



DENVER
THE MILE HIGH CITY

OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

PEAK PERFORMANCE

MARCH 19, 2015

2014 PERFORMANCE REVIEW

2015 INNOVATION PLANNING

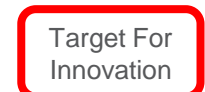
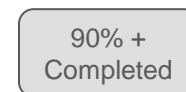
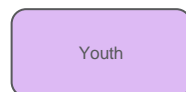
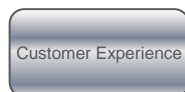
FOR CITY SERVICES VISIT | CALL
DenverGov.org | **311**



Mission: Lead Denver's efforts to prepare for, mitigate, respond to, and recover from emergencies and disasters.



No Changes made to 2014 Strategic Plan (yet)



Emergency Management Program Assessment Tool










Mission Areas	Programs
Planning	Hazard Assessment & Mitigation
	Emergency Operations Plan
	Continuity Planning
	Recovery Planning
	Critical Infrastructure Protection
	Special Events Planning & Management
	Operations & Logistics
	Joint Information Center
	Duty Officer Program
	Incident Management
	Resource Management
	Communications Systems
Training & Exercises	OEMHS Training & Exercises
	Citywide Training & Exercises
	Regional & State Training & Exercises
Community Preparedness	Community Training
	Public Outreach
	Public Information & Warning
	Volunteer Management
Program Management	Administration
	Budget & Finance
	Urban Area Security Initiative (UASI) Program
	Key Relationships - Government
	Key Relationships - Non-Government

Emergency Management Program Assessment Tool




Program		Program Grade				
Capability		1	2	3	4	5
Hazard Assessment & Mitigation						
A.1.1	Hazard Identification & Risk Assessment (HIRA)	No HIRA has been conducted.	HIRA does not include all natural & manmade hazards; does not fully assess risk & vulnerability; does not include a detailed consequence analysis.	HIRA includes all natural & manmade hazards; fully assesses risk & vulnerability of people, property, and the environment; includes a consequence analysis; has been updated in the last 5 years.	HIRA has been updated in the last 3 years; hazards have been mapped in GIS to identify areas of high risk and threatened critical infrastructure; hazard data is available in a useful format for City planning and individual preparedness.	Detailed risk analyses has been conducted on the impacts of each hazard; hazards are routinely considered in all City planning activities; hazard information and preparedness messaging has been communicated to the public.

Capability		Current Assessment	Linkages	Short Term Goal	Required Actions	Resources Required	Long Term Goal
A.1.1	HIRA	3	Required for Hazard Mitigation Plan, EOP, COG, etc.	4	Updated data exists, but plan needs to be re-written.	Staff Time	5



Scores are from 1 (low) to 5 (high)
 3 reflects national standards wherever possible

Planning						
Program	2013 Actual	2014 Actual	2015 Goal	Status	Progress	Notes
Hazard Assess. & Mitigation	N/A	2.6	3.1			At Risk: Mitigation plan expires Nov 2015
Emerg. Ops. Plan (EOP)	N/A	2.2	3.1			Evacuation & Shelter plans are top priority
Continuity Planning	N/A	3.0	3.8			Complete Continuity of Government plan
Recovery Planning	N/A	1.7	1.7			New initiative required; targeting 2016-17
Critical Infrastructure	N/A	1.9	3.0			Working with State & private sector
Special Events Conduct	N/A	3.8	4.0			In coordination with Office of Special Events

Status Colors:










-  Meets or exceeds standard
-  Within 10% of standard
-  Not meeting standard

Progress Arrows:




-  Making positive progress
-  Making negative progress

All scores are from 1 (low) to 5 (high)
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Operations & Logistics

Program	2013 Actual	2014 Actual	2015 Goal	Status	Progress	Notes
Emergency Ops. Center	N/A	3.1	3.5			Refining our procedures At risk: generator capacity
Joint Info. Center	N/A	3.0	3.2			At risk: Need succession plan for JIC Director by 2017
Duty Officer	N/A	2.3	2.5			Need to refine our processes, procedures
Incident Management	N/A	2.2	2.5			Need to develop improvement plan, build agency buy-in
Resource Management	N/A	3.1	3.5			Complete Local Logistics Capability Assessment Tool
Comms Systems	N/A	3.5	4.0			Refine test procedures & improve system integration

Status Colors:







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Training & Exercises

Program	2013 Actual	2014 Actual	2015 Goal	Status	Progress	Notes
OEMHS Staff	N/A	2.5	4.0			Complete new EOC training plan; more drills & exercises
Citywide	N/A	3.1	3.6			Complete Citywide Training & Exercise Assessment
Regional & State	N/A	3.0	3.6			Increased participation in regional/state programs

Status Colors:






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Community Preparedness & Outreach

Program	2013 Actual	2014 Actual	2015 Goal	Status	Progress	Notes
Outreach & Marketing	N/A	2.3	TBD			Not clear how to improve with existing resources
Community Training	N/A	3.0	TBD			Leveraging volunteer resources & instructors
Public Information & Warning	N/A	1.5	2.1			Not clear how to improve with existing resources
Volunteer Management	N/A	1.8	TBD			







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Program Management						
Program	2013 Actual	2014 Actual	2015 Goal	Status	Progress	Notes
Administration	N/A	3.2	3.3			Working with City Attorney on Ordinance revision
Budget & Finance	N/A	3.4	3.9			Finishing Disaster Finance Procedures
UASI Program	N/A	2.8	3.3			Have good processes, but not all are written down
Key Relationships Government	N/A	2.8	TBD			Relationships exist; need to be more strategic
Key Relationships Non-Government	N/A	2.0	TBD			Most relationships exist; need to be more strategic

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Office of Emergency Management & Homeland Security

Mission Area	2013 Actual	2014 Actual	2015 Goal	Status	Progress
Planning	N/A	2.5	3.1		
Operations & Logistics	N/A	2.9	3.2		
Training & Exercises	N/A	2.8	3.7		
Community Prep & Outreach	N/A	2.1	TBD		
Program Management	N/A	2.8	3.1		

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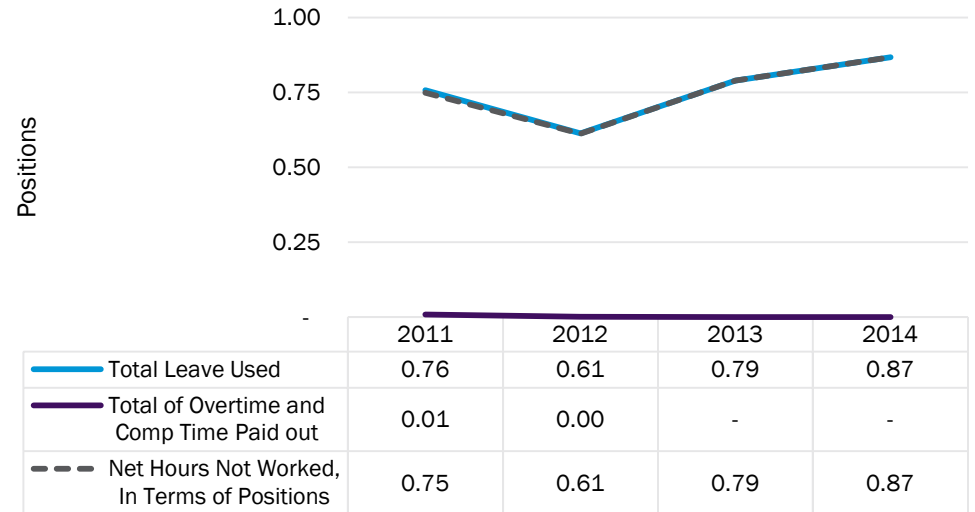
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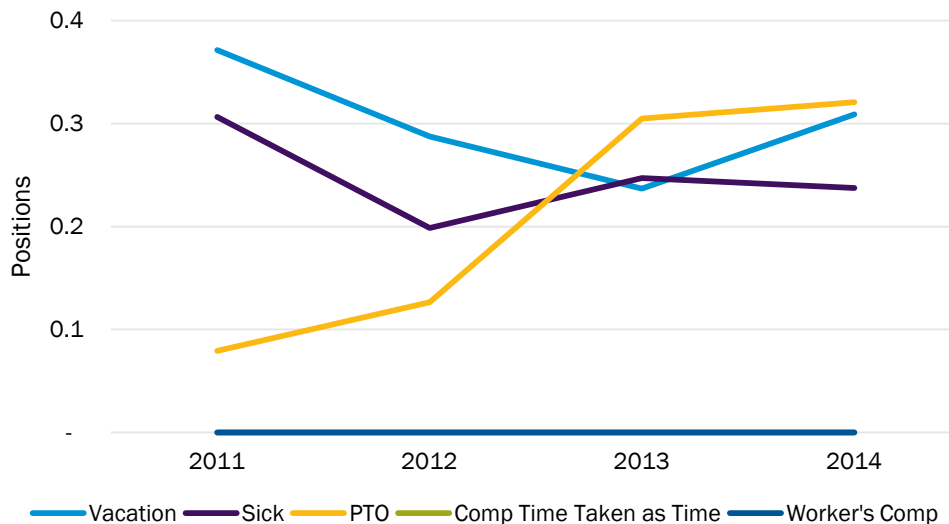
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Vacancy				
	2011	2012	2013	2014
Average Number of Positions Vacant/Month	0.4	1.4	0.0	0.0

Net Hours Not Worked, In Terms of Positions



Total Leave Used, In Terms of Positions



Claims

	2011	2012	2013	2014
Civil Liability Claims	0	0	0	0
Worker's Comp Claims	0	0	0	0

OHR Employee Engagement Index Scores

Year	Net	+Eng	-Eng
<u>DES 2011:</u>	15.5	22.2	-5.7
<u>DES 2013:</u>	48.2	48.2	-0.0

- 2nd highest engagement index score in the City
- Scored highest in the City in 21 of 27 measures

Driver Areas for Improvement	Tactics
Leadership Development <ul style="list-style-type: none"> • <i>Supervisor Clearly communicates the performance expectations to me</i> 	<ul style="list-style-type: none"> • Program Assessment Tool will align Strategic Plan with individual work plans/PEPs and help prioritize workload.

Strategic Planning Retreat Feedback:

- Feedback on the retreat itself was overwhelmingly positive; most common response was “We need to do this more often.”
- Everyone appreciated learning more about their coworkers’ jobs.
- Team members identified what they want/need training on.
- Suggestions for management were generally positive and constructive: better prioritization, more coordination between programs and with external partners.

Expansion	Strategy or Tactic	Performance Indicator(s)		Baseline	YTD Results
1x External Affairs FTE <ul style="list-style-type: none"> • Denied for 2015 • Intend to resubmit for 2016 	<ul style="list-style-type: none"> • Strategy 1 • Strategy 2 • Strategy 3 • Strategy 5 	<ul style="list-style-type: none"> • A.1.2 • A.1.4 • A.2.7 • A.5.1 • A.6 • B.2.2 • B.2.3 • B.3 • B.4.2 • B.5.4 	<ul style="list-style-type: none"> • B.6.3 • C.2.2 • C.2.4 • D.1 • D.3 • D.4 • E.3.11 • E.3.12 • E.4 • E.5 	<ul style="list-style-type: none"> • Current JIC Director is external to City, has limited availability outside of disasters, may be gone by 2017. • No staff dedicated to public information & warning. • Crisis communications planning needs improvement. 	<ul style="list-style-type: none"> • None

Of big city OEMs we surveyed, 77% have their own dedicated External Affairs Officer/PIO or share one with another agency; an additional 15% reported they used to have this position before it was eliminated in recent budget cuts.

No iFund projects completed in 2014

1x iFund project in progress for 2015: Situational Awareness and Information Sharing

2x Process Maps completed in 2014: EOC Resource Ordering Process; Citywide Notifications

Resiliency Analysis of Denver’s 2020 Sustainability Goals

Resource Investment	Projected Contribution to Meeting 2020 Goals	Key Assumptions	Upcoming Benchmarks and Status
<ul style="list-style-type: none"> ~25 hours Staff Time 	<ul style="list-style-type: none"> Reviewed and commented on resiliency impacts of Sustainability Goals. Identify and avoid unintended conflicts between resilience and sustainability. 	<ul style="list-style-type: none"> OEMHS & OOS will work with implementing agencies to ensure potential conflicts are addressed and deconflicted wherever possible. 	<ul style="list-style-type: none"> TBD

We categorized our comments as follows:

- **Synergy** – Areas where achieving the Goal would also improve Denver’s resiliency.
- **Concern** – Factors to be considered during implementing the Goal to ensure it does not reduce our resiliency.
- **Observation** – Comments that are not likely to significantly improve or reduce resiliency.
- **OEMHS Action** – Issues OEMHS is working on or needs to address related to that area.

Example:

“Concern – Several Goals could, if successfully implemented, result in an opportunity to reduce public resources. (See the Health and Materials Goals among others.) This is often desirable in terms of both efficiency and sustainability. However, it has the potential to reduce Denver’s resiliency by reducing our ability to “surge” resources in a disaster, reducing positive redundancies, and increasing our reliance on outside contractors that may not be available during a disaster. Before any reductions in public resources are made, the City should conduct a gap analysis to determine where and how those resource needs would be filled during an emergency.”

Our Stakeholders:

- City Agencies
- Mayor's Commissions
- Other Jurisdictions, State, Federal Agencies
- Military
- Nongovernmental agencies
- Volunteer & Community Organizations
- Private Sector Businesses
- Citizens, Resident & Visitors

In 2014:

- Assisted other agencies & partners with post-flood assistance and mitigation funding.
- Launched City Employee Notification System.
- Increased Twitter followers tenfold (...but still only ~2300).
- Combined regional board meetings, reducing number of meetings and increase attendance.
- Led regional risk assessment, improvement planning and training and exercise workshops to improve regional collaboration & preparedness.

For 2015:

- Stakeholder Relations Strategy to be developed.
- Reviewing FEMA preparedness polling data.
- Situational Awareness project will greatly improve interagency information sharing.
- Complete review of all shelter sites for ADA compliance and ability to support functional needs populations.
- Partnering with Denver Media Services to develop & air Public Safety Announcements.

- Following September 2013 floods, we secured \$3.1 M in State & Federal reimbursement for the City's response and recovery costs. We have also secured \$585,000 in mitigation funds so far, and are awaiting approval on an additional \$12.7M.
- Helped secure approval for \$375M fire mitigation project for Denver Mountain Parks.
- Launched new City Employee Notification System to ensure all 13,000 City employees are alerted of emergency information, City closures, etc.
- Reviewed City's infectious disease planning in light of Ebola cases in other cities.
- Helped Coors Field conduct an evacuation exercise including police, fire, EMS and 100+ volunteer victims.
- "Operation Mountain Synch" regional exercise focused on integration of police with fire/EMS during an active shooter incident. (Follow-up item from past exercises.)
- Convened first-ever meeting of all Denver's pipeline operators to discuss regulatory concerns and how we would handle a pipeline emergency in Denver.
- Participated in the creation and stand-up of new Office of Special Events.
- Development of new Program Assessment Tool will help us prioritize workload and help quantify our qualitative improvements.