



# COVID-19 After Action Report

After Action Report – Summary of Findings

March 1, 2022

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**COVID-19 AAR: Part 1****COVID-19 After Action Review Process and Timelines**

“Therefore, to ensure the County maintains the level of service and functionality the community expects, the Board directed the County Executive to conduct a comprehensive review of the County’s response to the COVID-19 pandemic to include, but not be limited to, each County agency’s COVID response, how the pandemic affected operations, how those changes impacted the community, as well as internal and external communications...”

**Phases:**

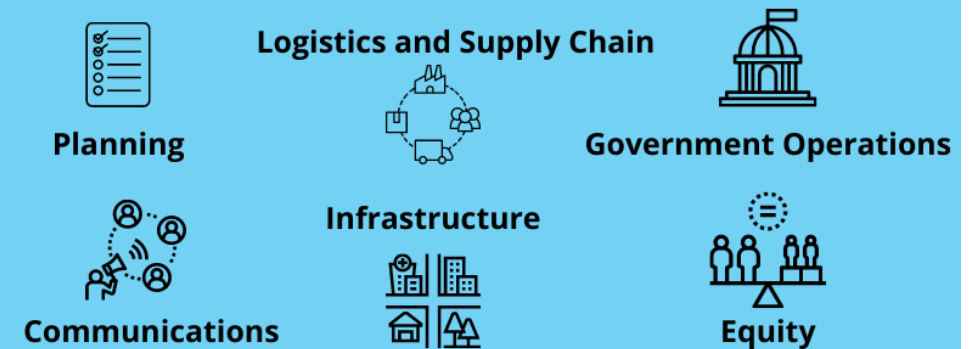
- County AAR is based on the BOS request and will be completed in two phases.
- Health Department response operations AAR will also have two phases.

**Timeline:**

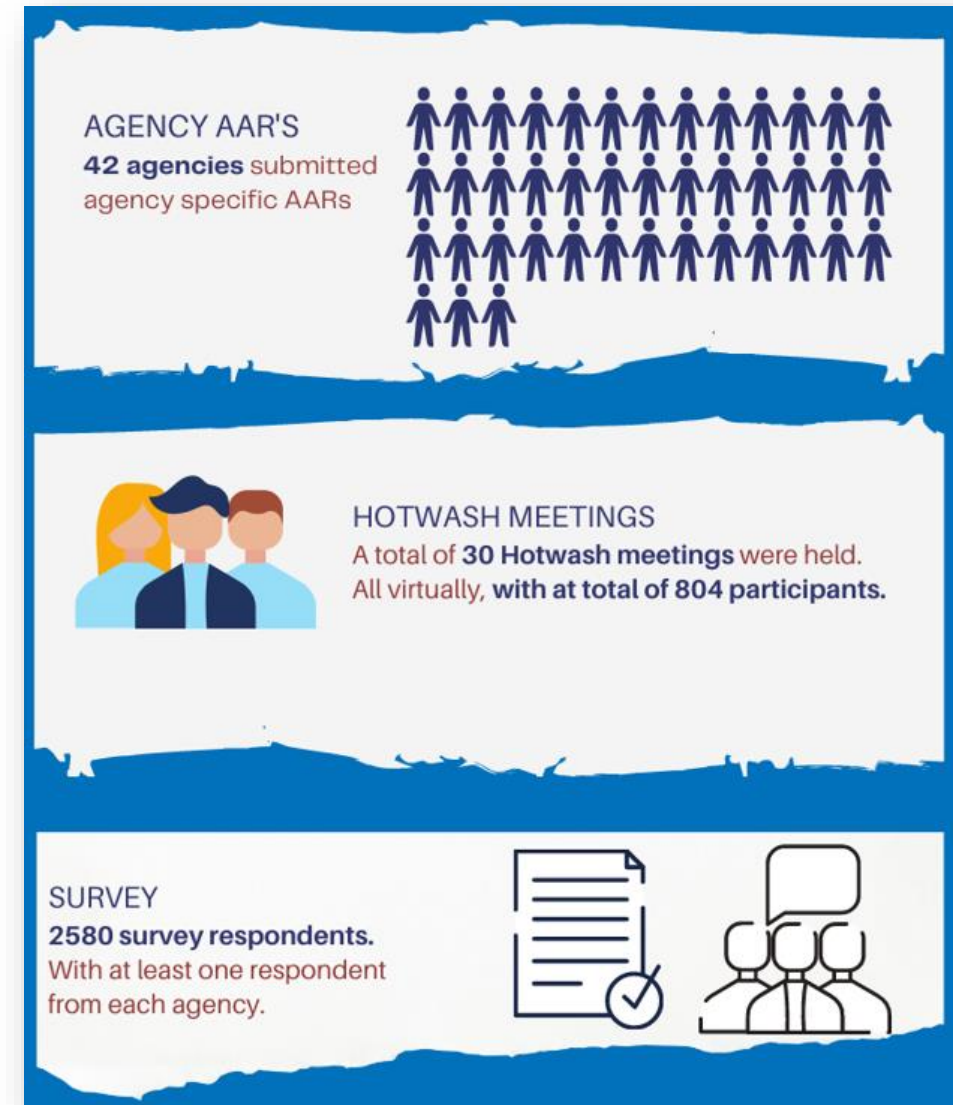
- County AAR Part 1: Final Report Due March 1, 2022
- County AAR Part 2: Final Report Due July 31, 2022
- HD AAR Part 1 (COVID Response): Final Report Due April 15, 2022
- HD AAR Part 2 (Mass Vaccination Campaign): Final Report Due July 1, 2022

**Review Process:**

- Agency developed internal AARs provided detailed agency-specific information.
- Qualitative data collected through facilitated information gathering sessions and survey tools.

**ANALYSIS OF THE COUNTY'S RESPONSE IS ORGANIZED USING THESE CATEGORIES:**

- Data Gathering Mechanisms
  - Agency AARs
  - Hotwash (Focus Group) Meetings
  - 1:1 Interviews
  - Employee Survey
- After Action Review Findings Presented to Recommendations Review Committee
  - Deputy County Executive's Representatives
    - Representative from each Deputy area
  - Emergency Support Functions
    - DPWES, FRD, DFS, DPMM, FCHD, DEMS, FCPD, OPA
  - Other Relevant Agencies
    - Representative from DIT, DHR, RMD



Approximately 50 Recommendations in draft report

- COVID-19 pushed Fairfax County Government agencies to adjust programs and service delivery models to ensure essential services continued to function within the restrictions forced by the pandemic environment.
- Changes made during the pandemic have the potential to reset expectations for county operations for the long-term.
- Aligning lessons learned from the pandemic to Strategic Plan Community Outcome Areas can help inform Board actions that move the county toward success in reaching strategic goals.

### Strategic Plan's Community Outcome Areas



Cultural and Recreational Opportunities



Environment



Lifelong Education and Learning



Economic Opportunity



Health



Mobility and Transportation



Effective and Efficient Government



Housing and Neighborhood Livability



Safety and Security



Empowerment for Residents Facing Vulnerability

- Recommendations for Part 1 of the AAR most robustly align with four strategic plan outcome areas.
- Part 2 of the review process is expected to find recommendations that align with the remaining six strategic plan outcome areas.

### County AAR Part 1 Focus Areas

- County Agency Response
- Government Operations
- Communications
- Effective and Efficient Government
- Empowerment and Support for Residents Facing Vulnerability
- Health
- Safety and Security

### County AAR Part 2 Focus Areas

- County Program Changes
- Government Operations
- Cultural and Recreational Opportunities
- Economic Opportunities
- Environment
- Housing and Neighborhood Livability
- Lifelong Education and Learning
- Mobility and Transportation





## Strengths

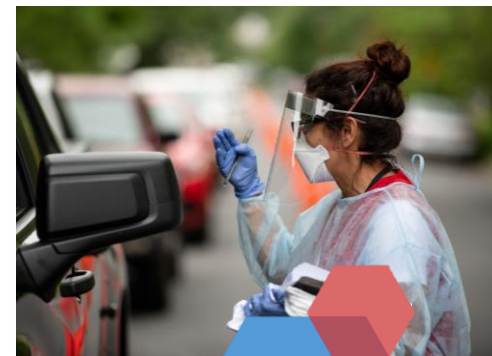
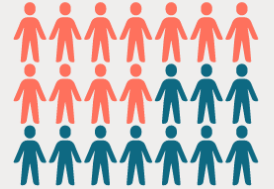
- Staff appreciative of Board and county leadership's flexibility given to agencies to implement plans and pivot operations to meet needs.
- Workforce Protection Group (WFPG) created to address health, safety, and risk management issues throughout the pandemic.
- Continuity of Operations (COOP) plans were used to continue mission essential functions, pivot normal operations, and deliver critical services to the community.

## Areas for Improvement

- Opportunities to augment, amplify, and maximize staffing in response to COVID-19 can be enhanced.
  - **Recommendation:** Establish policy designation and mechanism that allows for rapid reassignment of county personnel across agencies/roles to improve emergency response staffing.

**400**

In the first six weeks the Health Department hired four hundred contracted staff



## Strengths

- Local emergency declaration allowed for an expedited pursuit of goods and services via the purchasing resolution.
- The county quickly supported enhanced safety measures for the workforce.
- Implementation of countywide single point ordering (SPO) and coordination of EOC Logistics Section for resources.

## Areas for Improvement

- Coordination between the EOC Logistics Section and the Department of Purchasing and Material Management (DPMM) for inventory management and identifying resources could be further improved.
  - **Recommendation:** Collaborate with an inter-agency team to define requirements for comprehensive inventory management system and explore solutions that meet county needs. Procurement and implementation of the system should be a priority moving forward.



## Strengths

- Non-congregate (QPID) shelters for most vulnerable residents provided significant opportunities to expand shelter capabilities and capacities with partners.
- Budget/Financial staff issued comprehensive monthly updates on status of CARES, ARPA, and other funds the county applied for and received.

## Areas for Improvement

- Due to increased food insecurity, increased coordination was needed with the food provider community. Better define a clearinghouse process for future emergency food distributions.
  - **Recommendation:** The Emergency Food Strategy Team (EFST) has worked to create and implement the Emergency Food Access Response Plan (EFRAP). DEMS will work with this group to ensure the emergency response coordination is in place for food needs.





## Strengths

- IT facilitated the implementation of all the new technology and systems necessary for a successful telework operation countywide.
- The virtual environment increased communication throughout the county, which has been an added strength to many departments. Agencies have increased collaboration and communication with virtual staff meetings, workgroups, chat, document sharing, and other functionalities provided by IT tools.

## Areas for Improvement

- Call centers experienced various issues caused by the number of calls.
  - **Recommendation:** Assess the current phone infrastructure and updates needed to support increased phone traffic for county agencies. DIT is working on implementation of an enterprise call center platform that will integrate with other platforms like Teams.



4,000 laptops were purchased in 2020 to support continuity of operations during COVID-19



## Strengths

- The Joint Information Center (JIC) successfully provided the mechanism for countywide communicators to assess and implement communications strategies based on the community needs.
- Communications with Boards, Authorities, and Commissions (BACs) were managed through BAC liaisons—enabling swift, clear, and concise communications that weaved in guidance from multiple agencies.



## Areas for Improvement

- Some communities were reached better through the virtual methods, yet some could not be reached virtually at all, creating inequities in public messaging that had to be addressed through other methods.
  - **Recommendation:** Evaluate more ways and methods for how to provide better two-way communication with county residents.



## Strengths

- The targeting of testing and communities most heavily impacted was based on case data and the COVID-19 Vulnerability Index.
- The communications team was successful in their multi-cultural communications efforts, translation activities, and other efforts to ensure disparities were addressed and public messaging was making the widest reach possible within the county.

## Areas for Improvement

- Equity data should be a consideration in decision making for continuity of operations, emergency preparedness, response, and recovery across the county.
  - **Recommendation:** Provide leadership and department staff equity tools and materials to reference for decision making and planning throughout the emergency to ensure that equity is considered. Make equity part of plans referenced during an emergency.



### Next Steps

- Provide the Board the draft report for review.
- Schedule interviews with each Board office.
- Develop surveys to collect input from:
  - Public
  - NGO's
  - Private Sector
- Work with FCHD to ensure we have no gaps between their internal report and the county after action.

### County AAR Part 2 Focus Areas

- County Program Changes
  - A. Support to Private Sector (RISE Grants, new permit process, etc.)
  - B. Support for Residents (feeding operations, NCS, SRS, etc.)
- Government Operations
  - A. Pandemic's Impact on Government Operations
    - Resumption of normal operations from July 2021 to December 2021
- Additional areas requiring further investigation identified in Part 1.

Part 2 is underway and projected to be completed 7/31/2022.