

THE COLUMN

Newsletter of
the Virginia Institute
of Government

Fall 2006



How 9/11 has Changed Prince William County

KATHERINE K. SIMMONS

Prince William County sits about 35 miles southwest of Washington, D.C., and 20 miles south of the Pentagon. This, coupled with the number of nearby military installations and large population of military and federal government employees, makes the county a potential target for terrorist attacks. Clearly, the county response to such disasters has national as well as local implications.

The Pentagon attack on September 11, 2001, underscored the need for Prince William to examine its emergency management capabilities. Several areas that needed attention were identified: meeting staffing requirements; developing short- and long-term strategic goals; improving the Emergency Operations Center (EOC) facility; updating technology; training all EOC staff; joining local, state and regional initiatives; and pursuing state and federal funding.

STAFFING

Before 9/11, the county emergency management program was the part-time responsibility of the fire marshal. Since 9/11, the program has become a separate division with a staff of five. The restructuring began in 2002 when the county hired an emergency management coordinator to develop and manage the program. Over four years, the staff has grown to include an administrative coordinator, an emergency planner, a grant coordinator, and a part-time manager of the Metropolitan Medical Response System plan now being developed. Throughout the process, the coordinator has received assistance from five deputies appointed by the Board of County Supervisors (BOCS). Additional positions are proposed over the next 10 years.

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Ready, Set, Go!

Over 100 localities have subscribed to online Compensation Survey System

The Institute's new online Compensation Survey System (CSS) is off to a strong start with almost 120 paid subscribers. So far 25 cities, 52 counties, and 35 towns, along with a few authorities and libraries, have signed on (see page 2).

The Institute paid all costs for the rollout year during which 15 statewide training sessions were held. As of July 2006, system participants are required to pay a small annual subscription fee based on population, with no rate above \$500.

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Town of Culpeper and Local Government Academy Win VML President's Award

The Town of Culpeper and the Local Government Academy at Germanna Community College (GCC) have won the VML 2006 President's Award for Entrepreneurial Government. The award recognizes "principles of innovative and imaginative local government."

The Local Government Academy (the Academy) offers classes at GCC's Fredericksburg campus to area local government employees. Topics are selected by an advisory group of representatives from GCC's Center for Workforce and Community Education; Caroline, King George, Spotsylvania, Stafford Counties; the towns of Bowling Green, Culpeper, and Port Royal; the city of Fredericksburg, and the Virginia Institute of Government (the Institute).

The Academy's goal is to offer a high quality, reasonably priced educational program for local governments. The Academy is now in its

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VIRGINIA
INSTITUTE OF
GOVERNMENT

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WELDON COOPER CENTER FOR PUBLIC SERVICE
University of Virginia

Ready, Set, Go!

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The primary benefit of the system is its ability to produce, within minutes, comprehensive reports comparing local salaries and benefits for all types of positions. Given the high level of participation, subscribers can already access a substantial amount of information online. Subscribers are obliged to input and update their data in order for the system to remain a valuable resource.



The CSS was developed by Technology Net, Inc., from Salt Lake City, and is currently used by six other states, mostly in the West. Several eastern states are considering the system, with Virginia serving as the model.



Contact Tedd Povar at 804/371-0202 or tep3e@virginia.edu. ▼

VML President's Award

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third semester (see pg. 3 for class listing).

The Institute has enlisted trainers from Henrico and Chesterfield Counties to teach at the Academy. Both localities are recognized for their specialized and extensive employee development programs.



Contact Billie Easton at 804/371-0202 or bee2u@virginia.edu. ▼

2006-07 Wallerstein Scholarship Awarded

Sam Seeley is the recipient of the 2006-2007 Wallerstein Scholarship. Seeley, a PhD candidate in American politics at the University of Virginia, was a Governor's Fellow in 2004 after several years in both the private and public sectors.

The scholarship is available to UVa seniors and graduate students, local government practitioners, and academicians. It is administered by the Weldon Cooper Center for Public Service and the Virginia Municipal League.



Contact the Cooper Center at 804/371-0202 or wallerstein@virginia.edu. ▼

Compensation Survey System Subscribers (as of September 29, 2006)

<ul style="list-style-type: none"> • Cities Bedford Buena Vista Charlottesville Colonial Heights Danville Emporia Franklin Fredericksburg Harrisonburg Hampton Hopewell Lexington Lynchburg Manassas Park Martinsville Newport News Norfolk Poquoson Portsmouth Radford Roanoke Salem Staunton Suffolk Virginia Beach Winchester 	<ul style="list-style-type: none"> • Counties Accomack Albemarle Alleghany Augusta Bath Bedford Botetourt Buckingham Campbell Caroline Charles City Chesterfield Culpeper Cumberland Dinwiddie Fairfax Fauquier Floyd Fluvanna Franklin Frederick Giles Gloucester Goochland Halifax Hanover 	<ul style="list-style-type: none"> Henry Henry Isle of Wight James City King George King William Middlesex Montgomery Nelson New Kent Northampton Page Prince George Pulaski Rappahannock Roanoke Rockbridge Rockingham Southampton Spotsylvania Stafford Sussex Tazewell Washington Wise York 	<ul style="list-style-type: none"> • Towns Altavista Amherst Appomattox Ashland Big Stone Gap Blacksburg Broadway Cape Charles Christiansburg Clifton Forge Colonial Beach Culpeper Dumfries Elkton Front Royal Gordonsville Halifax Herndon Hillsville Mount Jackson New Market Orange Purcellville Remington Rocky Mount Smithfield 	<ul style="list-style-type: none"> South Boston South Hill Stanley Strasburg Vinton Warrenton West Point Windsor Woodstock <ul style="list-style-type: none"> • Others Alexandria Sanitation Authority Central Rappahannock Regional Library Hampton Roads Sanitary District Prince William County Park Authority Southeastern Public Service Authority
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VIRGINIA INSTITUTE OF GOVERNMENT TRAINING PROGRAMS

Wednesday Series 2006-2007

In partnership with Chesterfield County Classes are held at UVa's Richmond Center. Registration fee: \$100 per person. Discount: for every three registrants from the same organization, the fourth person can attend at no cost (all registrations must be submitted together for the same class). Lunch included.

Contact Jessica Smith at 804/371-0202 or jessicasmith@virginia.edu, or visit www.VaInstituteofGovernment.org.

Staying Legal:

Employment Law Basics

Don't let the courtroom be your classroom
NOVEMBER 1, 2006 – 8:30 am-3:30 pm

For supervisors, team leaders, human resources staff, and those responsible for ensuring compliance within the organization

THIS SEMINAR WILL HELP YOU TO

- hire the right person the right way
- handle employee complaints
- correct deficient performance
- investigate conduct issues
- adapt a model for addressing problem situations
- use the Employee Assistance Program as a management tool

Behavioral-Based Interviewing

Strategies for Finding the Right Fit

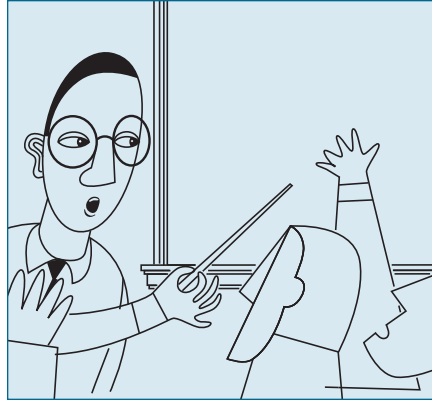
FEBRUARY 14, 2007 – 9:00 am-noon

(Registration fee is \$75 for this class)

For supervisors, team leaders, and managers

THIS WORKSHOP WILL HELP YOU TO

- master a three-step process for preparing and conducting a successful behavioral interview session
- look at knowledge, skills, and abilities and examine how they relate to behavioral interviewing
- write behavioral interview questions for a potential interview
- recognize "things to avoid" when conducting a behavioral interview session



Customer Service in the Public Sector

The Art of Putting Citizens First

MARCH 14, 2007 – 8:30 am-3:30 pm

For employees at all levels, especially those in direct contact with customers

THIS WORKSHOP WILL HELP YOU TO

- identify your customers, what they want, and how they want it delivered
- describe the KANO model for quality
- use the LEAP model to handle difficult situations
- compare four styles which impact delivery
- determine criteria for establishing customer service

Love 'Em or Lose 'Em: Motivating & Retaining Employees

APRIL 11, 2007 – 8:30 am-3:30 pm

For supervisors, team leaders, and managers

THIS WORKSHOP WILL HELP YOU TO

- examine the Maslow and Herzberg theories of motivation
- promote principles of motivation theories in the work environment by using the *Love 'Em or Lose 'Em* strategies
- look at examples of how today's companies have applied these techniques successfully
- create action plans for applying motivational principles and strategies at the office

Dealing with Differences: Diversity & the Generation Gap at Work

MAY 9, 2007 – 8:30 am-3:30 pm

For employees at any level who interact with a diverse staff that includes multiple generations

THIS CLASS WILL HELP YOU TO

- identify key characteristics of the four generations at work
- recognize factors that motivate each generation
- recognize all aspects of diversity (it's not just race- or gender-based)
- determine your personal world view (you may be surprised)
- develop strategies for a more inclusive work environment

Succeeding as a First-Time Supervisor

Learn the skills to excel as a new supervisor

JUNE 13, 2007 – 8:30 am-3:30 pm

For new supervisors who oversee the work of one or more employees

ATTEND THIS SEMINAR AND

- examine supervisory styles, roles, and responsibilities
- analyze strategies for delegating
- learn approaches to develop initiative, risk taking, and trust in your staff
- discover techniques for problem solving, decision making, and conflict management
- develop methods for motivating and rewarding employees
- define principles of setting performance expectations, monitoring performance, and establishing a progressive discipline program
- find out the latest changes in employment laws

Local Government Academy at Germanna Community College

There are six classes remaining in the fall 2006 semester.

Call 540/891-3012 or visit www.germanna.edu/workforce/.

“As a result of 9/11, emergency management has become a core responsibility of managers and employees throughout the entire county government organization.”

CRAIG S. GERHART
 COUNTY EXECUTIVE
 PRINCE WILLIAM COUNTY

How 9/11 has Changed Prince William County

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STRATEGIC PLANNING

The BOCS included in the county’s strategic plan 13 objectives that specifically address emergency management. Citizen input was also considered. The strategic plan along with the work plan, developed by the emergency management coordinator, are reviewed annually.

FACILITY AND TECHNOLOGY IMPROVEMENTS

Following the Pentagon attack, it was clear that the EOC facility was inadequate: it was too small for the personnel and resources necessary to operate efficiently for extended periods. The congested space restricted the display of information. The noise and heat levels were stressful to the staff. Furthermore, the facility did not have the technology to support the audiovisual requirements of an effective EOC.

After determining that it would be more cost effective to renovate the existing space

than to build a new facility, the county proceeded with major renovations. The upgraded EOC facility accommodates 48 people with access to individual phones and computers. Wall space is primarily magnetic or white board that can be used to display information. Modern audiovisual equipment increases access to current response and recovery technology.

TRAINING MANAGERS AND STAFF

“As a result of 9/11, emergency management has become a core responsibility of managers and employees throughout the entire county government organization,” says County Executive Craig S. Gerhart.

Since the Pentagon attack, the role of emergency responder is no longer limited to police, firefighters, and medical personnel. Emergency responders now include health, utilities, communications, and public works personnel. To accommodate these new groups, the county expanded its existing emergency management training program.

The program involves three key components: monthly emergency management training meetings, simulation exercises, and a self-study certification program. The monthly meetings include department heads and staff from emergency management partners, such as the Red Cross, local hospitals, and utility companies.

Prince William regularly participates in local, regional, and state exercises to validate processes, test equipment, and practice various components of the Emergency Operations Plan (EOP).

In 2004, the county initiated a self-study certification program for its personnel. Specific courses were identified that would help prepare staff to manage emergencies safely, effectively, and efficiently. This year, the curriculum was expanded to include additional training required by the National Incident Management System.

TRAINING ELECTED OFFICIALS AND THE PUBLIC

The role of elected officials is important to the continuity of government operations during a disaster. A brochure detailing the elected official’s role in emergency management was designed and distributed to the county elected officials as part of an emergency preparedness packet. In addition, staff conducted a daylong emergency preparedness symposium for the BOCS. The symposium, which also aired on the county cable

Objectives of Prince William’s Emergency Management Program

- Employ an all-hazards approach to ensure that the county is prepared to mitigate, respond to, and recover from manmade and natural disasters.
- Expand joint training among the office of public safety, other county agencies, and other organizations.
- Review and update the county disaster preparedness and homeland security plans.
- Coordinate with regional emergency management agencies regarding emergency preparedness and homeland security.
- Evaluate the effectiveness of the Emergency Operations Center through frequent tests and drills.
- Communicate the local color-coded emergency warning system to the public.
- Continue to explore and pursue backup county public safety communications and information technology systems.
- Educate the county population on disaster/emergency preparedness and ways to achieve 72-hour self-sufficiency.
- Collaborate with civic and community organizations in conducting local area drills in accordance with the law.
- Plan for the security of county infrastructure.
- Ensure interoperability of all emergency equipment.
- Apply for grants to support homeland security and emergency preparedness initiatives.
- Investigate systems that provide 24-hour public alert capability.

“Although we have made significant progress in the field of emergency management, the challenge remains to develop meaningful performance measures to evaluate the effectiveness of the county programs and efforts.”

PATRICK M. COLLINS
EMERGENCY MANAGEMENT COORDINATOR
PRINCE WILLIAM COUNTY

Major Completed Initiatives

- The Emergency Operations Plan (EOP) was updated and readopted by the Board of County Supervisors to reflect the emergency support function model. The EOP continues to be reviewed and formatted in response to National Incident Management System requirements.
- New plans were developed to support the EOP:
 - Debris Management Plan
 - Continuity of Operations Plan
 - Regional Mitigation Plan
 - Metropolitan Medical Response System Plan (under development)
 - Pandemic Influenza Plan (under development)
- A planning group comprised of staff from GIS (Geographic Information Systems), Fire and Rescue, and Police and Information Technology was established to provide the EOC with information and mapping services.
- The county was certified as a Storm Ready Community by the National Weather Service.
- A Citizen Corps Council was established to promote and strengthen Citizen Corps programs, including Community Emergency Response Teams, Volunteers in Police Service, Neighborhood Watch, and the Medical Reserve Corps.
- The county has promoted interoperable communications using 800 MHz radios, satellite phones and audio/video conferencing.
- The county participated in a regional public alerting and notification project using Roam Secure, Inc., systems.
- The county participated in a regional initiative to use WebEOC as a common web-based program to manage emergency events and share information among National Capital Region jurisdictions, local hospitals, and the Virginia Department of Emergency Management.

channel, provided an update of emergency preparedness activities at the local, state, and federal levels. A second briefing in September reviewed the county’s preparations in the event of a pandemic.

Emphasis has also been placed on preparing the public for a disaster or terrorist attack. Emergency Management staff routinely speak to other county staff and community groups, and Community Emergency Response Team members conduct outreach programs within their neighborhoods.

In addition to local outreach, Prince William County participated in two regional initiatives: development of a comprehensive guide that was distributed to every county resident and support of the *Be Ready, Make a Plan* campaign, which promotes personal disaster preparedness with media messages and printed materials.

FUNDING

Federal and state grants have provided more than a million dollars in support of the county emergency management program. These grants include emergency management funds for the four towns located within the county and provide financial support for non-county agencies that are critical partners in the county emergency operations plan.

MEASURING PERFORMANCE

“Although we have made significant progress in the field of emergency management, the challenge remains to develop meaningful performance measures to evaluate the effectiveness of the county programs and efforts,” says Patrick M. Collins, emergency management coordinator for Prince William County.

Prince William has spent considerable resources modernizing its capability to deal with threats ranging from severe weather to terrorist acts. After five years of ongoing efforts and a lot of old-fashioned hard work from countless dedicated county employees and emergency partners, the county is much better prepared than it was prior to 9/11.



The author is administrative support coordinator in Prince William County’s Office of Emergency Management. Contact her at 703/792-5627 or ksimmons@pwcgov.org, or visit www.co.prince-william.va.us. ▼

**UPCOMING
SEMINARS**

See page 3 for details
on all programs



**STAYING LEGAL:
EMPLOYMENT
LAW BASICS**

Don't let the courtroom
be your classroom
**November 1, 2006,
Richmond**



To register:

Contact Jessica Smith
at 804/371-0202 or
jessicasmith@virginia.edu



**LOCAL GOVERNMENT
ACADEMY**

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**Civic Engagement and
Renewal Initiative**

***Inaugural director named to head
Cooper Center program***

Nancy J. H. Gansneder has
been appointed director
of the Civic Engagement and
Renewal Initiative at UVa's
Weldon Cooper Center for
Public Service

After nearly three
decades, Gansneder leaves
her post as director of the
University Internship Program.
A longtime advocate for
experiential education, lead-
ership development, and civic engagement,
she has placed thousands of University stu-
dents in academic internships.

As the inaugural director of the Civic
Engagement and Renewal Initiative,
Gansneder will lead the Cooper Center's
efforts to train individuals, groups, and com-
munities in the methods of deliberative

democracy, which include National Issues
Forums, Study Circles, and LeadershipPlenty.
These processes allow individuals to discuss
controversial issues, e.g., immigration, health
care, race, and education, in a civil manner
and together find common
ground for action.

The Initiative is currently
partnering with the Harvest
Foundation in Martinsville
and Henry County. *Voices,
Choices* is a multi-year project
designed to build the capacity
of citizens to successfully
address local problems.

Gansneder earned her
PhD and MA from the Curry
School of Education at the
University of Virginia and is a graduate of
The Ohio State University.



*Contact Nancy Gansneder at 434/982-4770
or nancyg@virginia.edu. ▼*

