance documents that were approved by program leaders. Since work groups of stakeholders developed documents, concurrence was achieved long before guidance was approved and officially implemented. The Pueblo and Blue Grass CSEPP communities each have their own IPT.

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<sup>2</sup> <https://www.dol.gov/agencies/oasam/regulatory/statutes/title-vi-civil-rights-act-of-1964>

<sup>3</sup> <https://www.dol.gov/agencies/oasam/centers-offices/civil-rights-center/statutes/section-504-rehabilitation-act-of-1973>

**Table 2: Current CSEPP Work Groups**

Functional Work Groups	Community Work Groups	
<ul style="list-style-type: none"> <li>▪ Automation Integrated Process Team</li> <li>▪ Exercise/Medical Work Group</li> <li>▪ Public Affairs Integrated Process Team (PA IPT)</li> <li>▪ Integrated Public Alert and Warning System Work Group</li> </ul>	<p><b>Pueblo Community</b></p> <ul style="list-style-type: none"> <li>▪ Exercise Planning Team</li> <li>▪ Public Affairs Work Group</li> <li>▪ Closeout Planning Work Group</li> <li>▪ CR/CL/AFN Advisory Group</li> </ul>	<p><b>Blue Grass Community</b></p> <ul style="list-style-type: none"> <li>▪ Public Affairs Work Group</li> <li>▪ Exercise Planning Team</li> <li>▪ Sheltering Work Group</li> <li>▪ Closeout Planning Work Group</li> </ul>

## V. Results

### CSEPP Management System

CSEPP’s whole community approach brings together onsite and offsite preparedness and thus encompasses a range of core capabilities necessary to prevent, protect against, mitigate against, respond to, and recover from an accident occurring at a U.S. chemical weapons stockpile site. CSEPP provides resources to establish preparedness and response infrastructure that enables state and local emergency managers to warn the public quickly, manage the response, and communicate with emergency responders and other members of the whole community. FEMA also maintains effective program management at its headquarters (HQ) and its regional offices to ensure consistent capabilities in all CSEPP jurisdictions.

FEMA has a fiduciary responsibility to carefully evaluate and validate requests from states and counties to deliver the necessary resources to local communities facing the most significant potential threats. This is conducted through an open and continuous system of planning, programming, budgeting, and execution that is described in previous sections and is rooted in DOD acquisition policy. As an example, FEMA strives to ensure cost efficiency in procurement and interoperability among major systems that benefit multiple jurisdictions, which, in many cases, means state-level procurement of alert and notification, communications, and automation systems.

Since CSEPP funding will end after DOD successfully completes its disposal mission, CSEPP communities must plan for long-term sustainability of equipment and processes used during the program. FEMA assisted the CSEPP communities with program management initiatives that involve sustainability planning for systems, equipment, and capabilities. The Colorado and Kentucky CSEPP communities are now focused on measures to determine future disposition of systems or to develop planning measures to sustain operational functionality of those systems and equipment after CSEPP ends. The “CSEPP Fiscal Years 2019–2024 Strategic Plan” includes two strategic goals: “preparedness until completion of demilitarization” and “closeout of the program.” The second goal provides the prioritization and direction for programmatic closeout. Community and program closeout are regular topics for program management and community meetings and are reported using a framework that addresses people, property and equipment, plans and procedures, funding, automation, communications, and warning systems.

### Risk Reduction

Although chemical destruction has met treaty requirements for PCD in Colorado and BGAD in Kentucky, CMA continues to safely secure, monitor, and store contaminated secondary waste. To support risk reduction in communities near stockpiles, the CMA on-post mission continued to maintain emergency preparedness and readiness, demonstrating this capability during the joint annual CSEPP exercises with the Pueblo community on May 3, 2023, and with the Blue Grass community on September 20, 2023. CSEPP will continue to support sustainment and maintain state-

of-the-art response capabilities for both the depots and the surrounding communities until the chemical weapons stockpiles are eliminated.

## CSEPP Benchmarks

The CSEPP Strategic Plan for FY 2019–2024 and accompanying program guidance describes 12 performance benchmarks “used by federal, state, and local government organizations to identify the CSEPP capabilities being funded ... [and to report] the status of CSEPP to Congress in required annual reports.” Under the CSEPP CA, states must report expenditures and performance on a quarterly basis using these benchmarks. These benchmarks apply across the program and are reflected in CSEPP’s strategic plan, guidance, LCCEs, annual budgets, and employee work plans.

These program benchmarks are integrated with the National Preparedness Goal’s 32 core capabilities and support the three strategic goals of the FEMA strategic plan to create a culture of preparedness, ready the nation for catastrophic disasters, and reduce the complexity of FEMA. The benchmarks further contribute to accomplishing FEMA’s mission of “helping people before, during, and after disasters.”

Alignment of program benchmarks to national and FEMA plans and policy—and specific program activities that support these benchmarks—ensures consistency of effort between CSEPP and other DHS/FEMA preparedness programs (see Figure 3). As part of its efforts in Colorado and Kentucky, CSEPP enhanced the planning, organization, equipment, training, and exercises in many of these areas.

CSEPP also works to support its partners at the state and local levels, as they integrate use of core capabilities into their preparedness systems. Based on discussions with Colorado and Kentucky, efforts are underway to smooth transition of exercise and grant management activities away from CSEPP preparedness funding at the end of the program.

Communities assess themselves by benchmarks as measured against performance indicators defined in the CSEPP strategic plan. These assessments inform analysis and assessment conducted at the state level and become part of the THIRA process and the annual Stakeholder Preparedness Review.

CSEPP’s 12 benchmarks, the performance indicators for each benchmark, and a summary of how the benchmarks were achieved during the fiscal year are discussed in the following sections.



**Figure 3: Alignment of CSEPP Benchmarks to Core Capabilities**

**Benchmark 01:** Administrative support for each CSEPP installation, state, and county necessary to support their CSEPP preparedness activities.

**Performance Indicators:** The ability of onsite and offsite communities to meet and sustain full compliance with this benchmark’s standards, as measured by the Community Profile process. Timely programming and budgeting actions and the release of annual funding to the recipients, addressing all validated requirements.

**FY 2023 Performance Outcomes:** Kentucky CA recipients participated in budget discussions, which were extremely successful in monitoring the programmatic and financial requirements necessary for FEMA to validate budget requirements and award CAs. Although the Colorado community did not receive an FY 2023 award, together with the Kentucky CSEPP community, it validated the administrative benchmark through a self-assessment of year-long achievements. These achievements are documented in the Community Profile. Program closeout work groups in

both communities continued to address closeout actions for equipment and supplies, career development, and personnel transitions.

**Benchmark 02:** Functioning alert and notification systems extending across the installation and to appropriate offsite jurisdictions to communicate protective actions and other critical response information to the public.

**Performance Indicators:** Results of regular system testing and the frequency and duration of service interruptions. The ability of each state and installation to meet and sustain full compliance with this benchmark's standards, as measured by the Community Profile process. Performance at the annual CSEPP and quarterly Chemical Accident or Incident Response and Assistance (CIMRA) exercises and in real-world emergency situations.

**FY 2023 Performance Outcomes:** FEMA CSEPP engineering teams validated alert and notification system requirements and provided onsite observation of system renovation and upgrades to ensure design specifications were met by contractors and vendors. Both Colorado and Kentucky Community IPTs affirmed benchmark compliance in the Community Profile. Colorado completed its siren replacement project, while the Kentucky community is still upgrading and replacing the siren systems and mobile signboards. Both communities are upgrading weather radios that alert the community of a chemical emergency or any other events that may affect the community. Both communities tracked specific outcomes during the year, including ongoing IPAWS testing with the Joint Interoperability Test Command and successful transmission of actual emergency alerts in Madison County, KY, and Pueblo County, CO, using IPAWS messages. Both communities continued to maintain operability and maintenance records, regularly tested their systems, and began preparations for program closeout.

**Benchmark 03:** Functioning automation system for the rapid exchange of chemical hazard modeling and protective action analysis between the CSEPP installation, the state, and counties.

**Performance Indicators:** Results of regular system testing and the frequency and duration of service interruptions. The ability of each state and installation to meet and sustain full compliance with this benchmark's standards, as measured by the Community Profile process. Performance at the annual CSEPP exercise and, as applicable, quarterly CIMRA exercises and real-world emergency situations.

**FY 2023 Performance Outcomes:** CSEPP partner emergency management agencies and U.S. Army response centers at each depot used WebPuff®, a DOD-approved modeling system, to provide rapid assessments of a potential chemical stockpile accident and simultaneously provide a protective action recommendation to help protect on-post personnel and off-post residents. U.S. Army hazard analysts in each depot EOC input the accident information into the model and then share the plume projection and protective action recommendations with county emergency personnel within 4 minutes of an accident.

CSEPP systems had security and account management controls implemented to maintain their DOD Risk Management Framework cybersecurity accreditation. CSEPP partners regularly tested warning systems during drills and exercises and used those systems daily as part of routine (non-



emergency) operations. If system interruptions and problems were identified, corrective actions were taken or funding for replacements was provided.

The U.S. Army successfully transmitted daily work plans to community partners using CSEPP automation systems. Both communities affirmed compliance with automation system benchmarks in their Community Profiles and began preparations for program closeout. Details on CSEPP automation systems are discussed in the Summary of Significant Activities of this report.

**Benchmark 04:** Functioning communications links between CSEPP installations and state and county EOCs and Joint Information Centers (JICs) to support the coordinated implementation of response plans.

**Performance Indicators:** Results of regular system testing and the frequency and duration of service interruptions. The ability of each state and installation to meet and sustain full compliance with this benchmark's standards, as measured by the Community Profile process. Performance at the annual CSEPP exercise and, as applicable, quarterly CIMRA exercises and real-world emergency situations.

**FY 2023 Performance Outcomes:** During FY 2023, both CSEPP communities used communications systems for emergency and non-emergency events and continued to provide enhancements to their existing systems. For example, Pueblo County, CO, replaced its radio system and implemented technology to support responders during events both in the city and in the county. They also implemented digital enhancements to the 911 system.

Madison County, KY, continues work on creating a regional system to enhance CSEPP communities' all-hazards response capabilities.

Both communities used their CSEPP communications systems for routine (non-emergency) operations, and they noted that any problems were promptly corrected. Operability and maintenance records during routine public safety radio and dispatch operations were maintained and preparations began for program closeout.

**Benchmark 05:** Coordinated plans for response to hazards from the stockpile for each CSEPP installation, state, and county.

**Performance Indicators:** The ability of each state and installation to meet and sustain full compliance with this benchmark's standards, as measured by the Community Profile process. Performance at the annual CSEPP exercise and, as applicable, quarterly CIMRA exercises and real-world emergency situations.

**FY 2023 Performance Outcomes:** FEMA provided technical assistance to assist CSEPP partners in updating emergency plans. FEMA maintained an online planning template tool to assist with the development of emergency plans. The counties have incorporated lessons learned from the previous year. Madison County, KY, developed a new protective actions decision matrix based on the type of agent involved in a chemical accident or incident. PAZ counties then updated their incident-specific plans to align their capabilities for alerting and notifying of, responding to, and conducting decontamination operations. This provided a more precise approach to determining

community protective actions and leveraged risk assessment results for the impacted CSEPP communities during a chemical accident. FEMA evaluators reviewed coordinated plans annually during exercises, and jurisdictions tested plans during annual drills and exercises. Community Profiles affirmed coordinated plans.

**Benchmark 06:** Functioning EOCs at each CSEPP installation, state, and county to support the coordinated implementation of response plans.

**Performance Indicators:** The ability of each state and installation to meet and sustain full compliance with this benchmark's standards, as measured by the Community Profile process. Performance at the annual CSEPP exercise and, as applicable, quarterly CIMRA exercises and real-world emergency situations.

**FY 2023 Performance Outcomes:** EOC requirements were validated by FEMA-provided engineering support (both government engineers and specialty contractors), including oversight of equipment and systems installed in new or renovated EOCs to ensure that contractors and vendors met specifications.

EOCs were activated for non-CSEPP emergencies, including wildfires, severe weather, and large community events.

Jurisdictions tested EOC procedures during annual exercises and drills and affirmed EOC functionality in the Community Profile. Jurisdictions also maintained operability and maintenance records during routine operations, and preparations began for program closeout.

**Benchmark 07:** An exercise program that effectively tests integrated response capabilities and preparedness.

**Performance Indicators:** The ability of each state and installation to meet and sustain full compliance with this benchmark's standards, as measured by the Community Profile process. Annual CSEPP exercise, after-action report (AAR), and corrective action plan executed in accordance with the Program Guidebook and Exercise Implementation Guidance.

**FY 2023 Performance Outcomes:** CSEPP partners successfully completed two full-scale annual exercises and numerous CIMRA exercises in FY 2023. FEMA and the U.S. Army reviewed the exercise performance immediately following the annual exercise with participating partners. FEMA prepared and published AARs on schedule and communicated them to program partners. Jurisdictions completed corrective action plans and then used them during the next exercise planning cycle. Communities also conducted detailed improvement planning and began preparations for program closeout. For example, additional training on procedures for properly donning and doffing personal protective clothing was held after an exercise, identifying discrepancies from proper procedures.

**Benchmark 08:** A medical program to support on-post and off-post medical preparedness among first responder and receiver organizations for a chemical weapons accident or incident.

**Performance Indicators:** The ability of each state and installation to meet and sustain full compliance with this benchmark's standards, as measured by the Community Profile process.

Performance at the annual CSEPP exercise and, as applicable, quarterly CIMRA exercises and real-world emergency situations.

**FY 2023 Performance Outcomes:** Hospital and pre-hospital personnel participated in drills and exercises in which the medical treatment of simulated casualties from a potential chemical agent was demonstrated to FEMA evaluators. Hospitals and pre-hospital emergency medical services (EMS) providers maintained medical response and treatment materials and began preparations for program closeout.

FEMA continued to work closely with partner medical providers throughout the year to continue to assess the impacts of the pandemic and any related consequences related to responding to a U.S. Army chemical stockpile accident. Hospitals and pre-hospital EMS providers continued to maintain medical response and treatment capabilities and began preparations for program closeout.

**Benchmark 09:** Specialized personnel, such as a CSEPP manager, public information officer (PIO), planner, and information technology specialist, to support CSEPP activities at CSEPP installations, states, and counties.

**Performance Indicator:** The ability of each state and installation to meet and sustain compliance with this benchmark's standards, as measured by the Community Profile process. Performance reports for jurisdiction personnel (derived from annual work plans) completed and submitted within the frequency required for program monitoring.

**FY 2023 Performance Outcomes:** CSEPP partners maintained staffing plans throughout the year. FEMA reviewed personnel staffing requirements during budget discussions and continued preparations for program closeout. FEMA Region 4, KYEM, and Madison County, KY, filled several positions during the fiscal year. The CSEPP program for the State of Colorado and in Pueblo County remains fully staffed. Jurisdictions affirmed staffing requirements in their Community Profiles. FEMA HQ had one CSEPP program vacancy. Timely completion of program requirements, including budgets, LCCes, and quarterly reports, despite minor program staffing shortages, demonstrated that CSEPP partners could support program requirements.

**Benchmark 10:** Protective action strategy for each jurisdiction that is based on the threat from the stockpile, is consistent with response plans, and conforms to established CSEPP guidance.

**Performance Indicator:** The ability of each state and installation to meet and sustain full compliance with this benchmark's standards, as measured by the Community Profile process. Performance at the annual CSEPP exercise and, as applicable, quarterly CIMRA exercises and real-world emergency situations.

**FY 2023 Performance Outcomes:** CSEPP partners made structural, equipment, and functional access improvements.

CSEPP partners reviewed and updated chemical stockpile risk and made appropriate changes to protective action strategies. Colorado and Kentucky continued to engage the AFN community and include them in their preparedness and response efforts. These initiatives continue to enhance community capabilities.

Lexington–Fayette Urban County Government (LFUCG) has made strides in addressing AFN. It has created awareness checklists for emergency responders, effective communication, and community awareness. Training resources are gathered and distributed to ensure responders and emergency management are best equipped to help those with AFN. A resource guide was produced to spread awareness of local organizations and locations for food, clothing, shelter, etc. In addition, emergency preparedness information is available online in American Sign Language and 12 other languages spoken in LFUCG.

LFUCG has also created magnetic emergency preparedness flip charts, which provide easy access to information on common and high-alert emergencies. The program decided to create these in the languages most often spoken in the county. So far, they are available in English, Spanish, Swahili, and Arabic. A translation into Nepali is in progress. Residents will find a brief history of the CSEPP program nationally and in LFUCG in the flip charts. There are also charts on hazardous material emergencies, flooding, evacuation/shelters, earthquakes, fire prevention, summer weather/extreme heat, epidemic disease/bioterrorism, tornadoes/straight-line winds, winter weather/severe cold, shelter-in-place, workplace violence/terrorism, and thunderstorms/lightning, and charts titled “Be Aware – Make A Plan” and “Build A Kit – Get Involved.”

After extensive research and consideration of the community, CSEPP brochures in English and Spanish provided information for individuals with cognitive impairments (intellectual and developmental); individuals with hearing impairment (deaf and hard of hearing); non-English speakers (LEP) and people with speech disabilities; individuals with visual impairments (low to no vision); mental health impairments; and individuals with mobility impairments (orthopedic and neuromuscular).

Collective protection involves identifying facilities with more vulnerable populations (e.g., schools and nursing homes) and installing additional measures to protect their occupants. Specific collective protection measures were chosen using a risk-based approach in cooperation with the community. At the Blue Grass site, facilities have been outfitted with the necessary structural and mechanical enhancements to provide protection in case of a chemical agent event. These enhancements include measures to reduce air exchange (and thus chemical agent infiltration) and over-pressurization using chemical agent filtration systems. Facilities that have collective proactive systems are integrated with county emergency management organizations’ alert and notification systems and are exercised annually. When a protective action decision is made by a county, the facility is notified using indoor alerting systems provided by CSEPP. Facility staff then activate their emergency plans and the systems.

**Benchmark 11:** A program for coordinated emergency public information and education, including a public outreach/education program to enhance CSEPP awareness and familiarity with the protective action strategy.

**Performance Indicator:** The ability of each state and installation to meet and sustain full compliance with this benchmark’s standards, as measured by the Community Profile process. Performance at the annual CSEPP exercise and, as applicable, quarterly CIMRA exercises and real-world emergency situations. Ongoing assessments of community awareness of CSEPP, the

nature and risks associated with the chemical stockpile, how to obtain emergency information, and the potential actions to take in a chemical emergency.

**FY 2023 Performance Outcomes:** The Kentucky and Pueblo County CSEPP communities engaged in a variety of activities to educate residents on what to do in the event of a chemical accident at their depot. This included the PrepareKY website, which is a resource for residents to obtain public information in both English and Spanish, and the “Prepare Pueblo” campaign, which includes a website, use of social media, and paid advertising in theaters and on roadside billboards. The campaign reminds residents of the importance of preparedness at home, at work, and at school. Specific topics include “shelter-in-place;” “sirens, sounds, and messages;” “your weather radio;” “making and practicing an evacuation plan;” “registering phones for alerts;” and “preparing for all types of disasters.” Both communities worked to provide communication in both English and Spanish.

As agent destruction operations have progressed at the PCD and BGAD, local, national, and international news media outlets continued to run stories on chemical agent destruction in the United States. Community PIOs coordinated closely with DOD public affairs officers to ensure that consistent messages were delivered to the public.

**Benchmark 12:** Training programs, consistent with CSEPP guidance, state and local training plans (for off-post jurisdiction personnel), and U.S. Army certification requirements (for installation personnel) that maintain the proficiency of emergency services providers/responders and CSEPP staff.

**Performance Indicators:** The ability of each state and installation to meet and sustain full compliance with this benchmark’s standards, as measured by the Community Profile process. Availability and quality of training materials for installation, state, and county responders.

**FY 2023 Performance Outcomes:** Training in Kentucky’s CSEPP community included program-sponsored training and partner-provided training at the local level to ensure that emergency management personnel and first responders would be able to maintain their preparedness and response capabilities.

Various training opportunities were offered to the Pueblo CSEPP community, which included both in-person and hybrid courses. These courses included training on the newly revised uniform grant regulations, the use of social media, and exercise evaluation.

To complement the CSEPP benchmarks, the program developed a performance monitoring system that included several elements:

- FEMA leads each community IPT in updating a Community Profile, which describes each community benchmark quantitatively (e.g., number of sirens and message reader boards installed) and qualitatively (e.g., sufficiency of resources to support a capability). The profiles enable federal, state, and local partners to assess the CSEPP community’s deficiencies in preparedness, gauge activities toward reaching benchmark success, address challenges through remedial action, and track milestones toward program closeout.

- FEMA and the U.S. Army jointly direct an annual community exercise (including a review of plans and training) in accordance with the Homeland Security and Exercise and Evaluation Program (HSEEP). Within 90 days of the exercise, the exercise co-directors finalized an AAR that included observations, findings, and a corrective action plan.
- FEMA reviews the Stakeholder Preparedness Review required under the Post-Katrina Emergency Management Reform Act of 2006 to track specific improvements in core capabilities and to identify potential areas for collaboration and improvement as part of ongoing discussions with its state and local partners.
- FEMA considers the results of jurisdictional equipment maintenance and testing programs and lessons learned from all-hazards community disaster response.

The Colorado and Kentucky CSEPP communities reported their capabilities and readiness to respond throughout the year. CSEPP communities maintain chemical preparedness readiness. As the program has continued and basic capabilities have been met, community preparedness and jurisdictional resilience have increased. Through self-assessment, a community may decide to focus on a specific area toward building capability in each benchmark. For example, a community may determine that its coordinated plans need to be updated to reflect demographic changes and to address diverse population planning. This demonstrates how a community would take its own recognized opportunity and self-determine how best to meet its own needs for full compliance.

A summary of significant activities in the next section discusses each benchmark at a programmatic level.

## Future Planning

In Colorado, agent destruction is complete, and surety was reached. The Closeout Work Group, established by the Colorado IPT, addresses issues related to grants and finance, equipment and systems, and response and planning that the community may experience during the closeout process.

In Kentucky, treaty agent munition destruction operations were completed. The hazard still exists to the community due to the presence of secondary contaminant agent waste in munitions. CSEPP partners continue their preparedness mission until surety is reached. Blue Grass CSEPP personnel will continue to build partnerships that enhance preparedness for the whole community. FEMA is committed to assisting CSEPP partners in bringing federal, state, and local resources together that will benefit the community.

In FY 2023, CSEPP closeout planning continued, which looked at long-term sustainability of capabilities that affect LCCE and budgeting in the next few years. In addition to its traditional coordination role, FEMA will continue to provide technical assistance, including best practices from the six previous site closeouts, to assist with Blue Grass CSEPP closeout planning efforts.

## VI. Summary of Significant Activities

Programmatic activities in FY 2023 that supported the 12 CSEPP benchmarks are described in the following sections.

### Administration



CSEPP's breadth and complexity require a measured, cooperative, and inclusive administration of budgetary, contractual, logistical, and management systems across the federal, state, tribal, and local levels to ensure success. These administrative activities included the following:

- Monitoring and assessing program accomplishments using CSEPP's benchmarks.
- Participating in community IPT meetings to assist all stakeholders in identifying program needs and preparing budget requests.
- Providing technical assistance for program closeout planning.
- Maintaining the programmatic LCCEs for FEMA, Colorado, and Kentucky.
- Cooperatively negotiating FY 2023 work plans and closeout plans with Colorado and Kentucky that maintain and enhance emergency preparedness based upon chemical stockpile risks.
- Providing staff and contractor support to programmatic and community IPTs and work groups to address the technical challenges that arise.
- Providing programmatic oversight in accordance with the U.S. Army–FEMA MOU.

### Cost Estimation Reassessment and Revalidation

As a DOD-funded program, CSEPP maintains a comprehensive LCCE to estimate every potential cost over the life of the program. In FY 2023, in conjunction with a U.S. Army-wide Environmental and Disposal Liability (E&DL) reassessment, CSEPP conducted a comprehensive revalidation of cost estimates. FEMA, state, and local CSEPP personnel ensured that all cost estimates were valid, developed using accepted and proper methods, and accompanied by sufficient documentation to ensure audit readiness at every level of the program. This effort helped ensure CSEPP estimates for the future remained realistic and fiscally responsible. CSEPP completed its annual reassessment of cost-to-complete in April 2023, maintained its "audit ready" posture, and continued to implement best practices.

## CSEPPWebCA

CSEPPWebCA is a web-based, enterprise-wide system for managing CSEPP CAs throughout the grant lifecycle, from application through closeout. A user group comprising federal, state, and local personnel developed system requirements that are continually refined in response to field experience. CSEPP's benchmarks are integrated into grant application and reporting processes implemented in CSEPPWebCA.

CSEPPWebCA automates preparation and submission of CA applications and allows staff at FEMA HQ and regional offices to review and comment on them. After HQ staff electronically submit funding approvals to the FEMA region, regional grant staff prepare and process awarding and obligating documentation. CSEPPWebCA automates quarterly performance and financial reporting as well as requests, reviews, and approvals of post-award modifications to grants, including reallocations, performance extensions, requests for additional funds, and changes of scope. Finally, at the end of the performance period for each grant, the system is used to prepare closeout reports and make any final adjustments to bring any unliquidated balance to zero.

As noted, recipients at six sites have closed out their CSEPP awards. As part of the closeout process, grant managers used the CSEPPWebCA electronic filing cabinet to archive grant-related documents. While each FEMA region's office maintains an official grant file for each recipient, the electronic filing cabinet provides a quick and convenient means of accessing grant information. CSEPPWebCA will be maintained until all CSEPP sites are closed.

As part of the ongoing effort to modernize CSEPP's automation systems and to continue to meet stringent DHS and FEMA security requirements, WebCA was upgraded to run as a web application in the Microsoft Azure Government Cloud. WebCA and the two other applications that comprise the CSEPP Program Level Unified Management Environment (PLUME) are in the final stages of the process to receive a three-year Authority to Operate (ATO), making them some of the first FEMA systems to meet both the security and modernization goals of the agency.

## Program Management Team Meetings

Meetings of the CSEPP Program Management Team (PMT) were held in a hybrid format at each site. The PMT comprises senior FEMA, U.S. Army, state, and county CSEPP directors or coordinators who met to review program progress and discuss program initiatives and challenges. The purpose of these meetings was to coordinate and facilitate interaction and discussion on different topics and activities, with a focus on preparedness and closeout.

During the meetings, each federal, state, and local entity IPT and work group provided status reports on the elements of program closeout. The virtual meeting format contributed to the efficiency and success of the meetings by facilitating the sharing of information and identification of areas to improve outcomes through the direct coordination of group activities.

Closeout updates provided a clearer timeline and path forward. Their discussions about exercises and training laid the foundation for future discussions and decisions. Collaboration among all



partners during PMT meetings established program priorities and a path forward to achieve our goals.

Throughout the year, CSEPP held other operational meetings for each community and the IPTs and work groups, as well as budget discussions, training, and sessions with subject matter experts.

## Alert and Notification



Providing residents with timely warnings a chemical accident is a critical emergency management function. CSEPP has long supported and maintained robust emergency alert and notification systems in each CSEPP community as its primary means of meeting the congressional mandate of maximum protection for communities, chemical workers, and the environment. Alerts and notifications occur in two distinct steps: attracting the attention of the public (alerts) and providing information concerning appropriate protective actions (notifications).

CSEPP alert and notification consists of a network of outdoor and indoor alerting devices in residential dwellings and special facilities that serve populated areas of the IRZs. Outdoor alerting devices include public address-capable sirens and electronic digital roadway signs. An example of an indoor alerting device is a tone-alert radio. CSEPP also provides digital telephone, email, and text messaging as part of its emergency notification system. These systems use a combination of landline subscriber telephone information and public registration to transmit messages. Several CSEPP communities have integrated IPAWS into their regular alert and notification capabilities. CSEPP-provided alert and notification systems may also warn residents of other hazards, such as tornadoes. FEMA provides direct engineering support in the form of government personnel and contractor support to ensure the proper design and maintenance of CSEPP alert and notification systems.

Outreach to and notification and protection of persons with disabilities and others with AFN, including individuals with LEP, were CSEPP priorities for many years. Tone-alert radios and weather alert radios, used to warn residents of any emergencies (including chemical accidents), emit an audible tone and flashing lights when activated. These features alert persons with visual and hearing impairments to emergencies. In addition, systems are available for residents to receive voice and text messaging in the event of an emergency. Each CSEPP state also has Spanish language translators and interpreters in its JIC to help communicate emergency instructions to persons with LEP. Sign language is available at the JIC in Kentucky. These capabilities were tested during annual exercises.

## Automation



### WebPuff®

WebPuff, a web-based system built around the DOD-accredited D2-Puff atmospheric dispersion model, provides automated sharing of essential hazard information between the U.S. Army and offsite EOCs. The CSEPP Wide Area Network in which WebPuff operates has undergone DOD Risk Management Framework accreditation as required under the DOD information assurance initiative and has been granted an ATO. In an emergency, WebPuff serves as a key response coordination tool, as demonstrated during regular community exercises. It exports CSEPP information in a format compliant with common alerting protocol standards for information exchange. This allows states and counties to use protocol-compliant commercial all-hazards automation systems to manage the response to a CSEPP event, avoiding the need to train personnel on separate systems and the cost of maintaining a separate CSEPP automation system. A WebPuff Configuration Control Board, with representatives from the U.S. Army and CSEPP communities, is responsible for approving changes to the functional components of WebPuff to ensure that the software continues to meet the needs of end users.

### CSEPP Portal

The CSEPP Portal<sup>4</sup> is a web-based information-sharing and collaboration platform using Microsoft SharePoint software. Since 2003, the portal has provided access to a vast library of information, including federal program guidance, presentations from stakeholder meetings, site event calendars, and links to partner websites. The portal also provides a platform for the CSEPP communities, IPTs, exercise participants, and work groups to collaborate remotely on preparedness projects. The public-facing pages of the portal make the program's technical video training library available to a broader audience. Stakeholder feedback drives updates to portal functions to ensure the tool meets the needs of more than 1,000 registered users from CSEPP partner organizations.

In FY 2023, CSEPP migrated the Portal to SharePoint Online in the Microsoft Azure Government Cloud, a hosting environment that supports compliance with DHS/FEMA security requirements and a software as a service solution that reduces administrative costs.

The migration placed the CSEPP Portal, WebCA, and the Emergency Operations Planning Template (EOPT) under a single Federal Information Security Management Act (FISMA) ID called PLUME. This reduced the amount of documentation needed to develop and maintain required security plans and artifacts by two-thirds. The PLUME is still run under a provisional ATO and was audited for compliance with all security controls in FY 2023.

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<sup>4</sup> <https://www.cseppportal.net>

## Communications



CSEPP funds interoperable communications systems that provide emergency managers and first responders with robust state-of-the-art equipment to significantly enhance communications during emergencies. These systems link critical state and local response organizations, including EMS, fire, police, hospitals, and public works entities. FEMA provides engineering support to help CSEPP communities maintain interoperable communications.

During the fiscal year, FEMA provided technical assistance to the Pueblo and Blue Grass CSEPP communities in planning communications system upgrades, maintenance programs, and the design of new capabilities. Details on specific site communications projects are contained in Appendix A: for Colorado and Appendix B: for Kentucky.

## Coordinated Plans



CSEPP emergency plans are developed to capture the most effective protective action strategies and procedures for each CSEPP community. CSEPP plans are regularly updated based upon the latest guidance regarding the NPS, the National Incident Management System, and the Incident Command System (ICS) and are coordinated across the depots and offsite communities. FEMA provided ongoing technical support for planning projects in Colorado and Kentucky, including regular revisions to state and county plans and the maintenance of planning toolkit software that supports coordination and compliance with national planning standards. FEMA also supported continued program closeout planning for Colorado and the initiation of closeout planning in Kentucky to ensure a smooth transition to a post-CSEPP environment. Details on planning efforts are provided in Appendix A: for Colorado and Appendix B: for Kentucky.

### The Emergency Operations Planning Template

CSEPP developed the EOPT to help state, local, and tribal jurisdictions integrate their specialized chemical emergency response plans into their all-hazards operations plans. The tool has been used in 13 states (including Kentucky), and its user base includes 6 tribal nations, 93 counties, 23 cities, 3 military installations, and more than 48 other organizations. In addition, the Idaho Department of Health and Welfare has adopted the tool for developing its state and local continuity of operations plans. The EOPT has been used in CSEPP's sister program, the FEMA Radiological Emergency Preparedness Program, to help participating jurisdictions simplify and update their radiological emergency response plans and mesh them with all-hazards plans. In cooperation with the Radiological Emergency Preparedness Program Office, the States of Kansas and Iowa are using the EOPT to maintain and deploy radiological emergency response plans for local jurisdictions. Figure 4 shows the elements of the EOPT and its role in the planning process.



**Figure 4: The Role of the Emergency Operations Planning Template in the Planning Process**

CSEPP is preparing to update the EOPT to reflect pending changes from FEMA’s issuance of a new version of its primary planning guidance document: “Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans.” This will allow users to quickly realign their emergency operations plans (EOPs) with the latest doctrine and guidance, including FEMA Community Lifelines.

The tool has found use in other settings, including the following, demonstrating its flexibility:

- Six colleges and universities.
- One state floodplain management program.
- Seven public school districts EOPs.
- Two state health departments.

## Emergency Operations Centers



An EOC is the central location for emergency management. In these facilities, various response organizations come together to plan and implement emergency responses. CSEPP, with local and state contributions, helps fund EOCs, ensuring that communities have the facilities they need to manage emergency responses. During FY 2023, planning for renovations to the Estill County (KY) Safe Room was completed in September 2023. CSEPP partner EOCs were also activated in support of all-hazards responses. EOC project details are found in Appendix A: for Colorado and Appendix B: for Kentucky.

## Exercises



A robust exercise program is critical to building, evaluating, and sustaining the planning, training, and operation of an emergency management program. Annual CSEPP exercises are planned and executed by the U.S. Army and FEMA and jointly managed by the U.S.

Army and FEMA Regional co-directors. These exercises ensure that onsite and offsite responses are properly coordinated across all response partners.

Challenges brought by the COVID-19 pandemic continued into 2023 and affected the exercise program. Exercise planning teams from federal, state, and local communities conducted their planning meetings using both in-person and video platforms to reduce person-to-person contact, conducted exercise meetings remotely, and encouraged remote writing of exercise reports. In addition, the Blue Grass community conducted many school shelter-in-place exercises, reception center/shelter exercises, and decontamination exercises in the spring and summer of 2023 to make up for exercises deferred during the pandemic.

The last Pueblo Community Exercise was conducted on May 3, 2023, since the last mustard round was destroyed on June 22, 2023. A mix of peer and FEMA evaluators conducted the exercise. The Blue Grass exercise was conducted on September 20, 2023. Both exercises were “in person,” but social distancing for report writing was encouraged. To further enhance and promote COVID-19 awareness and safety, CSEPP developed and published the “2023 CSEPP COVID-19 Health and Safety Plan,” which was adaptable to the CSEPP community.

FEMA and the U.S. Army distributed final AARs that recommended corrective actions across the program within 90 days of the exercise. Over the last 30 years at the 8 sites, reports have been prepared on more than 170 full-scale community exercises, including tabletop exercises and workshops to examine community-wide and jurisdiction-specific practices. This process has resulted in enhancements to depot-to-community emergency notification agreements, mass decontamination practices by fire departments and hospitals, and protocols for community joint information systems.

As social media platforms are increasingly important in emergency management, robust social media play is a regular feature of CSEPP exercises. At both sites, a restricted digital environment that keeps exercise communications secure displays controller-injected content, enabling emergency management officials to demonstrate a broader range of capabilities than would be possible with telephone calls alone. These simulated interactions with the public and media allow participants to test their social media plans and procedures to identify what works well and what improvements may be necessary in these ever-changing media.

Besides these annual exercises, CSEPP jurisdictions participated in the U.S. Army’s quarterly Chemical Incident or Mishap Response and Assistance (CIMRA) exercises—formerly known as Chemical Accident or Incident Response and Assistance (CAIRA) exercises. Throughout the year, county emergency managers also held all-hazards or other hazard-specific tabletop and functional exercises.

CSEPP exercise guidance emphasizes benefits of a jointly managed U.S. Army–FEMA exercise program and provides a specific roadmap for planning, executing, evaluating, and assessing CSEPP

exercises. Exercise Implementation Guidance<sup>5</sup> maintains consistency with HSEEP. Since many HSEEP precepts are already part of CSEPP, the two communities experienced little difficulty in adopting HSEEP methodologies. CSEPP also revised Exercise Implementation Guidance to reflect updated HSEEP guidance and FEMA policy.

CSEPP policy uses peer evaluators during exercises, which encourages emergency managers and first responders from other jurisdictions to assist in exercise evaluations. More than two dozen individuals took advantage of this opportunity during FY 2023. This approach broadens the knowledge base of evaluators and serves as a method for sharing best practices among the participants.

## Medical Program



In FY 2023, community hospitals returned to pre-COVID 19 operations and were better positioned to respond to a CSEPP community with increased capability during a real-world event.

The U.S. Army Public Health Center and FEMA provided technical support to these communities. CSEPP offered several critical resources: agent-specific pharmaceuticals and personal protective equipment (PPE) for participating organizations; enhancements to the safety and capabilities of hospital facilities; and training on PPE, chemical agent hazards, decontamination, patient treatment, hospital incident command, and healthcare facility evacuation. Training courses were offered in person and by asynchronous remote modalities because of continued competing pandemic-related demands on healthcare systems. A total of 279 providers participated in training during the fiscal year, which included two iterations of a 24-hour Toxic Chemical Training course for medical support personnel. Community healthcare personnel participated in courses focused on toxic chemicals, hazardous materials operations, and decontamination. Decontamination refresher courses were delivered live to Kentucky hospitals in May 2023, the first such courses since before the pandemic. In September 2023, the Bluegrass CSEPP exercise involved 13 hospitals in the footprint.

## Personnel



Federal, state, county, and local response capabilities must be maintained with a team of qualified professionals. Experienced people are essential to oversee preparedness planning, implement procedures, and coordinate response actions. CSEPP-funded personnel execute the program on a day-to-day basis, including working to ensure that emergency responders are adequately trained and equipped to complete their missions.

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<sup>5</sup> [CSEPP Exercise Implementation Guidance 2019](#)

During the fiscal year, FEMA evaluated and adjusted federal employee staffing levels in coordination with U.S. Army management to ensure program needs were met. In addition, FEMA provided training to ensure personnel had the knowledge necessary to carry out their missions. Building the capacity of program personnel is a CSEPP priority.

Recent personnel additions to fill FEMA CSEPP HQ and FEMA Region 4 vacancies maintained the ability to assist state and local partners. Moreover, with the start of stockpile destruction operations in Kentucky, Madison County continued 24-hour-staffed operations to match the BGCA Army EOC operational periods.

## Protective Actions



CSEPP supports a balanced protective action strategy that includes evacuation and sheltering-in-place as part of onsite and offsite hazard-specific plans. These options are often augmented by additional actions for sensitive populations. This approach is zone-based because the most effective and appropriate protective action for a specific incident can vary depending on the distance from the hazard and the time available to implement specific actions.

### Sheltering-in-Place

To maximize effectiveness of available protective actions, CSEPP conducted studies to determine the best way to protect residents during a chemical emergency. Madison County, KY, developed, exercised, and continues to refine a series of protective action “decision trees” for credible chemical emergency scenarios. These decision tools are designed to ensure all potentially affected individuals are protected from the event, while minimizing the potential for unnecessary relocation and reducing the impact of reception, decontamination, and mass care operations in host areas and jurisdictions. Using state-of-the-art modeling and simulation tools to quantify the effectiveness of these protective actions has placed emergency decision-making on a sound scientific footing.

Residents of the affected zones receive shelter-in-place kits to enhance shelter rooms and decrease the possible infiltration of chemical agent vapors into their homes. During this program, CSEPP distributed more than 100,000 shelter-in-place kits in CSEPP communities. In addition, CSEPP continues to distribute copies of its shelter-in-place training videos to residents and businesses.

In an effort to improve communities’ protective action response, CSEPP is working with Rockcastle County, KY, to bolster its decontamination capabilities, specifically hospital decontamination procedures. CSEPP planners are working with the county to draft a revised hospital decontamination plan. Once the plan is complete, staff training will occur, and implementation is reviewed at the annual Kentucky full-scale exercise.

## Collective Protection for Special Facilities

The over-pressurization of special facilities or safe areas, combined with air filtration, is a highly effective way to protect building inhabitants, and it is implemented where it demonstrably reduces risk. Enhancing the ability of a building to reduce air infiltration also is an effective approach. Under a memorandum of agreement between FEMA and the U.S. Army, the U.S. Army Corps of Engineers continues to perform specialized maintenance on over-pressurized and enhanced shelter-in-place facilities for specific vulnerable populations near BGAD. This maintenance includes operating the systems; inspecting the systems to ensure that all components are functioning properly; and performing repairs, preventive maintenance, and annual filter tests. Since the footprint met treaty obligations, design and execution of the decommissioning process will begin once surety is achieved, and closeout begins.

## Emergency Responders

According to CSEPP policy, off-post emergency responders should never enter a chemical threat area identified by the hazard model. As an added precaution, CSEPP continues to provide PPE ensembles (e.g., chemical protective suits, powered air-purifying respirators, gloves, and boots) and associated mandatory training to response personnel, including those who manage traffic and access control points. Should there be a shift in the hazard area because of weather conditions, this equipment can be used as an escape ensemble by these workers. CSEPP also provides protective equipment to emergency workers supporting triage and decontamination operations. To date, more than 5,000 protective equipment ensembles have been provided to protect CSEPP's emergency workers.

## Kentucky CSEPP Regional Shelter Guide

During FY 2023, the Kentucky community worked together to create a CSEPP Regional Shelter Guide. This guide outlines the CSEPP footprint's planned response for mass care and shelter associated with a large-scale incident from BGAD. The guide includes general mass care and shelter discussions, large venue sheltering, medically fragile sheltering, sheltering people with AFN, and domestic animal sheltering. The guide also creates a framework for mass care and shelter events that result in a need for large-scale sheltering above and beyond the local jurisdictions' abilities.

The shelter guide also defines organizations, operational concepts, and responsibilities to provide overall mass care and shelter in the CSEPP footprint. This guide applies to all locations, agencies, departments, and personnel in the CSEPP footprint with emergency mass care and shelter responsibilities.

If the number of shelters needed exceeds the local capacity in terms of facilities, staff, or resources, it may be necessary to consolidate small shelters into larger regional shelters. The decision to transition to a regional shelter will be made through a coordinated effort involving KYEM, county and local Offices of Emergency Management (OEMs), and the Red Cross/Voluntary Organizations Active in Disaster.



## Public Outreach and Education



Public outreach and education are critical functions of a robust emergency management system. CSEPP funds PIOs at the state level in Colorado and Kentucky and in the counties closest to the stockpiles. PIOs have two primary responsibilities: to conduct public outreach and education programs to ensure residents know what to do in the event of a chemical accident and to maintain an emergency public information capability to provide instructions to residents during an emergency.

CSEPP PIOs supported their states and local communities in continued all-hazards disaster response using CSEPP capabilities to support all-hazards emergency public information across the respective states. The CSEPP Public Affairs Integrated Process Team (PA IPT) examined cross-cutting public affairs issues at the two CSEPP sites. The PA IPT also provided a forum for each community to share ideas and draw upon best practices and lessons learned related to communicating and connecting with the public. During PA IPT meetings, PIOs provided case studies of actual emergencies and reviewed the results of CSEPP exercises. During the fiscal year, the closeout communications plans developed in part with the IPT were used to close out and honor the Pueblo site.

“Prepare Pueblo” in Colorado and “PrepareKY” in Kentucky are public education programs with locally maintained websites that provide CSEPP emergency information to residents. CSEPP PIOs strengthened relationships with local stakeholders by engaging the whole community through presentations to schools and civic organizations and by participating in community events. Both sites made CSEPP outreach materials available in Spanish and English, and Spanish interpreters were available at events and program meetings. There has been an additional preparedness emphasis on AFN populations throughout both communities. Both sites continue to develop and use resources specifically crafted to meet the needs of their individual communities and stakeholders. Specific details on outreach initiatives in the two communities are in Appendix A: for Colorado and Appendix B: for Kentucky.

## Training



In FY 2023, CSEPP conducted in-person classroom training, virtual training, and hybrid training (virtual and in-person) while adhering to recommended federal, state, and local COVID-19 protocols. CSEPP stakeholders and work groups assessed training needs through questionnaires to produce a Blue Grass CSEPP Training Manual.

CSEPP training needs are shifting their focus to include more courses centered around closeout. State and local officials are offering to cross-train their personnel so they can fill vacant positions and reduce capability gaps.

While the COVID-19 pandemic continued to change the way partners conduct daily business, CSEPP training was completed with established plans and procedures to ensure that virtual, hybrid, and classroom training sessions were successful. All the classes listed below have been adapted to

virtual training or will be conducted in classrooms with proper social distancing and adherence to pandemic protective action recommendations.

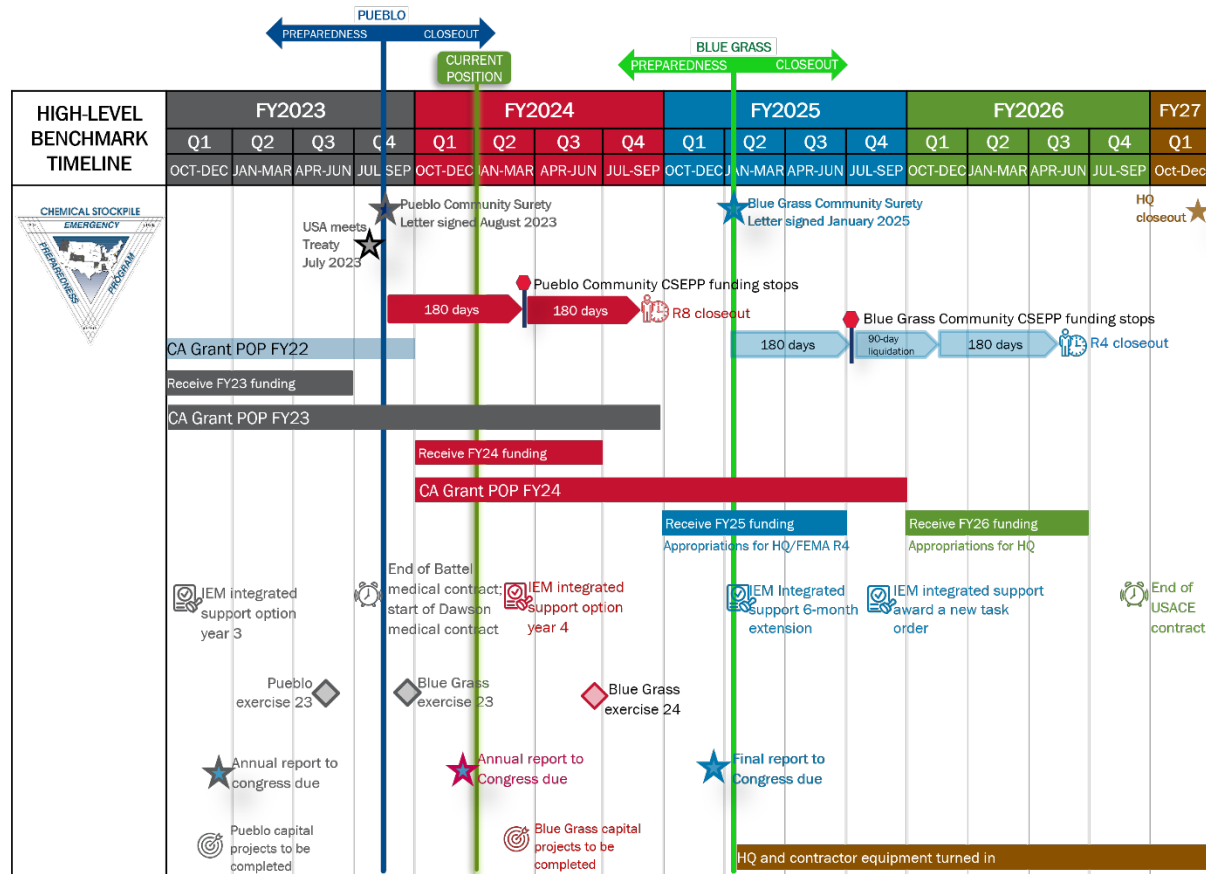
The available training courses encompass the following topics:

- Exercise
  - CSEPP Evaluator Course.
  - Homeland Security Exercise and Evaluation Program (HSEEP).
  - ICS 400: Advanced ICS.
  - ICS 300: Intermediate ICS for Expanding Incidents.
- Medical:
  - HAZMAT Medical Initial Training.
  - HAZMAT Medical Refresher Training.
- Public Information:
  - JIC/JIS (G291).
  - Public Information Officer (G290).
  - Spokesperson Training.
- Automation:
  - Hazard Analyst Training.
- Other:
  - 360 Degree Workshop: Personal Growth Assessment.
  - All-Hazards Incident Management Team.
  - Chem Pro – Garris.
  - CSEPP Cost Allocation.
  - DECON-HAZMAT Operations.
  - DHSEM 4007: Hearing Loop Training.
  - G-191: ICS/EOC Interface.

- G-288: Volunteer and Donations Management.
- HAZMAT Driver Training.
- HAZMAT Operations – Decontamination.
- L141: Instructional Presentation and Evaluation Skills.
- Personal protective equipment.
- PPE-HAZMAT Operations.
- Shelter training.
- WebCA training.
- Management Concepts:
  - Cost Principles for Federal Grants: 2 CFR Part 200 (Subpart E) and FAR 31.2–2080.
  - Creativity and Innovation.
  - Detecting and Preventing Fraud on Federal Grant Projects.
  - Federal Grants Update 2022.
  - Performance Measurement for Federal Grants Under 2 CFR 200.
  - Preparing Successful Federal Budget Proposal Workshop (2061).
  - Procurement Under Federal Grants.
  - Tactical to Strategic Thinking.
  - Uniform Administrative Requirements for Federal Grants.

# VII. Closeout

Figure 5 shows the closeout process, highlighting significant events as the program prepares to sunset. The two remaining CSEPP sites in Colorado and Kentucky are well postured for closeout based on FY 2023 planning efforts. CSEPP incorporated lessons learned or best practices from the last two and a half years to use virtual platforms to create hybrid meetings and strategic planning sessions. All partners and stakeholders are able to actively engage and contribute to each meeting.



**Figure 5: High-Level Overview of Closeout**

Colorado transitioned from Preparedness IPTs to Closeout IPTs. The last munition was demilitarized in June 2023, surety was reached in August 2023, and it is anticipated that official closeout will occur no later than February 2024. The Colorado CSEPP Closeout Work Group established a sustainable path forward, as it assessed and addressed all closeout topics with key stakeholders. Significant time and resources were spent to ensure all partners understood their responsibilities and the demilitarization schedule driving the closeout timeline. The Closeout Work Group started meeting in March 2020, and met four or five times each year. The group decided to meet only quarterly during FY 2023.

The Kentucky Closeout Work Group is currently inactive. However, KYEM and FEMA Region 4 created a planning team for a Closeout Workshop in December 2023, which will reestablish the Kentucky Closeout Work Group.

National CSEPP leaders are planning not only for site closeout but also programmatic closeout. FEMA HQ is fully transparent in its strategic planning for program sunset by updating closeout products and working with FEMA's Records Retention Office to ensure the records retention schedule is updated to send records to the National Archives. Once HQ receives the archives-approved updated Records Retention Schedule, it will set a trial run with some of the next FY's records. FEMA HQ, along with Regions 4 and 8, established a work group to ensure local communities in the CSEPP footprint receive needed files before site closeout. Record retention is essential for all CSEPP partners and stakeholders.

The CSEPP PA IPT and the Bluegrass Public Affairs Workgroup created closeout messaging campaigns for both CSEPP communities. The Colorado campaign informed its community that demilitarization was complete, the threat to the public was mitigated, and the program is transitioning to closeout activities. The Kentucky campaign is twofold. First, the community was informed that demilitarization of the last warhead was complete. The community was informed that even though the treaty was met, warheads still exist containing secondary contaminated agent waste. Risk to the community is significantly reduced, yet chemical preparedness continues. Once all secondary contaminated agent waste warheads are destroyed, it will transition from a Preparedness phase into Closeout, as all threats and risks are mitigated.

## VIII. Looking Forward

Building on the successes and lessons learned from the U.S. Army–FEMA partnership, CSEPP partners remain committed to ensuring remaining CSEPP communities are fully prepared to respond to an accident involving the chemical weapons stockpile while planning for eventual program closeout.

As the country continues to recover from the COVID-19 pandemic and other natural disasters, CSEPP partners continue to assess their emergency preparedness capabilities and incorporate important lessons learned from all-hazards emergencies.

With destruction of agent-contaminated secondary waste ongoing in Kentucky, CSEPP partners remain focused on protecting the population and sustaining emergency management capabilities. They continue to educate residents on what to do in the event of an emergency. The counties continue to replace and update warning and communications systems to provide potential lifesaving information to their citizens and responders. Coordinated plans are updated and the conduct of the annual CSEPP exercise continues to validate capabilities and identify areas for improvement. Robust training programs continue, with an emphasis on onboarding new employees and providing professional workforce development. Sustaining preparedness capabilities across all 12 national benchmarks remains a top priority until the stockpile is destroyed to ensure communities are ready and resilient and have the facilities, equipment, and systems to respond to a chemical stockpile incident.

Across the program, CSEPP is viewed as a model of inclusiveness. State and local community partners developed plans and processes to engage organizations that represent those with AFN, vulnerable populations, and LEP populations, and the effectiveness of ongoing outreach efforts is regularly assessed. Training opportunities provide ways that ensure access by the whole community to programs, communications, and services. CSEPP exercises have also been successfully expanded to include greater participation and representation from community partners.

FEMA, in cooperation with the U.S. Army, continue to closely align CSEPP activities with overall state preparedness efforts and implementation of national preparedness doctrine. FEMA continues to review CSEPP community needs via THIRA analysis and leverage the assistance CSEPP provides under the “maximum protection” mandate to help CSEPP communities achieve capability targets and maximize shareable resources available for stockpile-related or other emergency events.

As closeout planning continues, FEMA will work with each CSEPP community to assess their post-CSEPP risks in accordance with national preparedness doctrine and ensure capabilities provided by CSEPP are sustainable to the greatest possible extent in the post-CSEPP environment. The focus is on gradual progression to a post-CSEPP steady state of capabilities that ensures maximum possible continued benefit from significant national investments made in CSEPP communities in support of all-hazards community preparedness.

## IX. Conclusion

In FY 2023, the CSEPP program continued to face challenges, but it also provided opportunities to strengthen community resilience during the recovery from the COVID-19 pandemic and record flooding, severe weather, and other emergencies that used the skills, equipment, and facilities CSEPP provided. As the ongoing chemical weapons stockpile destruction progresses, CSEPP will continue to sustain community-centric preparedness and posture communities for successful program closeout.

Over the last fiscal year, CSEPP worked diligently to meet the FEMA strategic goal of building resilient communities that are prepared for a chemical accident or incident. FEMA continues to meet program goals by working closely with its U.S. Army, state, and local partners. There were notable improvements in coordinated emergency planning, interoperable communications systems, and public alert and notification systems. Existing capabilities under all 12 benchmarks were maintained and enhanced during the fiscal year.

Sharing best practices, resources, and expertise throughout the community is the cornerstone of CSEPP. Community and program IPTs remain critical to the successful advancement of CSEPP goals and the resolution of new challenges.

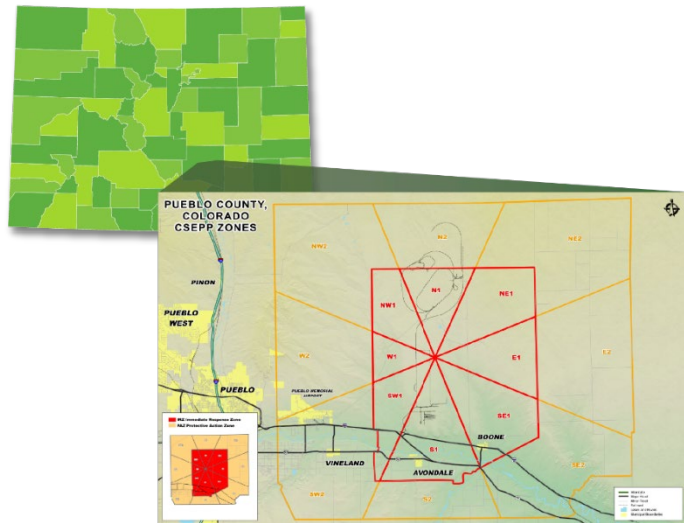
Lessons learned from the pandemic, all-hazards events, and two successful exercises demonstrated the strength of existing capabilities and assisted in prioritizing opportunities for improvement. FEMA will continue to follow the planning, programming, budgeting, and execution model for advancing program goals to prepare and enable communities to protect citizens in the unlikely event of a chemical emergency at the nation's remaining chemical weapons stockpile site.

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# Appendix A: CSEPP Efforts in Colorado

The Pueblo Chemical Depot (PCD) is located approximately 14 miles east of Pueblo, Colorado, where chemical weapons have been safely stored since the 1950s. The depot occupies 23,000 acres and stored 8.5% of the original U.S. chemical weapons stockpile in the form of mustard blister agent housed in mortars and projectiles. Within the PCD lies PuebloPlex, an area of U.S. Army storage and manufacturing structures that are rented out to the public. It is scheduled to begin transferring to Pueblo County in Fiscal Year (FY) 2024.



**Figure 6: Pueblo County, CO, CSEPP Zones**

Destruction of the stockpile is the responsibility of the U.S. Department of Defense’s (DOD) Program Executive Office, Assembled Chemical Weapons Alternatives (PEO ACWA), which oversees the Pueblo Chemical Agent-Destruction Pilot Plant (PCAPP). Destruction of the stockpile was completed at PCAPP and three Static Detonation Chambers in June 2023. Following a thorough review and inspection of agent-handling equipment and facilities, the PCD Commander issued an End of Chemical Surety Notification letter to the State of Colorado on August 17, 2023. This action officially ended federally funded emergency preparedness activities for the stockpile in Colorado and initiated the 180-day closeout period in accordance with 50 U.S.C. § 1521(e)(2)(B).

PCD shares daily work plans, highlighting weather conditions, planned activities, and associated hazards with the Federal Emergency Management Agency (FEMA), the State of Colorado, and Pueblo County staff, enhancing situational awareness of depot operations by off-post emergency personnel.

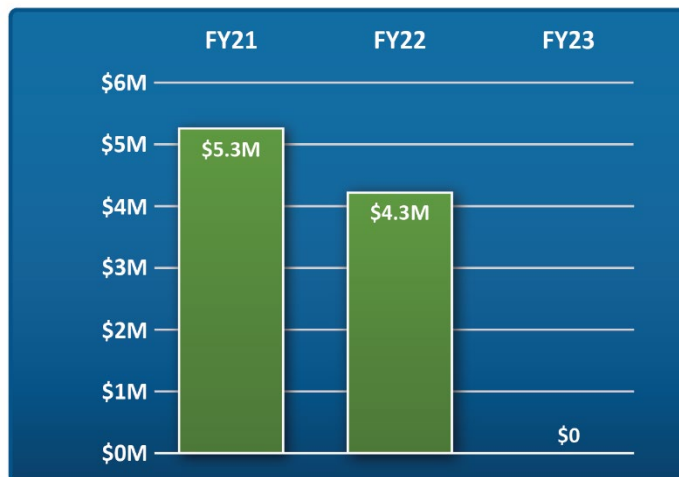
In addition to federal partners, the Chemical Stockpile Emergency Preparedness Program (CSEPP) in the Colorado community comprises the State of Colorado, Pueblo County (which is designated an Immediate Response Zone), and the Pueblo Department of Public Health and Environment.

The following sections detail the most significant accomplishments of the fiscal year, as reported by the Pueblo CSEPP community.

## Fiscal Year 2023 Accomplishments

### Administration

The Colorado CSEPP community-maintained compliance with all 12 benchmarks in FY 2023. Figure 7 illustrates the total CSEPP grant expenditures to support preparedness in Colorado during the last three fiscal years. There was no new grant award to Colorado in FY 2023; preparedness and program closeout funds were incorporated into the FY 2022 award to ensure their availability to the community.



**Figure 7: CSEPP Programmatic Spending in Colorado**

Pueblo CSEPP community meetings occurred locally in FY 2023 supported by local, state, and federal collaboration technologies to allow participation by those who could not attend in person. In October 2022, the Pueblo community hosted a Program Management Team meeting with Army and FEMA HQ partners to discuss funding, technical support, preparedness capabilities and closeout requirements. Meetings of the Colorado CSEPP integrated process teams (IPTs) have been scheduled for FY 2024, as it is anticipated that the program will formally close in February 2024. PCD representatives continue to be active participants in these efforts.

A CSEPP Employee Recognition Ceremony was held in Pueblo on August 16, 2023, to honor the contributions of current and former personnel. Participants included the FEMA Regional Administrator, the Director of the Colorado Division of Homeland Security and Emergency Management (CDHSEM), Directors of the Offices of Grants Management and Emergency Management, the Pueblo County Sheriff, and the PCD Commander.

A Closeout Work Group of the Colorado IPT was formed of representatives from organizations participating in the IPT, augmented by local, state, and federal subject matter



**Figure 8: Chief Mark Mears of Pueblo County accepts an award on behalf of the county from Colonel Rodney McCutcheon, Pueblo Chemical Depot, at the CSEPP Recognition Ceremony**

experts in the fields of grants and finance; equipment and systems; and response and planning. The group has supported the collaborative identification and tracking of closeout-related projects, milestones, and deadlines.

Meetings have addressed a range of emergency preparedness and response functional issues:

- Goals for the final CSEPP annual exercises and the future exercise program.
- Coordination of community closeout projects between CDHSEM and Pueblo County and with U.S. Army depot closure projects.
- Inclusion of closeout funding in the FY 2022 CA application.
- Future of CSEPP-funded public safety systems in Pueblo County.
- Training and professional development for CSEPP-funded employees.
- Retaining and dispositioning of CSEPP-funded property.
- Local post-CSEPP mutual aid requirements in Pueblo County.

In addition to its traditional coordination role, FEMA has provided technical assistance, including best practices from the six previous site closeouts, to assist with closeout planning. One key product has been a sustainability study scoped against resources and the remaining hazards in the community. It identifies potential target levels for operational coordination, operational communications and public information and warning. The study has served as an important resource, as Pueblo County makes decisions regarding the retention of CSEPP emergency management capabilities and systems.

**Looking Forward:** Jurisdictions continue to plan for the transition of CSEPP-funded staff. CSEPP funding for local and state emergency preparedness activities has ended, and funding for program closeout efforts, including personnel, will cease in March 2024.

## Alert and Notification

Colorado CSEPP is a major factor in efforts to implement the Integrated Public Alert and Warning System (IPAWS) at the state and local levels, incorporating extended character and Spanish language messaging. The state views IPAWS as an important complementary element in a broad-based alert system to reach residents and visitors about emergencies that can impact the entire state. Wireless emergency alerts were an important part of communicating public safety messages related to COVID-19 in Colorado. The state has encouraged local agencies to become approved alerting authorities from IPAWS to provide more effective local emergency notifications. The state held an IPAWS Alerting Authority Workshop in October 2018, attended by Pueblo County and other interested jurisdictions across the state.

Pueblo County transitioned to a new emergency notification system for public alerting, which includes the activation of IPAWS and other phone-based alerts. The FEMA–Pueblo County IPAWS Memorandum of Understanding (MOU) continues to be renewed. In addition to the required monthly tests and notifications associated with the pandemic, Pueblo County has activated the system for public safety emergencies since 2017. They also conducted demonstrations of the alerting system with the national test laboratory during the last three CSEPP exercises, with messages in Spanish and English. Mobile signboards to alert motorists to hazardous conditions in Pueblo County were replaced in 2022.

Pueblo County distributed weather radios to serve as an important method for public notification of an incident involving the chemical stockpile at PCD. These radios have been placed free of charge in nearly 1,300 occupied structures in northeastern Pueblo County in areas immediately surrounding PCD and at the depot itself. Additional weather radios are available at community events to meet emerging requests. The radios operate on the National Weather Service broadcast signal and automatically relay emergency information. In the event of an emergency, the radios sound a distinctive warning tone, followed by a voice message that explains the nature of the emergency and what actions to take. The control hardware for this system was replaced in 2021. The weather radios were tested weekly. The local National Weather Service office can also activate the system, if necessary.

Pueblo County replaced its existing outdoor warning system in 2018 and expanded the system in 2020 with two additional sirens to enhance coverage for workers at PCAPP and community members at PuebloPlex. A siren warning tone followed by a verbal message in English and Spanish instructs people to go indoors and turn on the radio or television to receive more information. The siren system is monitored and can be activated from emergency operations centers (EOCs) in Pueblo County and PCD. Activation units inside the EOCs poll the sirens twice daily and provide an electronic notification on each siren’s status, in addition to “live” tests.

**Looking Forward:** Public alerts and notifications in Pueblo County will be supported by the Rave Alert system and IPAWS, weather radios, and fixed and mobile signboards. The siren system, which covers only a limited area around PCD, is scheduled to be decommissioned at the end of the program.

## Automation

As an outgrowth of their CSEPP-sponsored critical systems infrastructure exercise in 2016, Pueblo County staff continued to participate in monthly county critical systems infrastructure meetings with public and private organizations. In July 2023, FEMA and DHS/CISA facilitated an offering of the CyberReady Community Game to help this work group understand potential threats and protection strategies. Pueblo County conducted a county-wide cyber continuity of operations workshop in October 2019. A similar effort, in coordination with the Colorado National Guard and encompassing information technology, critical infrastructure, and cybersecurity, was held in September 2021.

Information exchange among Pueblo County, the State of Colorado, and PCD is supported by the common use of WebPuff and WebEOC for sharing daily work plans and coordinating potential

response activities. WebPuff enables the analysis of potential releases from the Static Detonation Chambers.

The State of Colorado implemented FEMA’s community lifelines approach to support situational awareness during the COVID-19 response and various other emergencies. A community lifeline reporting system supports a daily status call to update the Community Lifeline Dashboard. The state continues to create and upgrade WebEOC boards and functions to better serve its jurisdictions.

**Looking Forward:** WebEOC will remain the primary online emergency management system in Colorado. WebPuff and the linkage to the CSEPP wide area network will be discontinued.

## Communications

The interoperability of the digital trunk radio system, which was purchased through CSEPP, across a range of local response organizations—including PCD, the City of Pueblo, and Pueblo County—has been demonstrated during mutual aid responses and annual CSEPP exercises. A multi-year radio replacement project for this system, supporting a broad range of responders in both the city and county, was completed in 2022.

In spring 2023, critical public safety communications infrastructure for the digital trunk radio system and microwave radio systems at six locations was transitioned to the State of Colorado. The transfer of equipment was outlined in a 25-year MOU that provides continuing maintenance, insurance, and operations. Also in 2023, Pueblo County completed an upgrade to the security and monitoring system that supports the county’s entire emergency communications network.

In cooperation with the State of Colorado, Pueblo County replaced its microwave communication infrastructure in FY 2019. Pueblo County has also implemented digital enhancements to the 911 system in its dispatch center to support voice over Internet protocol and Next Generation 911.

**Looking Forward:** The transition of critical public safety communications infrastructure to the State of Colorado will provide long-term, state-funded support for managing these systems. At the end of 2022, the State of Colorado EOC (SEOC) transitioned to Level 3 activation as it continued COVID-19 response and recovery activities for the Marshall Fire. The SEOC temporarily elevated to Level 2 to support multiple outbreaks of avian influenza and other local emergencies.

## Coordinated Plans

The CSEPP communities continue to work to better coordinate and synchronize improvement plans, training and exercise plans, and stakeholder events. Pueblo County was a signatory to the initial Colorado South All-Hazards Region Threat and Hazard Identification and Risk Assessment. Through cooperation, these programs better leverage existing opportunities and resources to further the CSEPP mission of increasing existing capabilities across the community.

A new state Emergency Operations Plan (EOP), including the CSEPP Incident Annex, was certified in the fall of 2022. Pueblo County conducted a comprehensive update of the county EOP, including an

incident annex for CSEPP and the Joint Information Center (JIC)/Joint Information System (JIS) and lessons learned from the COVID-19 response. It was promulgated in October 2023.

Following an analysis of risk and safety requirements, the Alert and Notification MOU between PCD and Pueblo County was expanded in 2020 to include specific provisions for the protection of the public on PuebloPlex property (soon to be transferred to Pueblo County) in the event of a chemical agent accident. The notification form used to share information on potential releases between PCD and Pueblo County was updated in response to results from annual exercises.

**Looking Forward:** The Pueblo County EOP continues to serve as the emergency response plan, with a more limited set of memorandums of agreement to support joint response operations with PCD.

## Emergency Operations Centers

The Pueblo County Emergency Services Center features an EOC, the Pueblo County Sheriff's Office Communications Center, a training facility, and a JIC to gather, analyze, and communicate emergency public information. In 2023, the EOC was activated for the North Creek Fire, and in April it supported the closure of Interstate 25 for a hazardous materials accident. Backup power and communications systems were successfully implemented for a high-wind event that knocked out power in the City of Pueblo during a CSEPP community meeting in December 2021.

After-action reviews (AARs) of incidents contribute to a training and exercise plan that incorporates key exercises to anticipate natural hazards, preplanned events, and planning opportunities. Monthly EOC training was reinstated in late FY 2021 to maintain proficiency and exercise changes to EOC staffing and procedures. System upgrades have enabled broader remote/virtual participation by local, state, and federal partners in EOC planning and response activities. An upgrade to the audio-visual systems in the Pueblo County EOC, JIC and supporting rooms, encompassing cameras, projectors, sound equipment, video screens, and room scheduling, was completed in 2023, as was a furniture replacement project.

An upgrade to the audio-visual systems at the alternate JIC location at PDPHE was completed in 2019 and then tested during a tabletop exercise in January 2020. The results supported the activation of the alternate JIC facility during the initial phase of the COVID-19 response. The alternate JIC was then activated for an exercise in August 2022 to test the capabilities of media monitoring, call takers and public information officers. Areas for improvement were identified at a hot wash, and operating protocols have been updated to incorporate these improvements. When the JIC or alternate JIC is not used, public affairs personnel used a well-established JIS to coordinate emergency public information.

To improve real-time coordination with remote users and other state agencies, rooms adjacent to the SEOC received similar technology upgrades. Access and functional needs (AFN) support for the hearing impaired was addressed by installing three separate loop systems in rooms in the SEOC. Some older equipment is being repurposed to provide greater connectivity and redundancy for the

state's 24-hour Watch Center. A new phone system supports voicemail-to-email functions for desk phones in the SEOC, providing better and faster responses to jurisdictions across the state.

**Looking Forward:** The Pueblo County Emergency Services Center will be maintained by the Pueblo County Sheriff's Office to support future public safety and emergency management activities.

## Exercises

The Pueblo CSEPP Community Exercise 2023 (PCD EX23) was conducted on May 3, 2023, to demonstrate the emergency response capabilities of the Colorado CSEPP community and to validate the correction of findings from previous CSEPP exercises. Exercise design and planning were accomplished by U.S. Army and FEMA co-directors and representatives from PCD, Pueblo County, PDPHE and Colorado DHSEM. The core capabilities under the National Preparedness Goal were reflected in each jurisdiction's extent-of-play agreements and exercise briefings and in the AAR. The exercise co-directors updated the COVID-19 Health and Safety Plan with support from the U.S. Army Public Health Center.

The PCD EX23 scenario had two elements:

- An accident at PCD during the transportation of mustard agent munitions.
- A hazardous materials transportation accident along Interstate 25 in Pueblo.

In response, off-post response organizations demonstrated a full range of capabilities, including the following:

- Use of incident command
- Operation of county and state EOCs to support coordination among federal, state, local and private sector officials.
- Use of multiple communications channels, including telephone hotlines, electronic systems, and amateur radio.
- Selection and implementation of protective actions for the public, including vulnerable populations.
- Establishment of a safety perimeter with access/traffic control points
- Operation of a reception center and shelter with the activation of support services for survivors, including individuals with AFN.

Local hospitals and field response organizations demonstrated the ability to triage and decontaminate potentially contaminated individuals and conduct follow-on care for patients. A JIC/JIS (consisting of local, state, and federal agency representatives) coordinated and disseminated

emergency public information to the public and media, monitored and used social media, conducted a news conference, and responded to public and media inquiries.

Other activities associated with this exercise include the following:

- An out-of-sequence demonstration by Pueblo County of the use of IPAWS to alert the community using the National Weather Service’s Non-Weather Emergency Message System on May 2.
- Observation of EOC and JIC operations during PCD EX23 by fire department representatives from the City of Chihuahua (Mexico), Pueblo’s sister city, with the support of a translator.

A team of evaluators developed a draft AAR. In keeping with the intent to promote post-CSEPP exercise capabilities, several activities were evaluated by CSEPP-trained state and local evaluators. The exercise planning team held a hot wash review of the exercise in June and a community AAR with corrective action plans was published on July 6, 2023.

Pueblo County actively participates in quarterly PCD Chemical Incident or Mishap Response and Assistance exercises and conducts its own community exercises. In addition, a tabletop exercise using three scenarios was held in January 2023 to address the protection of the public on the property scheduled for transfer from PCD to Pueblo County.

On August 17, 2023, Pueblo County first responders and hospitals conducted a mass casualty incident training exercise designed to test the Pueblo County mass casualty plan created in 2019. It was supported by CSEPP-trained evaluators from the Pueblo County Sheriff’s Office. An AAR was issued in September 2023.

Lessons learned from these efforts and those not linked to CSEPP have been integrated into Pueblo County’s training, planning, and exercising cycle. Pueblo County held an Improvement Planning Workshop in September 2022. The workshop provided a forum for internal and external stakeholders to review AARs and real-world events to identify strengths and areas for improvement and to prioritize the capabilities for each area for improvement. The outputs from that workshop have supported subsequent Integrated Preparedness Planning Workshops at the state and Colorado South Region levels.

**Looking Forward:** As the community exercise program continues, Pueblo County has scheduled a full-scale fire response exercise in May 2024 and a mass casualty exercise in August 2024.

## Medical

PDPHE continues to take the lead in coordinating the CSEPP medical preparedness capability. In conjunction with local emergency responders and medical services, three Pueblo-area hospitals (Parkview Medical Center–Main, Parkview–Pueblo West Medical Center, and St. Mary–Corwin Medical Center) participated in CSEPP preparedness activities. CSEPP provided equipment, training, and technical assistance to enhance medical preparedness for pre-hospital care and in-hospital



treatment of patients exposed to chemical agents. The program also worked with area public safety and health initiatives to enhance the local integration of the program.

A CSEPP Medical Capabilities Review was conducted in Pueblo County during FY 2019. Community participants included a local hospital, two local fire departments, and an ambulance provider for the Pueblo area. Self-assessment survey questionnaires (derived from the CSEPP Medical Evaluation Guide) were completed by the participating organizations. A team of CSEPP health and medical professionals then conducted follow-up site visits and distributed a final report to the participants in May 2019. The project produced recommendations that will enhance the capabilities of the community in response to the release of a chemical agent and will continue to benefit the community beyond the conclusion of chemical operations. For example, in April 2020, the first responder community in the City of Pueblo and Pueblo County agreed on a unified decontamination protocol.

Training for medical providers in the CSEPP community continued during 2023. CSEPP provides comprehensive medical training and refresher classes, including in-hospital hazardous operations and hazardous materials operations, hospital Incident Command System (ICS) training for command staff, PPE training for fire and law enforcement responders, patient and animal (pet) decontamination field training, a moulage technician course to support field exercises and the U.S. Army's Toxic Chemical Training Course.

PDPHE CSEPP participates in the South Region Healthcare Coalition; the local emergency planning committee; the Southern Colorado Regional Trauma Advisory Council; the Emergency Medical Services Council; sheltering and animal services; the CSEPP exercise planning team; Emergency Support Function #8: Public Health and Medical; mitigation; disability inclusion in the emergency planning group; and community stakeholder meetings. Community involvement has led to better integration and inclusion of CSEPP locally and allows responders and planners to enhance CSEPP training and awareness.

**Looking Forward:** The Pueblo Department of Public Health and Environment will continue to coordinate medical preparedness training and exercises with local hospitals and other medical response providers.

## Protective Actions

The Colorado CSEPP IPT has established a Civil Rights and Civil Liberties/AFN Advisory Group consisting of state and local representatives. The group drafted a work plan that was adopted by the IPT. This approach reflects initiatives to enhance inclusivity in both emergency planning and response. Colorado DHSEM and FEMA Region 8 have provided disability awareness training to the Pueblo CSEPP community. In addition, Colorado DHSEM provided a statewide framework for action that integrates communications, health maintenance, independence, safe self-determination, and transportation factors in assisting people with disabilities.

This approach reflects initiatives to enhance inclusivity in both emergency planning and response, including the following:

- Pueblo County has a portable accessibility kit, including American Sign Language video relay access, a pocket translator, wet board and markers, language cards, signage, color-correcting glasses, and a hearing amplifier, for deployment in the event of a mass casualty or field decontamination response.
- Colorado DHSEM regional managers maintain equipment designed to support those with AFN. It includes an Assist2Hear loop system, which surrounds the area of the listening audience and carries the sound signal through the loop with reduced ambient noise. The system transmits an audio signal directly into a hearing aid, greatly reducing background noise, competing sounds, reverberation and other acoustic distortions that make it difficult to hear.
- A demonstration of the loop system was performed at Colorado IPT meetings. State training on this system and other AFN tools to support planning meetings, exercises, and emergencies continued in FY 2023.
- “I Speak” cards, which enable literate individuals with limited English proficiency (LEP) to identify the language for which they need interpretation services, are available.
- The State of Colorado has an AFN coordinator in the Office of Emergency Management and maintains an AFN resources page with a calendar of upcoming training. Efforts are coordinated with the FEMA Regional AFN Coordinator.
- CSEPP staff attended training on integrating people with disabilities into disaster operations.

Pueblo County acquired two new hazardous material response trucks in 2021. The trucks, which will support a safer and more effective response to hazardous materials incidents, were assigned to the Pueblo West and Pueblo Rural fire departments. They replaced older fleet vehicles that have been donated to other local departments.

The three tent systems designed to support the safe decontamination of community members potentially exposed to the release of a chemical agent by local responders were replaced in 2022, along with training for county fire departments. Light towers to support response operations also were replaced.

New PPE for hazmat responders in Pueblo County, including the City of Pueblo and Colorado State Patrol, was purchased and distributed. To support this effort, Pueblo County created a donning/doffing training video to support the new equipment. Regular annual and new employee fit testing for local responders, including fire and law enforcement, continued in FY 2023.

**Looking Forward:** The Pueblo County Sheriff’s Office will continue to support emergency response coordination among city and county agencies and departments.

## Public Outreach and Education

The “Prepare Pueblo” campaign continued in FY 2023. This outreach effort uses a website, social media, and paid advertising (theater advertisements and roadside billboards) for public messaging. A series of social media campaigns was conducted, including during National Preparedness Month. The message strategy was based on survey results and lessons learned from other CSEPP sites and highlights the importance of preparedness at home, work, and school. Specific topics include “shelter-in-place,” “sirens, sounds and messages,” “your weather radio,” “making and practicing an evacuation plan,” “registering phones for alerts,” “pets,” and “preparing for all types of disasters.” Key messages were developed to educate residents as to how they would receive emergency alerts and information and how to learn if a resident lived inside or outside of an emergency zone. Since protective actions differ for those most at risk, it is important to educate residents living in each Immediate Response Zone (IRZ) and Protective Action Zone (PAZ).

The Pueblo County Sheriff’s Office designed and implemented a new website,<sup>6</sup> which provides an interactive portal for community members to access pertinent information, whether about emergency services, including CSEPP or law enforcement. CSEPP educational materials on the site include the Prepare Pueblo campaign, guidance on evacuation and sheltering, a factsheet on mustard agent, and the siren testing schedule. There are also quick links to register cell phones, sign up for emergency notifications, and request a weather radio (for people potentially at risk).

As agent destruction operations concluded at PCD, local, national, and international news media outlets continued to run stories on chemical agent destruction in the United States. Community public information officers (PIOs) coordinated closely with DOD public affairs officers to ensure that consistent messages were delivered to the public.

The Pueblo County CSEPP PIO maintains a public outreach and education program, which includes materials for non-English speakers, to provide protective action information to residents near PCD. An annual emergency preparedness calendar, printed in English and Spanish, was produced and distributed to community members. Participation in traditional community outreach events, such as the Avondale Veteran’s Day parade, the American Medical Response (AMR) Safety Jam, and the annual McHarg Community Center celebration, continued in 2023, along with outreach to area schools.

The Pueblo County CSEPP PIO continues to maintain a cadre of trained individuals, known as the Risk Communications Network (RCN), to help with disasters. The 40 members of this network were recruited from public safety organizations, nonprofit organizations, hospitals, the business community and federal, state, and county agencies. RCN, which supplies staffing for the Pueblo County JIC when activated, participated in a tabletop exercise to address emergency communications in response to an outbreak of an infectious disease in November 2019. Quarterly in-person meetings continued in 2023. In addition to participating in CSEPP training and the annual

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<sup>6</sup> <https://www.pueblosheriff.com/>

exercise, RCN members have been deployed to assist with other emergencies in their community and neighboring counties.

Training for public affairs professionals across the Pueblo CSEPP Community, such as JIC/JIS participants and agency spokespersons, continued in 2023. The community also jointly conducted a program tour for senior officials (from FEMA, the Centers for Disease Control and Prevention and the U.S. Army, in conjunction with PCD EX23). The tour included the PCD and Pueblo County EOCs and on- and off-post field response locations. U.S. Army and Pueblo County staff conducted a similar tour for local media representatives.

**Looking Forward:** The Pueblo County Sheriff's Office will continue coordinating emergency public information efforts and public education and outreach related to community preparedness.

## Training

Training opportunities for the Pueblo CSEPP community, limited during the pandemic, returned to normal in 2022. This includes CSEPP-sponsored courses on incident command, hazardous materials response, grant management, animal decontamination, emergency planning, medical preparedness, exercise evaluation and public affairs. Pueblo County also continued its initiative to develop a cadre of local trainers who can provide FEMA ICS instructional training for personnel. CSEPP personnel continued to attend information technology and financial management training in 2023.

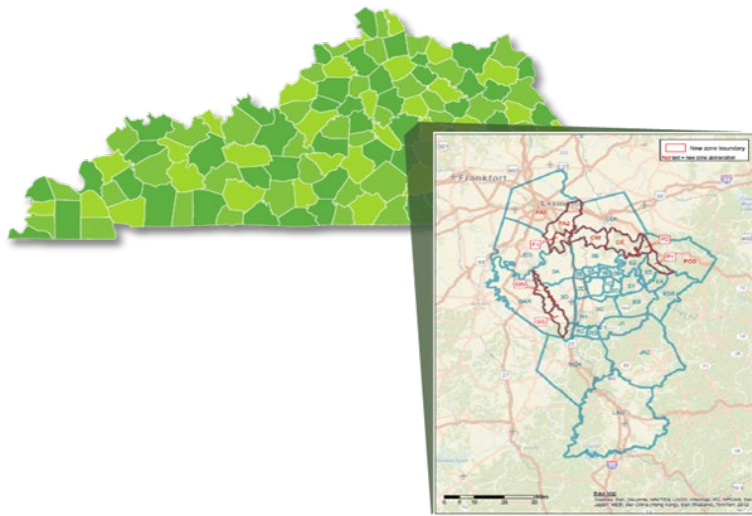
**Looking Forward:** The Pueblo County Sheriff's Office will continue to coordinate emergency management training for local emergency responders.



**Figure 9: Attendees at the CSEPP Celebration in Pueblo County**

## Appendix B: CSEPP Efforts in Kentucky

The Blue Grass Army Depot (BGAD) is located on 15,000 acres south of Lexington, KY, near the city of Richmond. The stockpile is maintained on 255 acres of land near the northern border of the depot. The storage of blister agents began in 1944, and nerve agent storage commenced in the mid-1960s. The safe storage of the chemical stockpile remains an important mission of Blue Grass Chemical Activity (BGCA).



**Figure 10: CSEPP Zones in Kentucky**

Destruction of the stockpile is the responsibility of the U.S. Department of Defense’s (DOD) Program Executive Office, Assembled Chemical Weapons Alternatives (PEO ACWA). During this fiscal year, the Blue Grass Chemical Agent-Destruction Pilot Plant (BGCAPP) continued destroying the stockpile of chemical weapons in storage at BGAD. The main destruction plant uses neutralization to destroy munitions containing nerve agents. Then, Static Detonation Chambers, an explosive destruction technology, were used to augment BGCAPP’s neutralization technology to destroy the mustard agent-filled projectiles in the Blue Grass stockpile, many of which were unsuited for processing through the main plant.

Besides the federal partners, the Blue Grass Chemical Stockpile Emergency Preparedness Program community comprises the Commonwealth of Kentucky; Clark, Estill, Garrard, Jackson, Jessamine, Laurel, Madison, Powell, and Rockcastle Counties; and the Lexington–Fayette Urban County Government.

The 10 counties in the Kentucky CSEPP community have three types of planning zones—geographical areas around the chemical depot that are included in preparedness activities. Zones at most risk from a chemical release are referred to as Immediate Response Zones (IRZs); these are in Madison and Estill Counties. Zones farther out from the hazard are designated as Protective Action Zones (PAZs). Clark, Garrard, Jackson, Powell, and Rockcastle Counties and the LFUCG contain some PAZ areas. Laurel and Jessamine Counties are designated as host jurisdictions, which are not considered to be at direct risk of a chemical incident or mishap but provide decontamination and medical treatment, mass care, host facilities, and mutual aid support to at-risk jurisdictions.

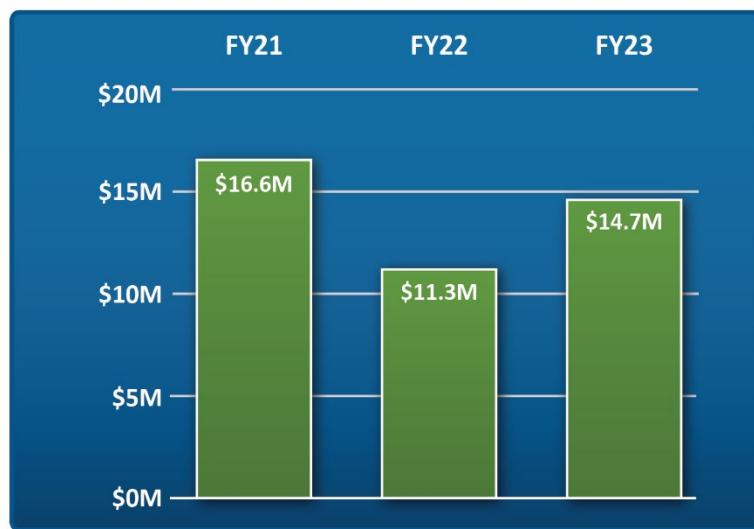
The following sections detail the most significant accomplishments of the year, as reported by the Blue Grass CSEPP community.

## Fiscal Year 2023 Accomplishments

### Administration

The Blue Grass CSEPP community-maintained compliance with all 12 benchmarks in FY 2023. Figure 9 illustrates total CSEPP funding (grant dollars and federal technical support) to support preparedness in Kentucky during the last three fiscal years.

Throughout the year, the Kentucky CSEPP program continued to refine its financial reporting and grant management systems. All CSEPP counties and the Commonwealth use the same web-based management software to track progress. This application was adapted to add financial reporting functions, allowing the Commonwealth and the 10 county governments to share a common platform for financial reporting and grant management. Since the same software application is used in day-to-day management functions, personnel routinely use the system and are familiar with its functions. This familiarity increases the proficiency of those using the applications.



**Figure 11: CSEPP Programmatic Spending for Kentucky**

The Blue Grass CSEPP Integrated Process Team (IPT) continued to function as the central program management forum in FY 2023. During the year, various work groups continued to address issues and propose solutions, improvements, innovations, and procedures for IPT consideration. Each year, the IPT evaluates preparedness goals and reports its benchmark compliance. During the fiscal year, an in-process review of the community IPT occurred, and improvements to the team’s mission, function and operations over time were noted.

In December 2023, the community will hold a workshop led by Kentucky Emergency Management (KYEM) and FEMA. This workshop will explore several topics ranging from grant management to property disposition, and it will include discussions designed to assist the communities in closeout planning. The goal of the workshop is to provide a solid foundation for the counties as the program

nears closeout. The goal of careful closeout planning is to efficiently transition capabilities to state and local jurisdictions after CSEPP funding ceases.

## **CSEPPWebCA**

The Commonwealth of Kentucky also continued its refinements to the lifecycle cost estimating systems and grant reimbursement processes. CSEPPWebCA is the financial tool that state and local CSEPP jurisdictions use to manage grants, work plans, budget line items, and statements of work. In addition to financial reporting, this system allows counties to identify core capabilities for specific budget line-item requests, enhancing the link between budgets and specific emergency preparedness functions. CSEPP continued to streamline the quarterly reporting of CSEPPWebCA, which allows counties to update their project progression and link those projects to the CSEPP benchmarks and the FEMA core capability benchmarks. CSEPPWebCA also allows FEMA to maintain visibility and provide oversight and accountability.

The CSEPP community continued to engage in several program closeout activities in FY 2023. These activities included multiple meetings and work groups that were planned to provide information, training, and assistance to communities. These events explored several topics, ranging from grant management to property disposition, and included discussions designed to assist communities in closeout planning. These meetings and workgroups received high marks of appreciation from participants and provided a solid foundation for the counties as the program nears closeout. The goal of careful closeout planning is to efficiently transition capabilities to state and local jurisdictions after CSEPP funding ceases.

## **Alert and Notification**

Additional capabilities of the Integrated Public Alert and Warning System (IPAWS) continued in CSEPP communities in FY 2023. Training and coordination with the FEMA IPAWS Program Management Office continued with test messages sent by LFUCG Garrard, and Madison Counties during the annual CSEPP exercise. Procurement activities to upgrade and replace the Madison County siren system are underway. Existing sirens are nearing the end of their lifecycle, and the upgrade is necessary to maintain system reliability.

Estill County completed updates to its weather alert radios, which can also be used to warn residents of a chemical emergency at BGAD. Estill County is also assessing the viability of enhancements to its microwave system. Reflecting CSEPP's regional approach, this assessment is occurring in coordination with Madison County's radio system replacement.

## **Automation**

Kentucky CSEPP counties and the Commonwealth use the same commercially available software to share emergency preparedness information. Several work groups convened to coordinate automation projects in the counties and the Commonwealth, including this emergency preparedness information-sharing software.

The weather stations installed by Argonne National Laboratory continue to assist Estill County and LFUCG. The stations provide real-time weather data to feed into WebPuff, and they are also used by the emergency management agencies (EMAs) to provide real-time data during severe weather events.

CSEPP continues to track performance reports to record mission areas and core capabilities as they relate to CSEPP benchmarking. The completed reports are archived in CSEPPWebCA.

## **Communications**

Several communications systems that were either fully or partially funded by CSEPP were used throughout the fiscal year in support of emergency events or exercises. These exercises and real-world events allowed emergency preparedness personnel to hone their skills and test equipment that would be used in support of a U.S. Army stockpile chemical accident.

The communications systems used by the U.S. Army and the offsite community are tested daily and used in drills and exercises throughout the fiscal year.

The Madison County interoperability public safety system has moved forward with the replacement of the old radio system. The project, scheduled for completion in March 2024, will enhance the community's CSEPP and all-hazards response capabilities.

Rockcastle County has completed its radio replacement project to maintain a reliable communications system. The project included upgraded communication equipment with the purchase of VHF portables, batteries, antennas, chargers, and clips and 100 TK-5720K VHF mobiles and radios (handheld and mobiles), batteries, and accessories.

## **Coordinated Plans**

Emergency plans are updated annually, and KYEM routinely meets with CSEPP counties to ensure that coordinated CSEPP plans are current. FEMA also provides technical assistance with planning efforts throughout the year. Each CSEPP county reviewed and updated its incident-specific plans. Each year, the plans are reviewed and exercised to identify any gaps.

## **Emergency Operations Centers**

Emergency operations centers (EOCs) are central locations where emergency managers, elected officials, and emergency support function representatives from responding agencies meet to plan and implement emergency protective actions during an emergency. EOCs in the participating CSEPP counties and in the Commonwealth have undergone renovation, and new facilities were built in some cases to better support emergency management operations.



FEMA continues to work with CSEPP partners to identify, plan, and implement improvements and ongoing maintenance of EOCs. For example, Estill County completed work on a new safe room that substantially increased the capabilities of their EOC. The safe room was built to provide a secure location for staff to retreat to and continue to manage emergency operations during an extreme weather event. Prior to the project, the facility's wind rating was less than 100 MPH.



**Figure 12: Estill County Safe Room**

On March 1, 2017, a straight-line wind event in excess of that rating occurred near the EOC and destroyed many structures in its path. Thankfully, the EOC was not damaged. However, the EOC was not designed to meet the current codes and standards for this type of critical infrastructure facility. Since project completion, the safe room has allowed Estill County to move dispatch/radio consoles and alert and notification stations to the safe room. In addition to this critical equipment, servers and support equipment are in the attached individual distribution frame (IDF) room. The safe room also has a dedicated uninterruptable power supply (UPS), and the entire EOC has a fire suppression system. This structural and capability enhancement will continue to help Estill County for many years to come.

## Exercise

The 2023 Blue Grass CSEPP exercise used a hybrid approach—both onsite and remote evaluators—to successfully support the exercise. The CSEPP Health and Safety Plan was followed to ensure that evaluators and exercise participants who were on site practiced established pandemic protocols.

A virtual platform was used for the pre-exercise meeting, eliminating the need for large in-person gatherings. The platform was also used during the writing of AARs, which enabled evaluators to submit their analyses virtually for review, approval, and inclusion in the exercise report.

The Blue Grass Community CSEPP Exercise 2023 (BG EX23) was conducted on September 20, 2023, to assess the emergency response capabilities of the Blue Grass Community Chemical Stockpile Emergency Preparedness Program and to validate correction of findings identified during past CSEPP exercises.

Each year, CSEPP continues to train new evaluators for the local community. This training and the related evaluation experience will leave a legacy of exercise planners and evaluators in the commonwealth after CSEPP is closed out.

## Medical

The Kentucky medical community continues to evolve to meet the needs of the CSEPP community, which has integrated with the regional health care coalitions. The medical community actively collaborates with hospitals, public health departments, emergency management agencies and other healthcare entities. These entities are organized to respond to mass casualties and catastrophic health events. By participating in this group, the CSEPP health and medical community continues to participate in Threat and Hazard Identification and Risk Assessment, Regional Hazard Vulnerability Analysis, planning, resource management, training, and exercises. Participation in these elements of preparedness optimizes readiness to support chemical agent destruction.

Throughout the fiscal year, CSEPP managers conducted site visits to first responder and first receiver organizations to review needs for equipment and supplies. Medical supplies, such as first aid kits, vital sign monitors, lift chairs, and training manikins, were identified and procured.

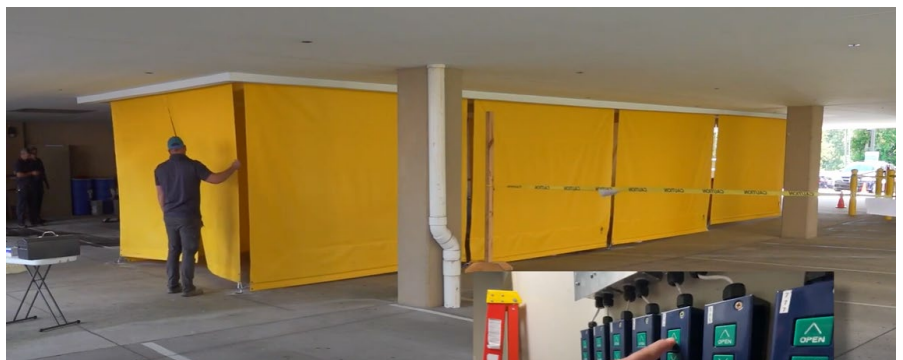
## Personnel

Managing personnel continues to be a priority for KYEM and CSEPP participating counties. KYEM filled several key CSEPP-funded positions during the fiscal year, including a CSEPP project manager, a financial officer, and a training/exercise coordinator. County EOC positions also were filled in Madison County. FEMA Region 4 filled personnel positions during the fiscal year and is now fully staffed. The program continues to maintain the personnel level necessary to meet program needs.

## Protective Actions

In Rockcastle County, the Rockcastle Regional Hospital Decontamination Project was completed and exercised. Rockcastle Regional Hospital has installed a fixed decontamination system in their parking garage that is easy to use and set up. The decontamination system has allowed hospital staff to set up decontamination more quickly, so patients can be decontaminated and evaluated faster by emergency room staff.

Using pull-down fixed curtains and anchors in concrete, the decontamination system allows stabilization in the event of high winds and inclement weather. In addition, a grate in the ground allows contaminated water to flow to a 1,300-gallon holding tank, which has a 75% capacity alarm to alert the decontamination team and



**Figure 13: Rockcastle Regional Hospital Fixed Decontamination System**

personnel for proper disposal. With FEMA's guidance and application of best practices from around the country, Rockcastle Regional Hospital now has a state-of-the-art fixed decontamination facility capable of decontaminating and treating patients from a large area regardless of the hazard. This project serves as a best practice that can be shared with the CSEPP community, the state, and other agencies.

## **Public Outreach and Education**

The Blue Grass Public Affairs Work Group continued to coordinate regional outreach activities and share public outreach materials throughout the community. This work group is also a member of the PEO ACWA and BGAD, which held regular coordination meetings throughout the fiscal year to provide situational awareness briefings to the respective agencies and to coordinate public outreach events that included both onsite and offsite personnel.

The PrepareKY website continued to be a resource for residents to obtain public information in both English and Spanish.

## **Training**

Training continues to be a priority for the program, and it is especially critical in ensuring that new hires are onboarded quickly. In FY 2023, the Kentucky Blue Grass CSEPP community conducted in-person classroom training, virtual training, and hybrid training (virtual and in-person).

CSEPP training needs continue to shift focus to include courses that are centered around program closeout, new employee training, and professional development. State and local levels continue to offer cross-training to their personnel so they can backfill vacant positions and reduce capability gaps as this sunseting program continues to see a high staff turnover. Training needs were focused on training newly hired personnel and providing continued professional development to promote and retain highly trained personnel.

While the post-COVID-19 pandemic return to workplace continues to change the way in which partners conduct business, CSEPP training was completed with established plans and procedures to ensure virtual, hybrid, and classroom training sessions were successful.

Available training courses offered in FY 2023 include the following:

- Automation
  - Integrated Public Information and Warning System Training.
  - Web Emergency Operations Center (WebEOC®) Training Session One, hosted virtually by the State in Franklin County.
  - Web Emergency Operations Center (WebEOC®) Training Session Two, hosted virtually by the State in Franklin County.

- Emergency Management/Exercise
  - CSEPP EOC Training, hosted by the State CSEPP in Franklin County.
  - CSEPP Integrated Performance Evaluation, hosted by the State CSEPP in Franklin County.
  - Homeland Security Exercise Evaluation Program provide, by the FEMA Emergency Management Institute in Emmitsburg, MD.
  - ICS-300: Intermediate Incident Command System, hosted by Clark County CSEPP.
  - ICS-300: Intermediate Incident Command System, hosted by Lexington–Fayette Urban County Government CSEPP.
  - ICS-300: Intermediate Incident Command System, hosted by Madison County CSEPP.
  - ICS-400: Advanced Incident Command System, hosted by Madison County CSEPP.
  - ICS-400: Advanced Incident Command System, hosted in LFUCG CSEPP.
  - Integrated Public Alert & Warning System held at the State CSEPP in Franklin County.
  - L-956: All Hazards Liaison Officer, hosted by Madison County CSEPP.
  - L-956: All Hazards Liaison Officer, hosted by the State CSEPP in Franklin County.
  - L-985: All Hazards Resource Unit Leader, hosted by Madison County CSEPP.
  - Point of Distribution, hosted by Madison County CSEPP.
- Medical
  - Animal Decontamination Training.
  - G-386: Mass Casualty Incident Response Course, hosted by Clark County CSEPP.
  - HAZMAT Medical Initial & Refresher Training.
  - Hospital Incident Command System (HICS) Training.
  - Moulage Training.
- Other
  - Center for Homeland Defense and Security’s Radiological Emergency Preparedness Early Career Education Program, hosted in Monterey, CA.

- Center for Homeland Defense and Security’s Radiological Emergency Preparedness Executive Program, hosted in Monterey, CA.
- Financial Management Processes Training.
- L141: Instructional Presentation and Evaluation Skills.
- Professional Development:
  - Making Effective Decisions, provided through Management Concepts and hosted virtually by FEMA Headquarters CSEPP.
  - Managing Change, provided through Management Concepts and hosted virtually by FEMA Headquarters CSEPP.
  - Negotiating, provided through Management Concepts and hosted virtually by FEMA Headquarters CSEPP.
  - Running Effective Meetings, provided through Management Concepts and hosted virtually by FEMA Headquarters CSEPP.
- Public Information
  - Joint Information Systems/Joint Information Center Operations & Strategies Workshop, hosted by the state CSEPP in Franklin County.
  - Spokesperson Training for Public Information Officers/Public Affairs Officers Workshop, hosted by the state in Madison County.
  - MR501: Spokesperson for Leadership & Subject Matter Experts. hosted by FEMA Region 8 in Centennial, CO.

## Future Planning

Agent-destruction operations continued at BGAD, and CSEPP partners continued their preparedness mission. Although pandemic response efforts continued in FY 2023, CSEPP closeout planning also continued. Planning is underway to look at the long-term sustainability of capabilities that will affect Lifecycle Cost Estimates and budgeting in the next few years. In addition to its traditional coordination role, FEMA will continue to provide technical assistance, including best practices from the six previous site closeouts, to assist with Blue Grass CSEPP closeout planning efforts.

Blue Grass CSEPP personnel will continue to build partnerships that enhance preparedness for the whole community. FEMA is committed to assisting CSEPP partners in bringing federal, state, and local resources together that will benefit the community.

# Appendix C: CSEPP Stakeholders

Hazard risk zone type is noted where appropriate: IRZ = Immediate Response Zone; PAZ = Protective Action Zone; Host = Area not at direct risk but would provide mutual aid support.

## Colorado

- Pueblo Chemical Depot
- Colorado Division of Homeland Security and Emergency Management
- Pueblo County (IRZ)
- Pueblo City-County Health Department

## Kentucky

- Blue Grass Army Depot
- Kentucky Emergency Management
- Clark County (PAZ)
- Estill County (IRZ)
- Garrard County (PAZ)
- Jackson County (PAZ)
- Jessamine County (Host)
- Laurel County (Host)
- Lexington–Fayette Urban County Government (PAZ)
- Madison County (IRZ)
- Powell County (PAZ)
- Rockcastle County (PAZ)

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## Appendix D: Abbreviations

ACWA	Assembled Chemical Weapons Alternatives
AFN	Access and Functional Needs
ATO	Authority to Operate
BGAD	Blue Grass Army Depot
BGCA	Blue Grass Chemical Activity
BGCAPP	Blue Grass Chemical Agent-Destruction Pilot Plant
CA	Cooperative Agreement
CAP	Common Alerting Protocol
CDHSEM	Colorado Division of Homeland Security and Emergency Management
CFR	Code of Federal Regulations
CIMRA	Chemical Incident/Mishap Response and Assistance
CMA	U.S. Army Chemical Materials Activity
CO	Colorado
CSEPP	Chemical Stockpile Emergency Preparedness Program
CTUIR	Confederated Tribes of the Umatilla Indian Reservation
DHS	U.S. Department of Homeland Security
DOD	U.S. Department of Defense
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EOPT	Emergency Operations Planning Template



ESF	Emergency Support Function
EPZ	Emergency Planning Zone
FEMA	Federal Emergency Management Agency
FISMA	Federal Information Security Management Act
FY	Fiscal Year
HQ	Headquarters
HSEEP	Homeland Security Exercise and Evaluation Program
ICS	Incident Command System
IPAWS	Integrated Public Alert and Warning System
IPT	Integrated Process Team
IRZ	Immediate Response Zone
JIC	Joint Information Center
JIS	Joint Information System
KDPH	Kentucky Department of Public Health
KY	Kentucky
KYEM	Kentucky Emergency Management
LCCE	Lifecycle Cost Estimate
LEP	Limited English Proficiency
LFUCG	Lexington–Fayette Urban County Government
MEPP	Master Exercise Practitioner Program
MOU	Memorandum of Understanding
NOFO	Notice of Funding Opportunity
PA IPT	CSEPP Public Affairs Integrated Process Team
PAZ	Protective Action Zone

PCAPP	Pueblo Chemical Agent-Destruction Pilot Plant
PCD	Pueblo Chemical Depot
PEO	Program Executive Office
PEO ACWA	Program Executive Office, Assembled Chemical Weapons Alternatives
PIO	Public Information Officer
PLUME	Program Level Unified Management Environment
PMT	Program Management Team
PPE	Personal Protective Equipment
RCN	Risk Communications Network
SEOC	State of Colorado Emergency Operations Center
SMS	Short Message Service
THIRA	Threat and Hazard Identification and Risk Assessment
U.S.C.	United States Code

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