

PS COMMITTEE #3  
April 29, 2011

**Worksession**

**MEMORANDUM**

April 27, 2011

TO: Public Safety Committee

FROM: *KL* Keith Levchenko, Senior Legislative Analyst

SUBJECT: **Worksession: FY12 Operating Budget: Office of Emergency Management and Homeland Security (OEMHS) Follow-Up Items**

At the April 7 Public Safety Committee worksession, the Committee asked for some additional information from OEMHS.

The following officials and staff are expected to attend the worksession:

- Chris Voss, Manager, OEMHS
- Debbie Greenwell, OEMHS
- Adam Damin, Office of Management and Budget

**Attachments to this memorandum include:**

- Council Staff's memorandum from the April 7 meeting (©A-E)
- Executive's Recommended FY12 Budget Excerpt for OEMHS (©1-5)
- OEMHS Position Responsibilities (©6-20)

**Follow-Up Questions**

Below is information provided by OEMHS and OMB staff in response to questions from the Committee.

- 1. Please provide a summary of the major responsibilities of each position in the office.**

*This information is attached on ©6-20).*

- 2. Please note staff in other departments dedicated (in full or on occasion) to emergency management.**

*The County has 204 EMG representatives that we train and exercise. Some of these*

departments do have resources that focus their time on Emergency Management beyond response activities. Due to the specialized nature of the work, planning and community outreach is one aspect of Emergency Management that is decentralized within the County. General Services, Transportation, Fire, HHS, DTS and Police have representatives who work with OEMHS on a part time and as needed basis. To our knowledge, no Departments other than Health and Human Services have full-time dedicated planners focusing on “emergency management.”

**3. Please provide information on the staffing levels of other homeland security offices in the region (Fairfax County, Prince George’s County, and DC were specifically mentioned but include others if the information is readily available).**

OEMHS reviewed budgets and staffing information from 6 Jurisdictions. This includes Fairfax, District of Columbia, Howard County, Arlington, Prince George’s, and Frederick. Three of these jurisdictions, Arlington, Prince George’s and Frederick have 911 responsibilities that fall under Emergency Management. As a result, comparisons were difficult. The Arlington Budget did break down Emergency Management costs, staffing and grant funds and therefore was included In Figure 2 – Emergency Management Comparison.

**Figure 2 – Emergency Management Comparison**

	Montgomery County (FY 2012 Proposed)	Fairfax County (FY 2011 Approved)	District of Columbia (FY 2011 Approved)	Howard County (FY 2011 Approved)	Arlington County (FY 2011 Approved)
Local Budget*	1,247	1,650	1,994 <sup>1</sup>	1,988 <sup>2</sup>	1,792 (Emergency Management Budget)
Locally funded Staff	8.6	11	18 (53 FTE Permanent)	N/A	71.5 <sup>3</sup>
Grant Funds*	8,676	130	196,193	N/A	578
Cost of office divided by 2010 population	<b>\$1.28</b>	<b>\$1.53</b>	<b>\$3.3</b>	<b>\$6.92</b>	<b>\$8.63</b>

\* dollars are reported in 1,000s

*To determine the best comparison to other Emergency Management offices in the region, to just compare dollars and staffing is not effective. The best way to compare programs is to understand the functions it provides to the community. In this respect, the best comparison*

<sup>1</sup> DC’s total Homeland Security and Emergency Management budget for FY 2011 is \$198,906,396. This number represents the budget allocated to staff and operating costs.

<sup>2</sup> Howard County’s Office of Emergency Management is located within The Department of Fire and Emergency Medical Services. The Emergency Management Budget included both Preparedness and Plans and Operations Sections (Source – FY 2011 Howard County Approved Budget).

<sup>3</sup> Although the Arlington Office of Emergency Management FY 2011 budget was broken down by dollars, personnel within the office included both Emergency Management and 911.

to Montgomery County based on limited time and resources to perform a more exhaustive assessment is Fairfax County. Our Programs are nearly identical with a few minor differences we know of. The most significant is the Montgomery County OEMHS manages a Fee Based Hazmat program. The collection and monitoring of Fees comes with many benefits and creates over \$700,000 annually in general fund dollars, but does require additional staff to manage. The County has over 3,000 Locations reporting and paying Hazmat fees requiring 2.25 WY of OEMHS support annually.

Also, in response to the Committee discussion regarding the advantages of a separate OEMHS office (compared to an operation subsumed within one or more departments), OEMHS staff provided the following comments:

***Emergency Management – Why should they be a stand alone office?***

*Emergency Management and Homeland Security best serves the County as a stand alone office for 2 reasons:*

- 1) ***Neutral Broker*** - *Emergency Management and Homeland Security needs to remain neutral and be an honest and equal broker for*
  - a. *The identification of issues and their remedies after major events and exercises;*
  - b. *The issuance of grant funds to other Departments and offices; and*
  - c. *The determination of planning, response and recovery responsibilities.*
  
- 2) ***Skill Sets*** - *The skill sets required to be a good emergency manager differ significantly from those in other Public Safety Departments. It is the OEMHS belief that these skill sets and their outward focus to improve County-wide programs are unique to the County. An example of unique skill sets in the planning area include:*
  - a. ***Public Assistance***
  - b. ***Individual Assistance***
  - c. ***Emergency Operations Plan Development***
  - d. ***Planning requirements under the Homeland Security Exercise and Evaluation Program***
  - e. ***Continuity of Operations Planning***
  - f. ***Hazard Mitigation Planning***
  - g. ***Shelter Planning and new ADA Requirements***

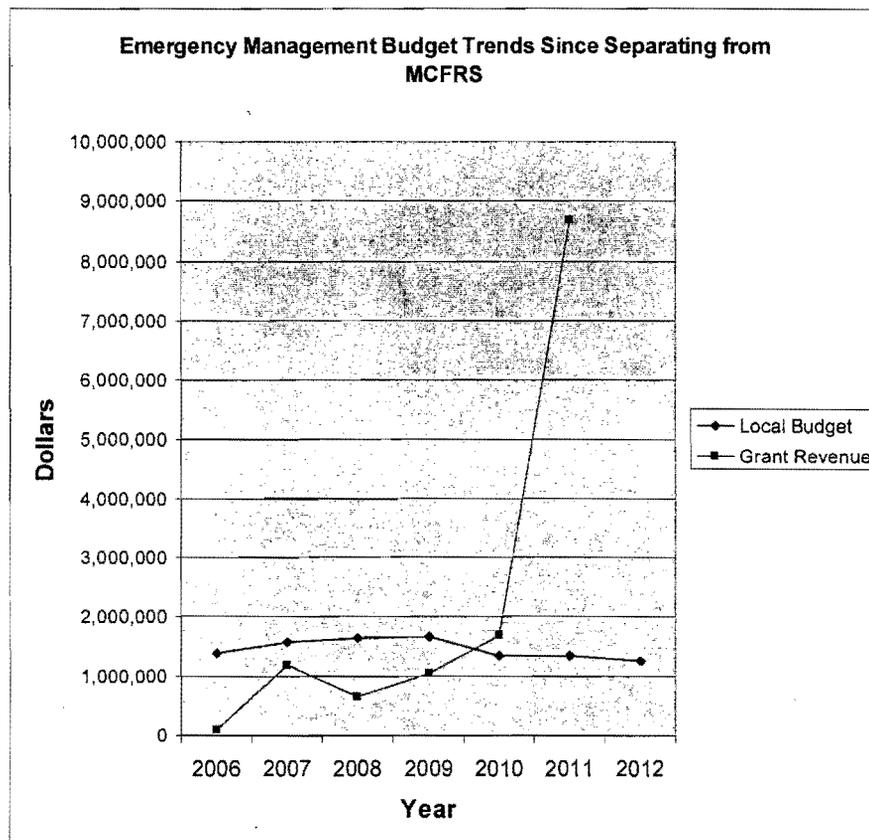
***Local Funds versus Grant Funds***

*In FY 2009 the determination was made to abolish the Department of Homeland Security and Create an Office of Emergency Management and Homeland Security. The most significant impact of this change resulted in recalling 4 people detailed to the Department of Homeland Security, one each from Fire & Rescue Services, Police, Health and Human Services and the Department of Technology Services. It should be noted that the detailed people worked full time in the DHS but were not included in the personnel compliment.*

- 1) *Expanded their programs to include the Alert Montgomery System, Donations and Volunteer Management;*
- 2) *Increase the Grant funds received by the office from \$655,884 in FY 2008 to \$8,676,610 (an increase of over 1300% in 3 years) (See table - Emergency Management Budget Trends Since Separating from MCFRS).*

Although the County's grant procurement and issuance activities are not centralized, many departments did not have the expertise to procure Homeland Security Grants. As a neutral broker, OEMHS works with dozens of offices and homeland security. Throughout the year we are identifying opportunities, working with Regional partners to "bundle" requests and with the Council of Government (COG). To be successful in capturing grants, you need to be creative, flexible, spend quite a bit of time in meetings lobbying, detail oriented and most of all, you need to understand the grant application kit and the history on successful grant submissions. Historically, County departments only pursued grants that benefited that specific department. Since FY 2009, OEMHS has pursued dollars for all departments and has pursued grants where the beneficiary organizations include:

- Department of Technology Services
- Department of Health and Human Services
- Police
- Fire & Rescue
- Volunteer Center
- Municipalities
- Montgomery County Hospitals
- Department of Transportation



**Council Staff Comments**

Council Staff believes the Committee questions focus on two key issues:

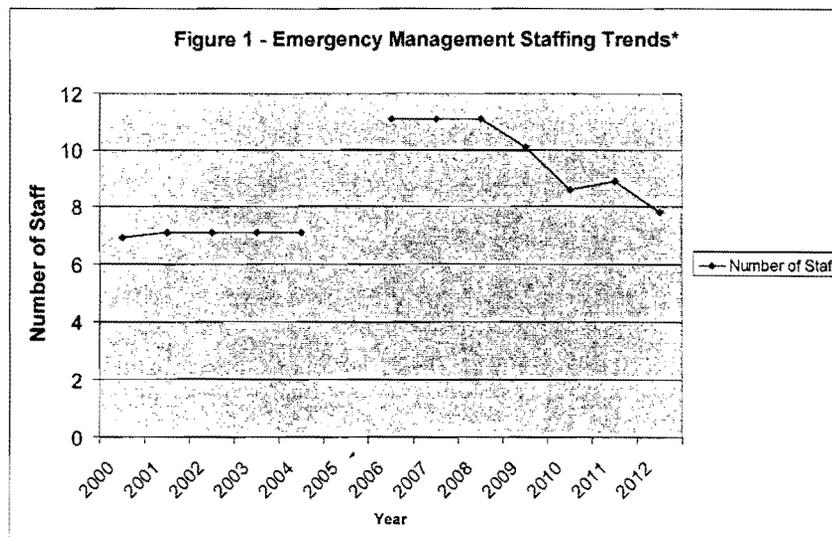
1. Should the emergency management function remain a centralized, stand-alone function; and
2. What is a reasonable level of staffing for the emergency management function (wherever the function is performed)?

Council Staff believes there are a number of advantages to having a centralized, stand-alone office. These advantages are well described in the OEMHS response (neutral broker, skill sets, and grant successes). Certainly the function could be performed in an existing department (as it was in past years) but one would lose at least some of the noted advantages. The main reason to subsume the function would be if there would be cost savings (i.e., reduced staffing needs).

Below is some information provided by OEMHS on its staffing history:

*The Office of Emergency Management and Homeland Security (OEMHS) has gone through two reorganizations and significant staffing and funding fluctuations over the past 12 years (See Figure 1 – Emergency Management Staffing Trends). Prior to FY 2006, The Office of Emergency Management existed within Fire & Rescue Services. In FY 2006 the County created the Department of Homeland Security, which combined several functions including the Office of Emergency Management. In FY 2009 the Department went through reorganization and the Office of Emergency Management and Homeland Security was created. Since FY 2009, both budget and staffing have decreased significantly, while the Department has increased grant funds and office responsibilities. The primary reason the County has been able to expand OEMHS responsibilities is the recent success in acquiring grant dollars. While most of the grant funding is provided to other departments, funding has allowed for much of the Planning and Exercise functions to be contracted, while other programs including mitigation, training and grant management are supplemented with grants.*

- *The FY 2009 OEMHS budget was 33% greater than the budget proposed for FY 2012 (from \$1,653,690 to \$1,247,900).*
- *The FY 2009 OEMHS staffing was 42% greater than the staffing proposed for FY 2012 (from 11.1 WY to 7.8 WY).*



Council Staff went back to look at the 2001 budget and found that when Emergency Management was still in Fire and Rescue it included 7.1 workyears at a cost of \$474,480. The dollars reflect 10 year old personnel cost numbers and would likely be double that amount today given personnel cost trends over the past decade. The workyears are close to what they are now. Adding in operating expenses, the costs are probably close under both scenarios.

Council Staff also looked at old personnel complements from the late 1990s and found that the types of positions in the emergency management function were similar to those in place now (program managers, program specialists and principal administrative aides). Then, as now, the position responsibilities and skill sets (as attached on ©6-20) do not easily blend with other positions in Fire, Police, General Services, or other likely departmental candidates to house the emergency management function.

**Given historic staffing levels for the emergency management function (and the fact that the emergency management function has been broadened and become more complex and more coordinated regionally and nationally over the past decade) Council Staff does not believe the current staffing levels for OEMHS are excessive or that there would be much, if any, cost savings opportunities if the function were to be subsumed under an existing department.**

#### Attachments

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Worksession

MEMORANDUM

April 5, 2011

TO: Public Safety Committee

FROM: *KL* Keith Levchenko, Senior Legislative Analyst

SUBJECT: **Worksession: FY12 Operating Budget: Office of Emergency Management and Homeland Security (OEMHS)**

**Council Staff Recommendation:** Approve the OEMHS General Fund and Grant Fund budgets as recommended by the County Executive.

The Executive's recommendation for the Office of Emergency Management and Homeland Security (OEMHS) is attached on ©1-5. The following officials and staff are expected to attend the worksession:

- Chris Voss, Manager, OEMHS
- Debbie Greenwell, OEMHS
- Adam Damin, Office of Management and Budget

Overview

Table #1  
**OEMHS Total Expenditures and Positions/Workyears (General Fund and Grant Fund)**

	Actual FY10	Approved FY11	Estimated FY11	CE Rec FY12	Change FY12-FY11	
					\$\$\$	%
Personnel Costs	1,004,568	1,056,440	1,602,530	1,162,590	106,150	10.0%
Operating Expenses	1,459,468	276,650	8,373,050	254,110	(22,540)	-8.1%
Capital Outlay	-	-	-	-	-	n/a
<b>Total</b>	<b>2,464,036</b>	<b>1,333,090</b>	<b>9,975,580</b>	<b>1,416,700</b>	<b>83,610</b>	<b>6.3%</b>
Full-Time Positions	9	10	10	11	1	10.0%
Part-Time Positions	-	-	-	1	1	n/a
Workyears	8.6	8.9	8.9	10.8	1.9	21.3%

(A)

As shown in the above chart (which includes both the General Fund and Grant Fund), for FY12, the Executive recommends total expenditures of \$1,416,700 for OEMHS, an increase of \$83,610 (or 6.3%) from the FY11 Approved Budget. A net of 1 new and 1 part time position and 1.9 workyears are assumed. The General Fund and Grant Fund Trends are broken out separately below:

**Table #2  
OEMHS Total Expenditures and Positions/Workyears (By Fund))**

<b>General Fund</b>	<b>Actual</b>	<b>Approved</b>	<b>Estimated</b>	<b>CE Rec</b>	<b>Change FY12-FY11</b>	
	<b>FY10</b>	<b>FY11</b>	<b>FY11</b>	<b>FY12</b>	<b>\$\$\$</b>	<b>%</b>
Personnel Costs	575,712	1,056,440	953,730	993,790	(62,650)	-5.9%
Operating Expenses	210,541	276,650	345,240	254,110	(22,540)	-8.1%
Capital Outlay		-	-	-	-	-
<b>Total</b>	<b>786,253</b>	<b>1,333,090</b>	<b>1,298,970</b>	<b>1,247,900</b>	<b>(85,190)</b>	<b>-6.4%</b>
Full-Time Positions	9	9	9	8	(1)	-11.1%
Part-Time Positions	-	-	-	1	1	n/a
Workyears	8.6	7.9	7.9	7.8	(0.1)	-1.3%
<b>Grant Fund</b>						
Personnel Costs	428,856	-	648,800	168,800	168,800	n/a
Operating Expenses	1,248,927	-	8,027,810	-	-	n/a
Capital Outlay		-	-	-	-	n/a
<b>Total</b>	<b>1,677,783</b>	<b>-</b>	<b>8,676,610</b>	<b>168,800</b>	<b>168,800</b>	<b>n/a</b>
Full-Time Positions	0	1	1	3	2	200.0%
Part-Time Positions	0	-	-	0	-	n/a
Workyears	0.0	1.0	1.0	3.0	2.0	200.0%

As shown above, the General Fund would decrease in FY12 by 6.4% as a result of the change of one position from full time to part time and some other miscellaneous adjustments. The Grant Fund includes \$168,800 and 2 new term positions for FY12. A crosswalk from FY11 to FY12 of recommended changes is included on ©5.

### FY11 Savings Plan and 2<sup>nd</sup> Quarterly Analysis

As part of the FY11 Savings Plan, the Executive submitted (and the Council concurred with) \$13,330 in General Fund operating expense reductions in the OEMHS budget. The more recent Second Quarterly Analysis prepared by the County Executive assumes a greater overall year-end surplus of \$34,120, as shown on the following chart:

**Table #3  
FY11 Savings Plan and 2nd Quarterly Analysis Savings Comparison**

	<b>FY11 Original</b>	<b>FY11</b>	<b>FY11</b>	<b>Change from</b>
	<b>General Fund Budget</b>	<b>Savings Plan</b>	<b>2nd QA</b>	<b>Savings Plan</b>
<b>Personnel Costs</b>	<b>1,056,440</b>	<b>-</b>	<b>(102,710)</b>	<b>(102,710)</b>
<b>Operating Expenses</b>	<b>276,650</b>	<b>(13,330)</b>	<b>68,590</b>	<b>81,920</b>
- Reduce number of phone lines		(8,030)		
- Reduce paper and printing costs		(5,300)		
<b>Total</b>	<b>1,333,090</b>	<b>(13,330)</b>	<b>(34,120)</b>	<b>(20,790)</b>
percent change from Original Budget		-1.0%	-2.6%	-1.6%

As shown, the surplus is occurring in personnel costs (due to a position vacancy), while operating expenses are expected to exceed the original budget as a result of the replacement and repair of equipment for the Emergency Operations Center (EOC). Overall however, as a result of the changes, the overall year-end savings is projected to climb from 1.0% to 2.6% of the FY11 OEMHS General Fund Budget.

Position Changes

The Executive recommends a net increase of 1 full-time and 1 part-time position across both the General and Grant Funds. In the General Fund, a full-time position is being reduced to part-time. One-time workyear reductions from FY11 furloughs are also restored in FY12, since the County Executive is not recommending furloughs for FY12. The grant fund is showing an increase of 2.0 workyears. The following chart presents the recommended workyear changes assumed in the FY12 Operating Budget.

**Table 4:  
Workyear Changes in OEMHS Operating Budget**

	<b>WYs</b>	<b>Comments</b>
<b>New Positions</b>		
Program Manager I	2.0	Added two new EMPG grant-funded term positions
Program Specialist II (P/T)	0.6	Changed from F/T to P/T (see below)
<b>Abolished Positions</b>		
Program Specialist II	-1.0	Changed from F/T to P/T (see above)
<b>Miscellaneous Adjustments</b>	0.3	Restore workyears from FY11 furloughs
	<b>1.9</b>	<b>Total workyear changes</b>

Lapse

OEMHS did not have any lapse assumed in the Approved FY11 budget (although it has subsequently experienced lapse savings as a result of a vacant position) and none is assumed for the FY12 Recommended Budget. Typically, a County Government department may have a lapse rate of 2 to 3% to account for regular attrition (and turnover savings) from year to year. However, OEMHS is a small office with several grant-funded positions where lapse savings cannot be diverted to the General Fund.

**FY12 Expenditure Issues**

Issue #1: -\$57,070 (-.4WY) Reduction in Testing and Evaluation of the Response and Situational Awareness Systems

This cut is the only recommended reduction noted as having a service impact in the OEMHS budget. According to OEMHS, the impact of this reduction will be the reduced testing of various systems. While not desirable, OEMHS believes this reduction can be accommodated without major impact. Council Staff asked OEMHS for details regarding this reduction; they are provided below:



- *Standard maintenance on all EOC computers: Currently all computers are tested every two weeks for software updates, making sure that they work correctly and proper connections are maintained. This will be performed fully once a month.*
- *Testing and maintain all EOC communication equipment. Currently done once a week, now reduced to once or twice a month, depending on the system*
- *Testing of the EOC display walls: performed once every two weeks, will be performed once a month*
- *Training of all staff on EOC systems and related updates: Currently done once every 2 months, will be reduced to twice a year*
- *Support and work with County RACES program: Currently level of effort is about once per month – will be reduced to once per quarter. While we do support this group, changes in technology our role is becoming less and less.*

Issue #2 Add Emergency Management Performance Grant (EMPG) (\$168,800)

This addition reflects the only grant-funded expenditures assumed in the FY12 Recommended Budget for OEMHS. Below is a summary (provided by OEMHS) of the responsibilities of these new term positions:

*Program Manager I – Emergency Planner; is responsible for researching, formulating, coordinating and maintaining emergency and administrative plans as they relate to county and region wide domestic preparedness, mitigation, response and recovery activities and operations.*

*Program Manager I – Exercise and Training Planner; is responsible for coordinating all homeland security and emergency management related exercises and training activities for the department as well as within the County at-large and with the region. This person will also be involved with the regional Exercise and Training Operations Panel (ETOP) group and work very closely with the county's ETOP representative.*

Typically, grant revenues and expenditures are not assumed in the “Budget” or “Recommended” columns in the Recommended Budget, since a grant award typically occurs during the year. The grant is reflected in the “Estimated” column and then later the “Actual” column of the budget. However, in this case, while the current grant term expires June 30, OMB fully expects the grant to continue in FY12. Therefore, the term positions are reflected in the Recommended Budget and planned to be filled by July 1.

Operating Expense Reductions

The OEMHS Budget also assumes some operating expense reductions from its FY11 budget, including: reduced phone lines (per its FY11 Savings Plan), as well as some reductions in training and travel.

## FY11 Revenues

Revenues from Hazardous Materials Permits are recommended as follows:

**Table #5:  
Hazardous Materials Permits Revenues**

<b>Actual FY10</b>	<b>Approved FY11</b>	<b>Estimated FY11</b>	<b>CE Rec FY12</b>
785,131	700,000	725,000	710,000

As noted during last year's FY11 budget discussion, FY10 represented a spike in revenues as a result of a settlement with T-Mobile that resulted in some advance revenues being received in FY10. FY11 fees are assumed to be slightly higher than budget based on actual revenue activity to date through FY11. For FY12, the County Executive recommends a slight increase in revenue from the Approved FY11 budget (although slightly less than estimated for FY11, as a result of some unique pre-payments and penalties received during FY11).

### **Council Staff Recommendation**

**Council Staff recommends approval of the OEMHS General Fund and Grant Fund budgets (revenues and expenditures) as recommended by the County Executive.**

#### **Attachments**

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# Emergency Management and Homeland Security

## MISSION STATEMENT

It is the mission of the Office of Emergency Management and Homeland Security (OEMHS) to plan, coordinate, prevent, prepare, and protect against major threats that may harm, disrupt, or destroy our communities, commerce, and institutions and to effectively manage and coordinate the County's unified response, mitigation, and recovery from the consequences of such disasters or events should they occur. Key objectives are to:

- Coordinate County plans and actions to minimize harm to residents, employees, and visitors in Montgomery County before, during, and after emergencies.
- Coordinate the services, protection, and contingency plans for sustained operations of County facilities.
- Coordinate and provide public education to ensure the resilience of our communities during disasters.
- Coordinate homeland security policies and priorities, including grant seeking, management, and reporting.

## BUDGET OVERVIEW

The total recommended FY12 Operating Budget for the Office of Emergency Management and Homeland Security is \$1,416,700, an increase of \$83,610 or 6.3 percent from the FY11 Approved Budget of \$1,333,090. Personnel Costs comprise 82.1 percent of the budget for 11 full-time positions and one part-time position for 10.8 workyears. Operating Expenses account for the remaining 17.9 percent of the FY12 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ *A Responsive, Accountable County Government*
- ❖ *Safe Streets and Secure Neighborhoods*

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY11 estimates incorporate the effect of the FY11 savings plan. FY12 and FY13 targets assume the recommended FY12 budget and FY13 funding for comparable service levels.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Conducted dozens of exercises and drills including two senior level tabletop workshops to engage senior leadership.*
- ❖ *Managed the successful activation of the Emergency Operations Center for several county-wide emergencies including the January 2011 snow, traffic, and power event, and the 2011 brush fire.*
- ❖ *Continued to expand the use of Alert Montgomery to include the Montgomery County Police Department so that members can receive information based on the District they reside in.*
- ❖ *Enhance WebEOC, a communications and task management software system for use by Emergency Operations Center responders.*
- ❖ *Productivity Improvements*
  - *Use of new check processing software and equipment to improve efficiency of the Hazmat Permitting Program.*
  - *Expand existing alert notification software to increase the ability of other county organizations to provide timely emergency notifications to their target groups.*

## PROGRAM CONTACTS

Contact Debbie Greenwell of the Office of Emergency Management and Homeland Security at 240.777.2201 or Adam Damin of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **Emergency Management Planning, Response & Recovery**

This program includes the Office of Emergency Management and Homeland Security and provides plans for consequence management, mitigation, and response to natural and man-made disasters, including terrorist events that may involve chemical, biological, radiological/nuclear, or explosive/incendiary devices. Activities involve compliance with Federal and State requirements for emergency management planning and operations; consequence management; logistics support, administration, and finance coordination; liaison with Federal, State, regional, and local agencies; sheltering and relief support; coordination of regional policy-level decision making and public information dissemination; and public education. Regional coordination is provided through the emergency support functions of the regional, State, and Federal agencies as outlined in the Regional and National Response Framework. The Emergency Management Group (EMG) is supported by this program when it activates to the Emergency Operations Center (EOC) in response to emergencies.

Elements of this program include:

- Emergency Operation Plan updates, training, and implementation.
- Planning, coordination, and operation of information and communication systems in the EOC to support the EMG in consequence management, resource allocation, logistics and mutual aid support, and decision making.
- Establishment and maintenance of an asset management inventory of available resources that can be used to support an EMG response and recovery operation, including resources from private and non-profit organizations.
- Public health coordination of hospitals for disaster and terrorist event response.
- Coordination for public health planning for large-scale mass population medical dispensing, and strategies for isolation and quarantine for management of disease outbreaks, if required.
- Coordination of Fire, Police, Public Health Services, Transportation, and other appropriate County departments and agencies regarding incident command systems and training/certification on the use and application of the National Incident Management System.
- Coordination and management of volunteers and communications organizations that can support disaster response – the Radio Amateur Civil Emergency Service, Civil Air Patrol.
- Support and management for the Local Emergency Planning Council regarding “community right to know” requirements and providing advice and recommendations to the County Executive and County Council regarding the storage of certain hazardous materials in the County.
- Management of the County’s Hazardous Permitting Program, in conjunction with Federal law, regarding the licensing and permitting of facilities and the handling and storage of certain regulated hazardous materials.
- Conduct multi-discipline exercises with the County and regional partners.
- Maintain the EOC and the information and situation awareness systems therein.

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Available capacity for overnight shelter	4,000	4,000	4,000	4,000	4,000
Number of Alert Montgomery subscribers <sup>1</sup>	40,000	70,000	75,000	75,000	75,000
Percentage of Critical Facility Plans reviewed within 90 days of submission/contract	NA	90%	90%	90%	90%
Percentage of Emergency Alerts sent within 20 minutes of information being received by the Office of Emergency Management and Homeland Security	NA	90%	95%	95%	95%
Percentage of Emergency Management accreditation standards met	50%	60%	60%	60%	60%
Percentage of Emergency Operations Center systems tested for reliability	100%	100%	100%	100%	100%
Percentage of National Incident Management System (NIMS) training requirements met by the County	95%	95%	95%	95%	95%
Percentage of required exercises and drills completed	300%	100%	100%	100%	100%
Percentage of short term disaster and exercise corrective action issues resolved within 6 months	NA	40%	40%	40%	40%
Percentage of the County's 19 municipalities participating in Federal Emergency Management Agency's National Flood Insurance Program	100%	100%	100%	100%	100%

<sup>1</sup> Includes Montgomery County employees

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>1,139,160</b>	<b>7.1</b>
Add: Emergency Management Planning Grant	168,800	2.0
Reduce: Testing and Evaluation of the Response and Situational Awareness Systems	-57,070	-0.4
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-21,370	0.4
<b>FY12 CE Recommended</b>	<b>1,229,520</b>	<b>9.1</b>

### **Administration**

This program includes planning, directing, managing, and operating the OEMHS as well as other administrative duties, including centralized application for and management of homeland security and related grants. Development of homeland security policies, protocol, and priorities is managed through the Homeland Security Directorate, chaired by the Manager of OEMHS.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>193,930</b>	<b>1.8</b>
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-6,750	-0.1
<b>FY12 CE Recommended</b>	<b>187,180</b>	<b>1.7</b>

# BUDGET SUMMARY

	Actual FY10	Budget FY11	Estimated FY11	Recommended FY12	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	441,082	797,890	712,080	771,800	-3.3%
Employee Benefits	134,630	258,550	241,650	221,990	-14.1%
<b>County General Fund Personnel Costs</b>	<b>575,712</b>	<b>1,056,440</b>	<b>953,730</b>	<b>993,790</b>	<b>-5.9%</b>
Operating Expenses	210,541	276,650	345,240	254,110	-8.1%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>786,253</b>	<b>1,333,090</b>	<b>1,298,970</b>	<b>1,247,900</b>	<b>-6.4%</b>
<b>PERSONNEL</b>					
Full-Time	9	9	9	8	-11.1%
Part-Time	0	0	0	1	—
Workyears	8.6	7.9	7.9	7.8	-1.3%
<b>REVENUES</b>					
Hazardous Materials Permits	785,131	700,000	725,000	710,000	1.4%
<b>County General Fund Revenues</b>	<b>785,131</b>	<b>700,000</b>	<b>725,000</b>	<b>710,000</b>	<b>1.4%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	323,282	0	463,160	148,240	—
Employee Benefits	105,574	0	185,640	20,560	—
<b>Grant Fund MCG Personnel Costs</b>	<b>428,856</b>	<b>0</b>	<b>648,800</b>	<b>168,800</b>	<b>—</b>
Operating Expenses	1,248,927	0	8,027,810	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>1,677,783</b>	<b>0</b>	<b>8,676,610</b>	<b>168,800</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	1	1	3	200.0%
Part-Time	0	0	0	0	—
Workyears	0.0	1.0	1.0	3.0	200.0%
<b>REVENUES</b>					
UASI NIMS Coordinator	0	0	125,000	0	—
UASI Emergency Medical Services	0	0	1,545,000	0	—
UASI Volunteer and Citizen Programs	0	0	171,000	0	—
UASI In-car Video	0	0	1,010,000	0	—
UASI MD 5% Share	347,772	0	1,838,790	0	—
Regional Animal Shelter Preparedness Training	23,783	0	0	0	—
UASI HTN1	28,662	0	0	0	—
Influenza Pandemic Training Pharmacists	10,247	0	0	0	—
Hazardous Material Emergency Prep (HMEP)	0	0	0	168,800	—
UASI Emergency Planning	484,075	0	734,920	0	—
UASI Hosp	280,794	0	1,752,220	0	—
EMPG Grant	288,532	0	310,010	0	—
UASI Grant	62,770	0	125,000	0	—
LEPC Grant - MDE	4,722	0	8,860	0	—
Homeland Security Grants	146,426	0	1,055,810	0	—
<b>Grant Fund MCG Revenues</b>	<b>1,677,783</b>	<b>0</b>	<b>8,676,610</b>	<b>168,800</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>2,464,036</b>	<b>1,333,090</b>	<b>9,975,580</b>	<b>1,416,700</b>	<b>6.3%</b>
<b>Total Full-Time Positions</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>10.0%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>—</b>
<b>Total Workyears</b>	<b>8.6</b>	<b>8.9</b>	<b>8.9</b>	<b>10.8</b>	<b>21.3%</b>
<b>Total Revenues</b>	<b>2,462,914</b>	<b>700,000</b>	<b>9,401,610</b>	<b>878,800</b>	<b>25.5%</b>

## FY12 RECOMMENDED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>1,333,090</b>	<b>7.9</b>
<b>Changes (with service impacts)</b>		
Reduce: Testing and Evaluation of the Response and Situational Awareness Systems [Emergency Management Planning, Response & Recovery]	-57,070	-0.4
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Restore Personnel Costs - Furloughs	14,140	0.3
Increase Cost: Printing and Mail Adjustment	730	0.0
Increase Cost: Help Desk - Desk Side Support	510	0.0
Decrease Cost: Reduce Training and Travel Costs	-2,260	0.0
Decrease Cost: Motor Pool Rate Adjustment	-5,460	0.0
Decrease Cost: Retirement Adjustment	-5,820	0.0
Decrease Cost: Group Insurance Adjustment	-13,900	0.0
Decrease Cost: Reduce Number of Phone Lines	-16,060	0.0
<b>FY12 RECOMMENDED:</b>	<b>1,247,900</b>	<b>7.8</b>
<b>GRANT FUND MCG</b>		
<b>FY11 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>1.0</b>
<b>Changes (with service impacts)</b>		
Add: Emergency Management Planning Grant [Emergency Management Planning, Response & Recovery]	168,800	2.0
<b>FY12 RECOMMENDED:</b>	<b>168,800</b>	<b>3.0</b>

## PROGRAM SUMMARY

Program Name	FY11 Approved		FY12 Recommended	
	Expenditures	WYs	Expenditures	WYs
Emergency Management Planning, Response & Recovery Administration	1,139,160	7.1	1,229,520	9.1
	193,930	1.8	187,180	1.7
<b>Total</b>	<b>1,333,090</b>	<b>8.9</b>	<b>1,416,700</b>	<b>10.8</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.	(5000's)				
	FY12	FY13	FY14	FY15	FY16	FY17
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
FY12 Recommended	1,248	1,248	1,248	1,248	1,248	1,248
No inflation or compensation change is included in outyear projections.						
Motor Pool Rate Adjustment	0	3	3	3	3	3
<b>Subtotal Expenditures</b>	<b>1,248</b>	<b>1,251</b>	<b>1,251</b>	<b>1,251</b>	<b>1,251</b>	<b>1,251</b>

## **Manager**

### **Major Duties:**

This position is responsible for management, planning, coordination and overall direction of the County's emergency management and homeland security plans, policies, and programs involving the County's protection, prevention, response, mitigation and recovery capabilities. The OEMHS Manager provides expert knowledge and direction to the CE and CAO regarding policies, plans, protocols and programs in the management of major emergencies in the County, Region or State. These emergencies involve the integration and coordination of County departments, agencies and other private and non-profit entities in the deployment of resources and services to protect, restore, and prevent or mitigate threats to communities impacted by such emergencies. The OEMHS Manager also provides recommendations to various County departments and agencies regarding policies, procedures and programs to protect the homeland through prevention, intervention or security initiatives.

### **Emergency Activations**

- Formulates and presents policy level recommendations to the CE and CAO regarding public messaging, continuity of government services, multi-agency coordination, unified command structures, and requests for state and federal resources to assist in response or recovery if the nature of the emergency exceeds available County resources.
- Responsible for such briefings to the CAO and CE on the situation and for making recommendations on policy level decisions to be made in directing the management of the emergency.
- Ensures that the County's response and supporting departments, agencies and related organizations integrate and coordinate their functions to achieve unity of effort and coordinated outcomes in managing the disaster, as well as sustain their departmental mission-critical activities for continuity of government services.
- Maintains direct contact with high ranking officials of the County, other regional and local jurisdictions in the National Capital Region, including the State of Maryland, Commonwealth of Virginia, and District of Columbia, other surrounding States, and federal elected and appointed officials.
- Formulates plans, objectives, procedures, positions, protocols or agreements for regional, state or local policies regarding homeland security or emergency management issues.
- Coordinates preparedness, prevention, response and recovery capabilities, and resources of the County with local and regional partners.
- Facilitates communications interoperability among local and regional partners during emergencies.
- Facilitates collaboration and consensus among various representatives who may have competing goals and conflicting interests in order to obtain integrated, coordinated, and cohesive plans and response.
- Responsible for policy development and planning, including determinations made on the position's authority. In consultation with the CE/CAO or other appointed officials, the position is also responsible for considerations of homeland security or emergency management capabilities, advancement or protection of the County's interests, regional or local threat and risk profiles, or other factors influencing the County or other regional, State and federal agencies.

- Serves as the Governor’s appointed designee as the Chair of the County’s Emergency Management Group (EMG). The EMG is composed of representatives from all major County departments and agencies, including municipalities, hospitals, utilities, Red Cross, and others who have resources and capabilities to respond to disasters in the County and initiate recovery actions. The EMG performs the required functions of planning, operations, logistics, administration and finance, and liaison and public information coordination of the EMG in support of the incident commander for the major disasters in the County. The EMG also manages requests for additional resources through Emergency Support Functions (ESF’s) if the action plan requires resources not available within County departments and agencies.
- Responsible for managing and directing the staff and operations of OEMHS. The OEMHS Manager is responsible for OEMHS’ operating and capital budget, including preparation, administration and justification; development of emergency management and homeland security strategies, plans, programs, policies and initiatives; regional, state and federal coordination and liaison; facilitation and oversight of the development and implementation of project management plans; personnel actions, work programs and performance reviews; labor relations; organizational development and training; customer services; business processes, systems, and accountability, development, and monitoring of the Office’s performance measures.
- Promotes and facilitates the identification, application and distribution of emergency management and homeland security grant funds obtained.
- Serves as the Chair of the Homeland Security Directorate, consisting of the department heads or directors of Fire, Police, Technology Services, Transportation, and Public Health, to formulate projects and obtain consensus for the priorities and appropriate distribution of grant funds. Supervises and approves the application for and justification of State homeland security and law enforcement grant funding, including project management plan submission.
- Serves or supports the CAO designee as the County’s representative to the NCR Homeland Security Executive Subcommittee of the MWCOG CAO Committee to advance or protect the County interests and promote regional collaboration regarding the policy positions, justifications, applications, distribution, monitoring and reprogramming of annual UASI funding to the NCR.
- Responsible for overseeing the programs involved with Local Emergency Planning Council (LEPC) in meeting federal and state requirements and regulations, including the “community right to know” provisions, regarding the storage, handling and transport of designated hazardous materials by public and private businesses.
- Responsible for implementing programs, within available resources, for community outreach and education on emergency readiness to residents, businesses and visitors, including planning and preparedness for sheltering in place for special populations.
- Responsible for implementing federal requirements and guidelines outlined in the National Response Framework, Target Capabilities, and Universal Task List, and other HS Presidential Directives and FEMA regulations.

## **Executive Administrative Aide**

### **Major Duties:**

This position serves as the executive assistant for the office manager, supports the County Hazmat program through the processing of payments, and assists the Grants manager in the management and processing of payments necessary as part of the Homeland Security Grant program.

- Processes all payments received by the county as a result of SARA Title III and County Tier II reporting requirements.
- Responsible for responding to inquiries regarding the organization's and/or County's programs and services, as received from County, State and/or federal personnel, for-profit and not-for-profit organizations, and the public.
- Receives/screens all incoming telephone calls, documents and correspondence for the principal's attention.
- Uses online resources and a wide variety of modern office software, such as Microsoft Office and desktop publishing applications, to conduct research, communicate, create spreadsheets, manipulate data, and perform related functions for the principal and/or staff. May serve as an internal resource for computer users and internal point of contact for trouble calls to County information technology staff.
- Develops and maintains department/division web pages and/or posts information online.
- Manages the organization's telephone system services, making recommendations to senior management on systems use, upgrades, etc., and serves as liaison to County telecommunications staff.
- Prepares and composes, in accepted style and proper format, correspondence relating to the organization's programs and services, as required. These include submissions to the CAO and CE.  
Provides staff support to designated committees and task forces including, but not limited to, development of agenda and preparation of minutes or summaries. This may include production of public records and distribution of information to the public.
- Develops, maintains, and modifies office filing, recordkeeping, and correspondence control systems to ensure timely responses to correspondence and actions and proper maintenance of data and records.
- Modifies office procedures and designs forms to ensure most efficient methods are utilized to save time and increase accuracy of work.
- Supports the County Emergency Operations Center during activations
- Monitors and processes expenditures of accounts using automated systems, such as ADPICS and FAMIS.
- Supports the preparation of the office budget and tracks budget expenditures.
- Sends County alerts utilizing the County Alert Montgomery system.

## **Division Chief, Planning**

### **Major Duties:**

This position is responsible for the supervision of the development, implementation and updating of the following county-wide Emergency Plans and Programs:

**The Emergency Operation Plan (EOP)-** As required by the Maryland Emergency Management (MEMA) Act, Annotated Code of Maryland, Public Safety Article, § 14-101, et.seq. as amended. The plan is a multi-discipline all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters in the County.

- Assures that the plan is in compliance with the National Incident Management System (NIMS) and the Emergency Management Accreditation Program (EMAP) standards.
- Assures an annual review of the EOP with the Emergency Management Group to determine any amendments, additions or edits based on Operational needs. This review must include all new FEMA guidance, Public Safety and Fire Code changes and any other statutory requirements.
- Manages staff review of the basic plan and annexes with the county agencies and departments involved.
- Manages a process of after action report reviews, group discussions, and exercise drills to determine changes, adjustments or amendments needed to the plan.

**The Hazard Mitigation Plan -** As required by Public law 106-390, Disaster Mitigation Act of 2000.

- Supervises staff responsible for conducting annual reviews of this plan, with updates occurring as needed.
- Supervises coordination efforts with County agencies and municipalities to assure full participation and responsiveness.
- Supervises the inclusion of all FEMA, MEMA and County code requirements.
- Supervises the development of mitigation strategies, hazard identification, and risk analysis.
- Supervises the inclusion of all necessary community stakeholders so as to increase emergency preparedness and reduce vulnerability.

### **Continuity of Operations Plans**

- Manages staff oversight of county departmental COOP plans, to ensure these plans are updated and operational.
- Supervises the integration of COOP plans with WebEOC operational Boards for use during emergency activations.
- Manages staff support of the education and training of department COOP program managers.

### **Community Emergency Preparedness**

- Coordinates departmental preparedness presentations to community groups (homeowners association, senior apartments, etc.) on an ad hoc request basis.
- Supervises the development of the department's community preparedness education guide/brochure in English, Spanish, and Chinese, and manages distribution of brochures.

- Coordinates with Community Emergency Response Team (CERT), Red Cross, County Animal Response Team (CART), and other local groups to provide community education at community fairs and events.
- Supervises staff coordination with the county Citizen Corps Council.
- Supervises staff creation and management of the new OEMHS website, with input from the Operations division and other Emergency Management resources.
- Reviews and approves all general website content and additions.

### **Emergency Management and Homeland Security “Strategic Plan”**

- Manages the development of the county’s strategic plan, which is a five year forecast of goals and objectives set forth by the Emergency Management Group. The purpose of the plan is to project needs, gaps and areas of improvement.
- Assures this plan is compliant with NIMS and EMAP standards.
- Schedules periodic reviews of this plan by county agencies to provide for updates on a rolling annual basis.

**Emergency Preparedness for County Departments** – This Special Project involves the review of the Emergency Preparedness Plans for each department, by their respective location and special operational needs. This process has resulted in the identification of 219 programs and locations in need of review, for Fire Safety, Evacuation, Shelter in Place, Suspicious Package Handling and Workplace Violence.

- Developed a standard template for Emergency Facility Plans for use by all county agencies, and established an emergency manager for each facility.
- Conducts annual response drills for all agencies for a variety of scenarios from Fire Evacuation, to Radiologic shelter in place to an Active shooter exercise.
- Responsible for running the recently launched Employee Emergency Preparedness training program in conjunction with OHR. This will involve a computer based training program, along with scheduled training classes conducted by OEMHS, Police, Fire and others.

### **Volunteers and Donations Management**

- Supervises staff that provide support to various county departments that rely on volunteers in an emergency.
- Manages staff support of the county’s virtual spontaneous volunteer management plan using Volunteer Center’s online database management tool.
- Manages staff support of the Regional Emergency Support Function 16 (Volunteers and Donations Management) to ensure regional coordination of emergency volunteer recruitment, management, and training.
- Manages staff support to various county departments that have volunteers as part of their plan (i.e. Health and Human Services).

### **Other Duties**

- Manages department’s internship program, including all administrative responsibilities.
- Works with Planning Chief to coordinate and conduct fire drills in county-owned buildings.
- Oversees the County Public Assistance and Individual Assistance Programs in the aftermath of Federally Declared Disasters.

## **Program Manager I**

### **Major Duties:**

This position serves as the Departments Planner responsible for regular updates to mandated plans, manages contractors working on emergency plans and serves as the departments liaison for Americans with Disabilities Act Requirements and Shelter Operations.

### **Planning**

- **Hazard Mitigation Plan** - As required by Public law 106-390, Disaster Mitigation Act of 2000.
- Works with the Maryland Emergency Management Agency (MEMA) to develop and update a Hazard Identification and Risk Analysis for Montgomery County. This analysis includes determining the likelihood of weather hazards, such as floods, tornados, blizzards and hurricanes, as well as weather related events, such as hazardous material exposures, dam failures, and widespread technology disruptions.
- Assures the County's Hazard Mitigation program is in compliance with all State and FEMA requirements.
- Develops mitigation strategies to establish priorities for activities and projects needed to reduce County's vulnerability to the impact of hazards. These strategies include coordinating technical assistance to strengthen building codes, fire codes and land use requirements.
- Works with utility companies and technology service providers to plan and implement resiliency and redundancy in their operations.
- Develops inter-jurisdictional and community partnerships with organizations in the National Capital Region.
- Provides Emergency Preparedness Outreach and Education to businesses, schools, and community organizations to promote disaster preparedness and resiliency.
- Assists the Development of County Continuity of operations Plans,
- Assists the Development of Debris Management Plans
- Assists the Development of Health Emergency Management Plans

### **Emergency Operations Planning Team (EOPT)**

- Significantly involved in the development of short and long term disaster recovery strategies.
- Works with county departments and municipalities to incorporate mitigation planning into their Continuity of Operations Plans.
- Develops a process through After Action reports, critical incident reports, and other such instruments to capture faults, failures and lessons learned after an event.

### **County Animal Response Team (CART)**

- Assists County Police/Animal Control program with the operation of pet shelters.
- Works with MCPS, Recreation, Police, Humane Society, and Red Cross to establish co-located pet and human shelters.
- Serves as the Subject Matter Expert (SME) to OEMHS.
- Provides periodic updates to OEMHS website.

### **WebEOC Administration**

During activations of the Emergency Operations center:

- Assists with the administrative management of the WebEOC task orders.
- Assists with the development of Situation Reports as needed.
- Participates in monthly WebEOC drills.
- Attends various monthly and quarterly WebEOC regional meetings.

### **Community Preparedness Education**

- Conducts preparedness presentations to community groups (homeowners association, senior apartments, etc.).
- Locates and distributes community preparedness pet education guide/brochure in English, Spanish, and Chinese, and manages the distribution of brochures.
- Works with Community Emergency Response Team (CERT), Red Cross, and other local groups to provide community education at community fairs and events.

### **Stafford Act Implementation**

- Manages and Coordinates the Public Assistance Program with the Maryland Emergency Management Agency
- Manages and Coordinates the Individual Assistance Program with the Maryland Emergency Management Agency
- Provides training for offices, departments, Municipalities and eligible non-profits in the aftermath of a disaster to allow for cost re-imbusement from the Federal Emergency Management Agency

## **Division Chief, Operations**

### **Major Duties:**

This position has direct supervisory authority for all emergency tracking, alerting, and response and recovery tasks, as well as maintenance and upkeep of all EOC and emergency response equipment and tools. In addition, this position is also responsible for the maintenance and training of, and regular meetings for all emergency response groups in the County. The position is also the central liaison point for all regional emergency management initiatives. The position takes on the role of the Emergency Manager in the absence of the OEMHS Manager.

### **EOC Readiness**

- Conducts weekly evaluation of EOC and related equipment to make sure that everything is in working order, which includes all computer systems, all display systems, and all voice and electronic interface systems.
- Conducts bi-weekly evaluation of all communication and notification systems used to warn elected officials, county employees and the citizens, including Alert Montgomery, satellite telephone equipment, and hard wire, soft wire and virtual devices.
- Conducts monthly evaluation of the Washington Area Warning and Alert System, as well as the Maryland State Warning and Alert System.
- Conducts monthly evaluation of the Federal Emergency Alert System.
- Conducts monthly housekeeping to maintain adequate supplies on hand, and ready for emergency use.

### **Emergency Tracking, Alerting, Response and Recovery (EOC Operations)**

- Ensures personal availability 24 /7 to track and warn County citizens of any and all possible emergencies.
- Mobilizes and de-mobilizes the EOC as needed.
- Coordinates the objectives and methods of the response and recovery operation with other public service Directors, as well as with senior EOC staff.
- Works with County departments as a liaison with the region, the State, and with major vendors to achieve objectives.
- Meets with team leaders every three hours to prepare situational awareness reports, incident action plans.
- Reports on a regular basis to the region, the State and to FEMA as necessary on events, objectives, and timelines of recovery and needs.

### **Post Disaster Processes / After Action and Expense Recovery**

- Coordinates all After-Action efforts by holding meetings to extract information from those involved, consolidating and sorting through all information gathered, and preparing a brief for presentation to County Council and to FEMA, if necessary, as per HSEEP guidelines.

### **Hazmat Permitting Program**

- Oversees the main revenue collection program at OEMHS.
- Ensures companies using hazmat on their premises are in compliance with County, State, and federal codes
- Works with budget chief to streamline the process and increase revenues.

### **Training and Exercise**

- Manages the County's comprehensive exercise and training program.
- Oversees the development of at least five major County-wide exercises per year, as well as the execution of continuous county improvement and training classes covering the gamut of emergency management.
- Works toward the implementation of a County-wide public education program on emergency management operational topics.
- Works toward the consolidation of all training for the entire region, making Montgomery County not only the clearinghouse for all emergency management activities in the DC region
- Oversees the implementation, maintenance and training for the County-wide WebEOC.

### **County Groups**

- Serves as Co-Chair of the Local Emergency Preparedness Council (LEPC), a group with members throughout the Montgomery County emergency preparedness community, private industry, and other government offices from all levels.
- Serves as a coordinator of the Montgomery County Emergency Management Group (EMG). As part of this function, oversees the direction, focus and coordination of a group made up of County department representatives prepared to respond to all County emergencies..

## **Program Manager II (EOC Support, Communication, Public Outreach and Maintenance)**

### **Major Duties**

This position is multi-faceted, though the main focuses are public communications and EOC support. Other smaller aspects of this position include EOC and general equipment maintenance, as well as public education and community outreach.

### **Public Communications and Emergency Alerting**

- Responsible for tracking and anticipating emergencies, and getting alerts out to the citizens of Montgomery County as soon as possible. This warning ensures the protection of life and property.
- Maintains the Alert Montgomery system. This position has increased usage of this system exponentially in one year to well over 100,000 users in the County.

### **EOC Support**

- Ensures personal availability 24 / 7 to assist the Manager and the Operations Chief in mobilizing, running and de-mobilizing the EOC.
- Coordinates and liaises with other jurisdictions at the local, state and federal level through EMAC (the Emergency Management Assistance Compact), as needed.
- Takes on the role of the Operations Chief in the absence of the Operations Chief.

### **EOC and OEMHS Equipment and Maintenance**

- Assists in coordinating all EOC and related equipment fit testing and maintenance.
- Primarily looks after the servers that house all the alerting systems - Alert Montgomery, MCEN and EAS.
- Handles troubleshooting issues with satellite communication system, as well as hard wire, soft wire and virtual systems.

### **Community Outreach and Public Education**

- Chair of the Local Emergency Planning Council (LEPC), a group with members throughout the Montgomery County emergency preparedness community, private industry, and other government offices from all levels.
- Organizes and teaches SKYWARN classes for Montgomery County, teaching local citizens how to spot trends and emergencies in the weather and report back to the EOC as well as to the National Weather Service.
- Does various community outreach events as assigned.

### **Training**

- Responsible for coordinating the county emergency management training program, including creating a full training program for the entire county with regards to emergency management; assisting in the upgrading of the Emergency Management Group and setting training benchmarks for the group; teaching training classes for county employees and those that respond to the EOC; and working closely with the exercise coordinator to ensure that all federal and state training requirements are met.

## **Program Specialist I (Hazmat Permitting Program)**

### **Major Duties**

This position is responsible for the administrative and revenue side of the county hazmat permitting program.

### **Hazmat Permitting Program**

- Reviews and evaluates new and renewal SARA and other hazmat permit applications, numbering in the thousands.
- Addresses questions and concerns from businesses in the County.
- Collects revenue from business applying for or renewing a permit.
- Coordinates with code enforcement should verification of applications be required.

### **LEPC Involvement**

- Maintains LEPC records and responds to all community public information for FOIA requests.
- Assists with emergency response and preparedness planning.

## **Program Specialist II (EOC Equipment Maintenance, Training and Situational Awareness)**

### **Major Duties**

This position, like all others at OEMHS, is multi-faceted but does have two main areas of focus. Primary responsibility is maintenance of all equipment used in disaster tracking and the emergency response and recovery process. Further, this position is also responsible for liaising with the RACES group - amateur HAMM radio operators.

### **Equipment Testing and Maintenance**

Assists the Operations Chief in:

- Weekly evaluation of EOC and related equipment to make sure that everything is in working order, including all computer systems, all display systems, and all voice and electronic interface systems.
- Conducts bi-weekly evaluations of all communication and notification systems, including Alert Montgomery, Satellite telephone equipment, and hard wire, soft wire and virtual devices that are used to warn elected officials, County employees and the citizens.
- Conducts monthly evaluations of the Washington Area Warning and Alert System, as well as the Maryland State Warning and Alert System.
- Conducts monthly evaluations of the Federal Emergency Alert System.
- Conducts monthly housekeeping to maintain adequate supplies on hand and ready for emergency use.
- Provides regular training and testing of OEMHS personnel on all equipment.

### **WebEOC**

- Assists as a WebEOC Superuser providing, troubleshooting, maintenance, and basic training.

### **RACES Coordination**

- Coordinates meetings, activates drills, tests and training.
- Coordinates with the group about issues and changes to their SOPs.

## **Program Manager II (Financial / Grant Manager)**

### **Major Duties**

This position is a management position in OEMHS, providing strategic support in the planning and direction of the department, as well as coordinating with County departments and agencies in the management of the homeland security grants program with State and federal departments.

- Supervises the grant unit and, along with with other County departments, agencies, municipalities and non-governmental organizations (NGO's) involved with homeland security, seeks, facilitates, coordinates and prepares applications for homeland security grant funds and related grants for MCHSD.
- Serves as the County point of contact with the State of Maryland, the District of Columbia State Administrative Agency for Urban Area Security Initiative (UASI) funds and/or US Department of Homeland Security (USDHS) regarding grant submission requirements, scope of program, eligibility of proposed program expenditures, program justification, budget and implementation schedule, and grant monitoring reports. Upon receipt of grant awards, the position coordinates with the Office of Budget and Management, Department of Finance and the implementing agency regarding the procedures for obtaining appropriation authority for grant implementation by the County department or agency.
- Supervises grant monitoring and implementation, provides technical assistance and support regarding federal, state, UASI and local regulations and procedures to various County departments and agencies in their submissions of performance measures, quarterly reports on grant activity, and a project closeout reports.
- Provides technical assistance in asset management and inventory control of training, equipment and supplies purchased with grant funds. The position is proactive in monitoring grant activity and manages the grant amendment process among the grant recipients to ensure timely expenditures of grant funds. The position works directly with federal and state agency representatives regarding grant amendments and project closeouts.
- Serves as a key adviser to the OEMHS Manager regarding strategic planning, multi-year fiscal planning, and policy development.
- Responsible for: budget preparation, justification, administration, coordination and control; personnel administration, including coordination of hiring, discipline, termination/dismissal, labor-management communications and other personnel actions; fiscal planning, analysis and reporting, including future fiscal impact and performance measure development and implementation; accounting controls for personnel, operating and capital expenditures including, procurement, contract management and administration, inventory and property control; space planning, including capital planning and facility lease management; coordination/development of organization-wide standard operating procedures for OEMHS; coordination of planning for the resource requirements for automated information systems for the department, and serving as an administrative resource to internal managers and employees, as well as to external managers of County departments, agencies, municipalities and NGO's.
- Responsible for planning, managing and supervising the administrative support services for OEMHS, which is characterized by complex and diverse work assignments which have significant departmental, County and regional impact.
- Responsible for analyzing trends and identifying future homeland security needs and requirements in working with OEMHS managers and other County department/agency

representatives, formulating alternatives and projecting potential outcomes for the consideration by OEMHS Manager.

- Provides direct assistance to the public in responses to preparedness questions, referrals for grant assistance, assistance in grant or procurement administration, community preparedness education and, if necessary, also assists directly in relief efforts during an emergency or disaster. The small size of the department also requires this management position to be knowledgeable in all the critical systems that run in the emergency operations center and must be well versed in the laws and regulations pertaining to the Stafford Act and a Montgomery County declared public emergency.

### OEMHS Responsibilities by Position

	Locally Funded									Grant Funded		
	Manager	EAA	Division Chief Planning	PM I	Division Chief Operations	PM II	PS II	PS III	PM II	Exercise Manager PM 1	Regional Training PM 1	Regional Planner PM 1
Planning	P (Regional)		P (County)	S								S
Community preparedness	S	S	P	S								
Mitigation	S		S	P								
Sheltering	S		P	S								
Volunteer and Donations	S		P (Citizen Corps)			P (SKYWARN)		P (RACES)				
Worker Safety	S		P	S								S
Operations (Procedures)	S				P							
EOC Activations	P (Red Shift)	S	P (Alternate)	S	P (Blue Shift)	S	S	S	S	S	S	S
Training	S				S	P					S	
Exercise	P (Senior Leader)	S	S	S	S	S		S		P (EMG)		
Webeoc (RM)	S		S		S					P		
GIS	S				S	S				P		
Corrective Action	S		S	S	P							
Hazmat	S	P (Processing)			P (Procedures)	S	P (Acquisition)		S			
LEPC	S				S	P	S					
Emergency Notification	S	S	S		S	P		S		S		
Grant Management	P (Acquisition)	S	S		S				P (Management)		S	S
Financial Management	S	P (Payments)							P			
HR / Admin	S	S							P			

P – Primary Duty and Office Lead

S- Secondary or Support Role

NO