Office of Emergency Management and Homeland Security
Peak Performance 2.0 Review
April 23, 2014
2013 Performance Review
2014 Innovation Planning
Strategic Plan Overview

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

- **Information Sharing**
  - Social Media & Marketing
  - Notifications
    - Special Events

- **Planning**

- **Operations & Logistics**

- **Critical Infrastructure**

- **Community Preparedness**

- **Training & Exercises**

- **Internal Processes**

  - Staff Training
  - Realign UASI Committees
  - Asset Mgmt & Monitoring

  - Employee Handbook

  - Citywide T&E

  - Whole Community

  - Public Info & Warning

  - Privately Owned CI

  - City-Owned CI [90% done]

  - Resource Management

  - Flood Recovery

  - Hazard Mitigation

  - Evac/Shelter & ADA

  - Critical Infrastructure

  - Planning

  - Operations & Logistics

  - Information Sharing
**Problem:** Previous metrics measured things that were easy to measure, not things that mattered.

**OEMHS Challenge:** With few disasters, most of what OEMHS does is difficult to quantify.

**Solution:** Capability Assessment Tool (under development)
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## Capability Assessment Benchmarking

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<th>Capabilities</th>
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<th>D</th>
<th>C</th>
<th>B</th>
<th>A</th>
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<tr>
<td>Hazard Identification &amp; Risk Assessment</td>
<td>No HIRA conducted</td>
<td>HIRA does not include all natural &amp; manmade hazards; does not fully assess risk &amp; vulnerability; does not include a detailed consequence analysis</td>
<td>HIRA includes all natural &amp; manmade hazards; fully assesses risk &amp; vulnerability; includes a detailed consequence analysis, updated in the last 5 years.</td>
<td>HIRA has been updated in the last year; hazards have been mapped using GIS to identify areas of high risk and threatened critical infrastructure.</td>
<td>Detailed impact analysis conducted for all critical infrastructure; hazard information and preparedness messaging has been communicated to the public</td>
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## Capability Assessment, Resource Needs & Prioritization

### Mission Areas

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<th>Programs</th>
<th>Capabilities</th>
<th>Current Assessment</th>
<th>Short Term Goal</th>
<th>Resources Required</th>
<th>Long Term Goal</th>
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<td><strong>Hazard Identification &amp; Risk Assessment</strong></td>
<td>B-</td>
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<td>100 existing staff hours</td>
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Opportunity Analysis

- LEPC
- EOP
- Resource Ordering & Tracking
- Community Preparedness
- COOP/COG
- Emergency Pub Info & Warning
- Evacuation & Sheltering

Close to or Exceeding Goal

Strong ROI Potential

Lower Priority

Mission Critical
Innovation Plan

**Innovate!**

- **People**
- **Process**
- **Technology**

**Innovation Fund $**

**Current Year**
- 4 planned value stream analyses/process mapping:
  - Citywide notifications.
  - Resource ordering & tracking.
  - UASI asset management & tracking.
  - IC/UC procedure development (DPD/DFD/EMS)
- Projects:
  - Dam Planning
  - Evac/Shelter Plan
  - ESF-8 Annex Update
- Innovation Fund: Submitting proposal to integrate data from multiple information sharing systems used across the City to create common operating picture/situational awareness.
- No SRAs planned.
- Requesting budget increase to add Emergency Public Information Coordinator position.

**Long-term**
- Use new Employee Handbook to help identify additional RIEs, JDIs, etc.
- Use new Capability Assessment to help identify areas to target for innovation.
- Working with Safety, PW, TS, others to identify needs for combined facility (911/311/EOC/TMC/Other)
Financial
- Hard: $2.9 M in post-flood FEMA Public Assistance
- Hard: $23M requested in post-flood mitigation funds
- (Hard: $375M fire mitigation project approved for Denver Mountain Parks)
- Soft: $39K savings in staff time by utilizing volunteer instructors
- Soft: $3 K savings in staff time by switching to online Tier II submissions

Service Level Improvements
- Siren coverage improved from 70% to 88% (99% w/o DIA).
- Created Executive Summary document for Agency COOP plans
- Identified generator needs for critical facilities

Human Development
- 100% of staff trained as Lean Green Belts
- FEMA Integrated Emergency Management Course completed May 2013
- 100% of EM staff have completed FEMA PDS, 66% have completed APS
- Ongoing professional development: “Work Smarter,” First Aid/CPR, etc.
- Monthly professional development brown bag lunches
- OPD Experience (Other People’s Disasters)
• Participating in Sustainability Implementation Committee.

• Participated in drafting Climate Adaptation Plan.

• Completed Extreme Heat Annex to EOP.

• New sirens are solar powered & battery operated.

• Future: broader look at Resiliency
• Tier II Report Online Submission: saved 80 staff-hours of manual data entry.
• 2013 National Citizen Survey: Denver scored 57% positive on Emergency Preparedness
  – Central: 49%
  – Northeast/DIA 57%
  – Northwest 82%
  – Southeast 57%
  – Southwest 48%
OEMHS has 2nd highest engagement index score in the City!

OEMHS:
2011: 15.5 = 21.2% actively engaged -5.7% actively disengaged
2013: 48.2 = 48.2% actively engaged -0.0% actively disengaged

CCD:
2011: 15.1 = 21.5% actively engaged -6.4% actively disengaged
2013: 13.1 = 20.3% actively engaged -7.2% actively disengaged

OEMHS scores highest in the City in 21 of 27 measures
1. I feel proud to tell people that I work for the City
2. In the last 12 months, I have developed/grown at work
5. Agency provides me with the equipment I need to do my job well
6. Agency equips me with the training I need to do my job well
7. Senior Leadership are present and visible
8. Agency strives to provide its employees with the latest technology
10. Overall, I am satisfied with my job at CCD
11. I rarely think about looking for a new job with another organization
12. I would recommend a close friend to apply for a job at the City
13. My supervisor is sincerely interested in my well-being
14. Overall, Senior Leadership is sincerely interested in my well-being
15. I am familiar with Mayor Hancock’s priorities
18. I understand how the work I do relates to agency goals and priorities
19. I understand how the work I do relates to the success of the City
20. I have a good relationship with my Immediate Supervisor
22. (Supervisor) Expresses praise and appreciation when I do a good job
23. (Supervisor) Regularly shares how our group is meeting its goals
24. (Appointee) Agency goals/priorities are clearly communicated
25. (Appointee) Necessary info is communicated in a timely manner
26. Agency promotes a culture/environment of appreciation
27. Overall, my skills and abilities are fully utilized in my daily work
# Succession Planning

## Retirement Eligibility of Career Service employees (Unlimited Status) as of 1 Jan 2014

<table>
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<tr>
<th>Agency</th>
<th>wf size</th>
<th>now (1Jan2014)</th>
<th>before 1Jan2015</th>
<th>before 1Jan2016</th>
<th>before 1Jan2017</th>
<th>before 1Jan2018</th>
<th>before 1Jan2019</th>
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<tr>
<td>MOEMHS</td>
<td>7</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
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<td>0 (0.0%)</td>
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Progress on Minority and Women Owned Business

• Current state: no existing M/WBE contracts.
• XO101: All impacted staff have been trained.
• Construction: None.
• Goods & Services:
  – All contracts go through GS Purchasing
  – Working with Purchasing to develop and implement compliance procedures.
Accomplishments & Challenges

- Accomplishment: Successfully coordinated City response to last September’s severe flooding (Presidentially-declared major disaster)
- Accomplishment: Coordinating flood recovery efforts, reimbursement & mitigation grants.
- Accomplishment: Completed 4-day FEMA Integrated Emergency Management Course, with participation from Mayor & Cabinet.
- Accomplishment: Coordinated 1st-ever meeting with all nine of Denver’s pipeline operators; recognized by US Department of Transportation and the Colorado Emergency Planning Committee.
- Accomplishment: Siren coverage improved from 70% to 88% (99% w/o DIA).
- Accomplishment: Coordinated Regional Threat Hazard Identification & Risk Assessment.
- Accomplishment: Completed prioritization of City-owned critical infrastructure.
- Accomplishment: Employee engagement up from 21% to 48% since 2011.
- Accomplishment: Created Teen Disaster Ready Clubs and Disaster Ready Summer Camp.
- Accomplishment: 22,000 participant-hours in our preparedness programs.
- Challenge: Difficulty implementing social media plan with existing staff. Mitigation plan: requesting new FTE. Expected completion: Jan 2015.
Next Steps: CFO performance budget kickoff on May 19.

Innovation underway:

- Process mapping: Citywide notifications process mapping
- Process mapping: Resource ordering & tracking.
- Process mapping: UASI asset management & tracking.
- Process mapping: IC/UC procedure development (DPD/DFD/EMS)
- Dam Planning project
- Evac/Shelter Plan project
- ESF-8 Annex Update project
- Information sharing systems integration project
- Emergency Public Information Coordinator position