Lines of Business

LOB #241:
DEPARTMENT LEADERSHIP

Purpose

Emergency Operations Department Leadership provides operational oversight of the Emergency Management program and coordinates preparedness, prevention, response, recovery and mitigation capabilities through enhanced coordination and long-term planning for the occurrence of emergencies resulting from natural and man-made disasters with all agencies of the Fairfax County Government, other local, state and federal agencies and private organizations. In addition, Fairfax County OEM Management takes the Whole Community approach for increasing individual preparedness and engaging with members of the community as vital partners in enhancing the resiliency and security of our County.

Description

The Department Leadership is comprised of three full-time staff positions that include the Coordinator, a Deputy Coordinator and a special projects staff member. The Coordinator and Deputy Coordinator are charged with providing operational oversight of the Emergency Management program through coordinating preparedness, prevention, response, recovery and mitigation capabilities through enhanced coordination and long-term planning. The Coordinator and Deputy Coordinator provide guidance and leadership to staff in five core areas that include Planning, Exercise and Training, Outreach, Grants Management and Fiscal Administration, and Emergency Operations. Leadership is also primarily responsible for achieving the five goals laid out in the Strategic Plan. The five goals focus on the areas of financial and resource stewardship, operational readiness, organizational effectiveness, outreach, and partnerships.

The Deputy Coordinator differs from the Emergency Management Coordinator, in that the Deputy Coordinator manages day-to-day operations of OEM and its various programs, whereas the Coordinator has final oversight of and responsibility for OEM.

The special projects staff member is responsible for analyzing County services, facilities and operations for security gaps, and recommending measures to eliminate or reduce these gaps. Special projects routinely include the following areas: performing local capabilities assessment review, critical infrastructure and key resource analysis; producing the weekly Situation Awareness of Events report; and on a periodic basis, reviewing legislation and new laws which may have an impact on emergency management operations.

Benefits

Strong leadership within OEM enhances Fairfax County's ability to organize and effectively respond to and recover from significant all-hazards emergency events. A significant effort is made to include County agencies, state and federal partners, and private and non-profit organizations in all phases of the emergency management cycle. This LOB coordinates with other jurisdictions senior management by participating in the Metropolitan Washington Council of Governments Regional Emergency Support Function (ESF)-5 committee. Locally, OEM Management leads the County's Emergency Management Coordinating Committee (EMCC) in order to perpetuate the cycle of preparedness within the County.

Effective management is key to ensuring that OEM and Fairfax County can achieve the vision "to be the most ready and resilient community in the world."

Office of Emergency Management

Mandates

Title 44-146.19 of the <u>Code of Virginia</u> mandates that each jurisdiction be served by the Department of Emergency Management and be responsible for local disaster mitigation, preparedness, response and recovery.

Each political subdivision shall have a Director of Emergency Management who shall then appoint a coordinator of emergency management. It should be noted that, per the <u>Code of Virginia</u>, the County Executive serves as the Director of Emergency Management.

Trends and Challenges

There are several significant challenges for OEM. They include:

- 38 percent of OEM staff positions are Department of Homeland Security Urban Area Security Initiatives (UASI) funded and are under constant threats of reduction or elimination. In addition, increases in County population and urbanization, and expansion of federal and state mandates, will require OEM to plan appropriately.

- Keeping up with Technology. OEM operates with state-of-the-art technology including the audio-visual equipment in the Emergency Operations Center (EOC) and Alternate Emergency Operations Center (AEOC), vehicles and communications devices. Maintenance of equipment and training is expensive, and technology is evolving at an exponential rate.

- Continued involvement of all County agencies in preparing for a significant event. The County has not had a significant event since the Derecho in the summer of 2012. Keeping the County leadership focused on preparedness is a challenge when budgets are tight and workloads are high.

- Ensuring the County and region are prepared for a significant hazard. Coordinating with two states, Washington, D.C., and the 19 jurisdictions in the National Capital Region (NCR) is a constant challenge. There are unified goals but because of geo-political differences, achieving those goals is difficult. In the event of a catastrophic event or incident in the NCR, an effective response will require assistance and resources be shared throughout the region. OEM staff spends a significant amount of time trying to support the region through participation on committees, workgroups, and management of key emergency systems.

- The fastest growing demographic of Fairfax County's population is the 65 and older age group. This population will require a more labor-intensive planning effort to accommodate their evolving needs and will require increased planning and a more proactive outreach campaign.

- The number and frequency of declared disasters rises and falls cyclically. However, the overall trend indicates the frequency and total numbers of declared disasters and the cost of these disasters is increasing.

- There is an ever-increasing desire for instantaneous information and situational awareness. In order to meet these demands, there has been an increase in the number of Emergency Operations Center Activations. EOC activations can be time-consuming, costly, and often difficult on staff.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #241: Department Leadership			
FUNDING			
Expenditures:			
Compensation	$363,724	$368,865	$379,989
Operating Expenses	0	11,440	0
Total Expenditures	$363,724	$380,305	$379,989
General Fund Revenue	$0	$0	$0
Net Cost/(Savings) to General Fund	$363,724	$380,305	$379,989
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percentage of strategic goals implemented and maintained	100%	100%	100%	100%	100%

The OEM created a five-year Strategic Plan in July 2012. The Plan laid out five goals to address the key strategic areas of concern for the agency. The five goals focus on the areas of financial and resource stewardship, operational readiness, organizational effectiveness, outreach, and partnerships. The OEM Department Leadership utilizes the Strategic Plan and Operational Plan to guide agency activities to support the attainment of OEM's mission and vision. The goal is to align agency activities with the goals laid out in the strategic plan. All of the goals in the strategic plan require constant work and dedication to work toward achieving the agency vision "to be the most ready and resilient community in the world." The metrics found in the Lines of Business for the other divisions within OEM highlight the work that staff execute on a daily basis to achieve this vision.