

Office of Emergency Management



Department Overview

The Office of Emergency Management (OEM) coordinates and collaborates with its partners to reduce the impact of emergencies and disasters through a comprehensive emergency management program. OEM provides coordination and support for County agencies and community stakeholders; identifies hazards and mitigation opportunities; provides opportunities for planning, training, exercising and evaluation; facilitates continuity of operations; and engages in community outreach, all while maintaining fiscal responsibility.

OEM provides emergency management services for Fairfax County including the towns of Herndon, Vienna, and Clifton. Fairfax County OEM utilizes the concept of the Whole Community approach, for increasing individual preparedness and engaging with members of the community as vital partners in enhancing the resiliency and security of our County. The major areas of focus include emergency management planning and policy; the countywide emergency training and exercise program; public preparedness and education; enhancement of response and recovery capabilities, and grants management. OEM is committed to preparing for, responding to, recovering from, and mitigating new and challenging threats. OEM coordinates the emergency management activities of all Fairfax County agencies and collaborates with the Metropolitan Washington Council of Governments, the Northern Virginia Regional Commission, private organizations, and other local, state and federal agencies. OEM provides vision, direction and subject matter expertise in the field of emergency management to heighten the County's state of emergency preparedness. In the event of an emergency, OEM activates and manages the County's Emergency Operations Center (EOC). The state of the art EOC is equipped with technological redundancies to ensure operation under the most extreme conditions. The EOC is also activated for large-scale pre-planned events such as Presidential Inaugurations and events such as the Papal visit and the World Police and Fire Games in 2015. Additionally, OEM manages a fully operational Alternate EOC (AEOC) located in the County Government Center, in compliance with Emergency Management Accreditation Program standards. When not in use for activations, the AEOC provides a state of the art training and special projects venue. When activated, the EOC becomes the coordination point for all County emergency management activities. Furthermore, OEM serves as the County's point of contact for federal disaster relief, recovery and mitigation programs. OEM acts as the liaison to county, regional, state, federal, volunteer and private partners in order to prepare for, effectively respond to, and quickly recover from significant emergencies.

OEM develops, reviews, and coordinates emergency management programs with the Whole Community approach to meet the County's homeland security goals and comply with National and International Standards for Emergency Management. OEM ensures County emergency plans are consistent and compatible with the regional and state emergency plans and comply with state, federal and local guidelines. OEM develops and maintains the County's comprehensive Emergency Operations Plan (EOP) and provides emergency management guidance for the entire County. The EOP provides an operational framework for County and partner agencies when responding to an emergency in Fairfax County. OEM manages, develops and updates other emergency plans and annexes based on an "all hazards" approach to emergency management. OEM is responsible for coordinating emergency management training and exercises to prepare County agencies to carry out their roles in the emergency operations plan. Each year, OEM develops and coordinates a variety of seminars as well as functional and tabletop exercises. All exercises are compliant with federal Homeland Security Exercise and Evaluation Program (HSEEP) guidelines, ensuring that training opportunities are of the highest caliber and consistent with national training standards. The agency hosts the School of Emergency Management Training program, training County and regional personnel on a diverse range of topics including: the National Incident Management System, Continuity of Operations, and coursework sponsored by the Virginia Department of Emergency Management.

OEM conducts emergency management outreach programs necessary to increase the public's awareness in emergency preparedness and homeland security. Through the Fairfax County Citizen Corps program, OEM serves as liaison and administrative support for recruitment, registration and identification of volunteer emergency workers necessary to support emergency response and recovery efforts.

Office of Emergency Management

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	\$1,221,440	\$1,195,752	\$1,309,604
Operating Expenses	406,141	654,023	527,104
Capital Equipment	0	27,560	0
Total Expenditures	\$1,627,581	\$1,877,335	\$1,836,708
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$1,627,581	\$1,877,335	\$1,836,708
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	13 / 13	13 / 13	13 / 13
Total Positions	13 / 13	13 / 13	13 / 13

Lines of Business Summary

LOB #	LOB Title	FY 2016 Adopted	
		Disbursements	Positions
241	Department Leadership	\$379,989	3
242	Emergency Operations	273,241	2
243	Finance and Grant Administration	525,089	3
244	Community Resiliency and Outreach	252,834	2
245	Training and Exercise	213,503	1
246	Planning	192,052	2
Total		\$1,836,708	13

Lines of Business

LOB #241:

DEPARTMENT LEADERSHIP

Purpose

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

Description

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

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

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

Benefits

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

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

Office of Emergency Management

Mandates

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

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

Trends and Challenges

There are several significant challenges for OEM. They include:

- 38 percent of OEM staff positions are Department of Homeland Security Urban Area Security Initiatives (UASI) funded and are under constant threats of reduction or elimination. In addition, increases in County population and urbanization, and expansion of federal and state mandates, will require OEM to plan appropriately.
- Keeping up with Technology. OEM operates with state-of-the-art technology including the audio-visual equipment in the Emergency Operations Center (EOC) and Alternate Emergency Operations Center (AEOC), vehicles and communications devices. Maintenance of equipment and training is expensive, and technology is evolving at an exponential rate.
- Continued involvement of all County agencies in preparing for a significant event. The County has not had a significant event since the Derecho in the summer of 2012. Keeping the County leadership focused on preparedness is a challenge when budgets are tight and workloads are high.
- Ensuring the County and region are prepared for a significant hazard. Coordinating with two states, Washington, D.C., and the 19 jurisdictions in the National Capital Region (NCR) is a constant challenge. There are unified goals but because of geo-political differences, achieving those goals is difficult. In the event of a catastrophic event or incident in the NCR, an effective response will require assistance and resources be shared throughout the region. OEM staff spends a significant amount of time trying to support the region through participation on committees, workgroups, and management of key emergency systems.
- The fastest growing demographic of Fairfax County's population is the 65 and older age group. This population will require a more labor-intensive planning effort to accommodate their evolving needs and will require increased planning and a more proactive outreach campaign.
- The number and frequency of declared disasters rises and falls cyclically. However, the overall trend indicates the frequency and total numbers of declared disasters and the cost of these disasters is increasing.
- There is an ever-increasing desire for instantaneous information and situational awareness. In order to meet these demands, there has been an increase in the number of Emergency Operations Center Activations. EOC activations can be time-consuming, costly, and often difficult on staff.

Office of Emergency Management

Resources

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

Metrics

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

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

Office of Emergency Management

LOB #242:

EMERGENCY OPERATIONS

Purpose

The Emergency Operations Division manages the EOC and the AEOC, as well as supports the County emergency notification system, all technology, crisis information management and the Duty Officer program. The Operations Division, in support of the County's EOC, manages real-time information, personnel, agency coordination and resident support during emergency incidents.

Description

Emergency Operation Centers: The Emergency Operations Division maintains two EOCs in support of Fairfax County. The primary facility is located in the McConnell Public Safety and Transportation Operations Center (MPSTOC). The AEOC, which is located at the Government Center, serves as the fully functional backup facility to the MPSTOC. Each facility is linked to the Department of Cable and Consumer Services to televise real-time operational briefings to employees and residents during an incident. Both facilities provide state-of-the-art EOCs, work areas for OEM personnel, a situational awareness center, a consolidated public safety operations area, training/meeting space, senior policy conference room, and secured communication capabilities. These multi-faceted facilities provide a location where key government decision makers and private sector partner agencies can assemble during significant emergencies. These facilities have physical and virtual interoperability and connectivity with regional, state and federal partners, neighboring jurisdictions, utility companies, volunteer agencies and private sector businesses. Over the last seven years, these facilities have dramatically improved the capabilities of the County to respond to the needs of the community.

Duty Officer Program: This program is primarily designed to enhance incident support and communications interoperability within Fairfax County; however, having connectivity with surrounding Northern Virginia localities, the NCR and federal partner agencies is paramount. In addition, the OEM Duty Officer keeps Fairfax County employees, local businesses and residents aware of any significant events such as significant weather, traffic notifications and County operations through the County emergency notification system.

OEM personnel are trained and prepared to respond to any event within Fairfax County. Services provided include coordinating with Red Cross, serving as a liaison between internal and external agencies and the community, and working with residents to evacuate their homes if necessary.

Emergency Notification Programs (Employee Alert Network (EAN)/ Fairfax Alerts): The EAN and "Fairfax Alerts" are the official County notification systems for employees and County residents. The EAN section of the system allows County representatives the ability to alert employees of potential dangers within the County or situations specific to their agencies twenty-four hours a day and seven days a week. The Department of Public Safety Communications, Police Department, and Fire and Rescue Department use EAN to alert and inform their personnel of events and incidents. The public facing "Fairfax Alerts" gives residents the ability to receive official emergency information about County incidents via mobile phones, email, home phone and multiple other devices. In addition, residents can subscribe to receive information notifications such as traffic information, government closings, inclement weather, and non-emergency information from County agencies such as Tax Administration, Elections, Police, Fire and OEM.

Crisis Information Management System (WebEOC): WebEOC is the nationally-adopted crisis information software system used in all of the Emergency Operations Centers in the National Capital Region which include Virginia, the District of Columbia and Maryland. WebEOC is used to manage both small and large-scale incidents and provides a platform to share information such as critical infrastructure status, transportation and public messaging. More than 1,000 County employees are trained to use the system.

Office of Emergency Management

Benefits

In support of the County's Emergency Operations Plan, section "D", County Planning Vision, Goals, and Objectives, the Operations Division strives to achieve the following:

- Ensure an effective overall response and support to an incident occurring within Fairfax County and to all employees and residents of Fairfax County.
- Provide important, accurate and timely information to Fairfax County employees and residents on devices and technology they prefer.
- Identify, research and implement new technologies to increase effectiveness of emergency awareness, response, recovery and notification.
- Manage and document information collected during large planned events and/or disasters to ensure Fairfax County can successfully apply for and receive state and federal reimbursement.
- Leverage technology to provide coordinated communications between field operations and support Emergency Operations Center staff members ensuring response and recovery to the community occurs efficiently and timely.
- Manage the EOC response and recovery and the County agencies' coordination to ensure that residents' needs are addressed.

Mandates

Virginia Department of Emergency Management Laws:

Section 44-146-19-G: All localities with a population of greater than 50,000 shall establish an alert and warning plan for the dissemination of adequate and timely warning to the public in the event of an emergency or threatened disaster.

Trends and Challenges

Trends:

- The increase of smartphone technology use and reduction of land (home phone) line use by Fairfax County residents sharply changes how OEM reaches/notifies them during an emergency. (2-3 percent of households cancel home phones annually)
- An increase in the number of EOC activations to support Fairfax County.
- Emergency events are becoming more widespread, therefore, requiring more co-location of resources such as equipment and supplies, joint/combined EOC activations during large planned events or disasters (Multi-Agency Coordination Center activations for Presidential inaugurations, World Police and Fire Games)
- Utilizing social media platforms to communicate with Fairfax County residents.

Challenges:

- Maintaining appropriate funding and staffing to support increased EOC activations.
- Informing vulnerable populations such as the elderly and non-English speakers.
- Aging equipment and costs to upgrade/replace technology.
- Maintaining EOC operational training and preparedness.

Office of Emergency Management

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #242: Emergency Operations			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$160,909	\$166,979	\$183,241
Operating Expenses	57,929	147,806	90,000
Capital Equipment	0	27,560	0
Total Expenditures	\$218,838	\$342,345	\$273,241
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$218,838	\$342,345	\$273,241
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	2 / 2	2 / 2	2 / 2
Total Positions	2 / 2	2 / 2	2 / 2

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Fairfax Alerts Registrations (previously Old Community Emergency Alert Network prior to FY 2014)	49,000	52,000	56,661	59,494	62,469
Total EOC Monitoring Activations	9	11	9	10	10
EOC Monitoring Level Activations	NA	8	7	7	8
EOC Partial and Full Level Activations	NA	3	2	3	2

When discussing trends within the Emergency Operations division, the goal should always be to continue to identify the efficient ways to continue to support the Whole Community. Technology, communications and how Emergency Management provides information to the population during emergencies is constantly changing. Fairfax Alerts and the Employee Alert Network system is a state-mandated notification system that has the capability to reach the Whole Community during an event. This is a regionally and state managed/used system for emergencies and important information dissemination to the community. The demanding/desired increase of information to County staff, leadership and the community requires a system that can adjust on the fly and provide emergency information in a timely manner.

Office of Emergency Management

The Emergency Operations Center serves as the hub for coordinating County emergencies. The Fairfax County EOC operates at one of three different staffing levels depending on scale of the event/emergency. These levels are:

- **Monitoring; 5-15 County staff:** Emergency Management Staff and key event-specific agencies monitor and track potential impactful emergencies to Fairfax County. An example of a monitoring level activation would be any named Hurricane or Tropical storm located in the Atlantic Ocean with the potential to turn into the eastern seaboard of the United States. The EOC would monitor the storm path and coordinate with other states and localities to determine resources which could be needed to support Public Safety and the residents of Fairfax County.
- **Partial; 15-45 County staff:** For a major weather or hazardous incident within Fairfax County, the EOC would require key agencies within public safety and social services to assist residents during and after the event occurs. An example of a partial activation in Fairfax County would be a significant rainfall event where portions of the County experience residential flooding. Communication could be difficult, travel and overall safety concerns for Public Safety personnel and residents would be of concern.
- **Full; 45-80 County staff:** For a catastrophic emergency within Fairfax County, the EOC would require a full activation of agency subject matter experts, volunteer organizations, business partners and surrounding jurisdictional governments for a multiple days, weeks, or months event. The EOC staff would be supporting incident commanders in the field but would also ensure that areas outside of the emergency continue to have resources available to respond to day-to-day emergencies. One example of a full activation in Fairfax County was the activation for the Derecho storm event. Wide-spread communication and power outages, debris management, traffic management, emergency response, public messaging, vulnerable populations needing assistance, and critical infrastructure damage were just some of the issues that had to be addressed as a result of the storm.

Office of Emergency Management

LOB #243:

FINANCE AND GRANT ADMINISTRATION

Purpose

Provide sound fiscal, grant and human resource management to ensure that all resources of the agency are managed and accounted for in an effective and efficient manner complying with all County, state and federal regulations.

Description

The Finance and Grants Administration Division consists of one Fiscal Administrator, two Administrative Assistants and one grant-funded Grants Financial Manager.

Financial Administration manages OEM's allocation of County funds in accordance with the highest standards of government accounting. The goal is to ensure the appropriate and adequate acquisition of goods and services for OEM personnel so that they can provide quality emergency management services and training to the residents of Fairfax County. Management and oversight of all fiscal functions ensures that agency requirements are appropriately planned for and addressed through annual budget processes, and that funds are utilized in compliance with government finance, accounting, and purchasing policies.

Human Resources Administration responsible for payroll, recruitment, workforce planning, and personnel guidance relating to performance, discipline, benefits, laws and regulations.

Grants Administration manages and administers grant and alternative funding sources received by the agency. The agency coordinates awards, board items and audits for homeland security, domestic preparedness and emergency management grant programs for all agencies within Fairfax County. Current funding sources include the Department of Homeland Security (DHS), the Virginia Department of Emergency Management (VDEM), and the U.S. Federal Emergency Management Agency (FEMA). The division processes award documents and obtains acceptance authorization and spending authority in compliance with the required actions by the Board of Supervisors, complies with all financial and program reporting requirements, issues grant adjustment notices, and closes out grants in accordance with established procedures. This funding supports several key programs and positions within the agency, County and region, including Fairfax Alerts/EAN emergency alerting, WebEOC Incident Management, Volunteer and Citizen Corps Programs, NIMS (National Incident Management System) Compliance Officer, Training and Exercise Coordinator and the OEM Regional Planner.

Public Assistance coordinates and administers the FEMA Public Assistance (PA) Grant Program for the County. Countywide internal order numbers are issued and costs are tracked throughout an event to report to senior management and determine County eligibility for funding. This program provides assistance to local governments, state agencies, and eligible non-profit organizations to respond to and recover from the extraordinary cost burden of disaster-related activities.

Public Event Reimbursements manages and coordinates all event reimbursements such as Presidential Inaugurations, Emergency Management Assistance Compact (EMAC) requests and Statewide Mutual Aid (SMA).

Office of Emergency Management

Benefits

The Finance and Grants Administration Division ensures accountability through agency stewardship. It oversees and manages strict compliance regulations for federal funding which comprises 66 percent of the agency's operational and personnel funding. It manages the agency's general fund, human resources functions, procurement, audits, countywide financial recovery opportunities from presidentially declared disasters and special event reimbursements.

The agency has been proactive over the years to include indirect cost allocations to offset County costs to maintain these complex grant programs.

Mandates

National Incident Management System:

Commonwealth of Virginia Executive Order 102 (2005) made local adoption of the National Incident Management System (NIMS) a requirement for receiving federal preparedness funding that passed through the Commonwealth. The Board of Supervisors adopted NIMS as the County standard for incident management on November 22, 2005.

Commonwealth of Virginia Governor - Executive Order 102:

Adoption of the NIMS and use of the National Preparedness goal for preventing, responding to and recovering from crisis events in the Commonwealth.

Federal departments and agencies are required to make adoption of NIMS by local, state, territorial, and tribal nation jurisdictions a condition to receive Federal Preparedness grants and awards. The NIMS Implementation Objectives were developed to guide jurisdictions in their implementation of NIMS. NIMS implementation is assessed through the direct reporting of data to FEMA utilizing the *Unified Reporting Tool*.

Trends and Challenges

Trends:

Urban Area Security Initiatives (UASI) and the Emergency Management Performance Grant (EMPG) funding have been flat over the past 3 years. The allocations to the Commonwealth of Virginia and the NCR have become more competitive with local jurisdictions vying for the same funding sources.

Challenges:

Over the past several years of budget challenges, OEM has become more dependent of grant funding to sustain current staffing levels and support major projects such as the Emergency Alerting System. Currently, grant funding supports 38 percent of the agency staff. Recent discussions throughout the NCR indicate that the NCR UASI funding may be re-directed to new projects versus supporting continuation projects, which make up a majority Fairfax County grant funded initiatives.

With limited operational funding, the agency faces challenges budgeting for costly technology projects to keep the Emergency Operations Center fully functional during activations.

The FEMA Public Assistance process has become more difficult requiring more staff hours and detailed documentation to recover County costs incurred during a federally-declared disaster. With the implementation of the new Federal Super Circular, the agency has to adhere to additional, more restrictive regulations pertaining to purchasing, personnel and documentation requirements for federal grants.

Office of Emergency Management

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #243: Finance and Grant Administration			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$247,016	\$208,935	\$233,910
Operating Expenses	230,867	454,178	291,179
Total Expenditures	\$477,883	\$663,113	\$525,089
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$477,883	\$663,113	\$525,089
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total UASI Grants Received (in Millions)	\$3.0	\$3.4	\$2.9	\$4.0	\$4.0
OEM Total Projects/County Projects	8	8	7	9	9
OEM Recovered Indirect Costs back to the General Fund from UASI	\$115,918	\$31,186	\$153,389	\$297,845	\$350,000
Percentage Variance between the Adopted Budget and Actual Expenditures	2%	3%	3%	2%	1%

OEM is dependent on Homeland Security funding, UASI and EMPG grants to sustain its operational readiness, train County personnel and prepare its residents. OEM manages 44 percent of the total UASI grants received by the County and 30 percent of the total UASI funding awarded to the County. The agency has been proactive over the years to include indirect cost allocations to offset County costs to maintain these complex grant programs.

With several years of budget challenges and the implementation of the agency's five-year strategic plan in 2012, OEM has adopted a structured planning process for identifying needs and prioritizing projects for the annual budget development. With the process in place, the annual budget is allocated accordingly after analyzing the operational sustainment costs. The agency strives to manage its fiscal resources and maximize its annual allocation.

Office of Emergency Management

Grant Support

Grants Administration manages and administers grant and alternative funding sources received by the agency. The agency coordinates awards, board items and audits for homeland security, domestic preparedness and emergency management grant programs for all agencies within Fairfax County. Current funding sources include DHS, VDEM, and FEMA. The division processes award documents and obtains acceptance authorization and spending authority in compliance with the required actions by the Board of Supervisors, complies with all financial and program reporting requirements, issues grant adjustment notices, and closes out grants in accordance with established procedures. This funding supports several key programs and positions within the agency, County and region, including Fairfax Alerts/EAN emergency alerting, WebEOC Incident Management, Volunteer and Citizen Corps Programs, NIMS Compliance Officer, Training and Exercise Coordinator and the OEM Regional Planner.

Office of Emergency Management

LOB #244:

COMMUNITY RESILIENCY AND OUTREACH

Purpose

The Community Outreach and Resiliency Division encourages individuals, families, businesses, non-profits, non-governmental organizations, County employees, staff and faith communities to be prepared for emergencies in order to build community resiliency.

Description

The Community Outreach and Resiliency Division encompasses the following:

- Delivering presentations at community and organizational events
- Participating in community fairs/functions and programs
- Distributing the Office of Emergency Management Emergency Preparedness Newsletter
- Maintaining the OEM website
- Utilizing broadcast and social media platforms, as well as multiple forms of standard media (Channel 16) for informational audio visual materials and public service announcements
- Marketing emergency preparedness and Citizen Corps Council initiatives
- Creating, producing and delivering marketing campaigns that enhance public emergency preparedness awareness

The Community Outreach and Resiliency Division provides the Fairfax County community the opportunity to learn about facets of emergency preparedness and get involved in many partnerships such as the Citizen Corps Council programs of the Community Emergency Response Team (CERT), Medical Reserve Corps (MRC), Volunteers in Police Service (VIPS), Auxiliary Police Officers (APOs), and Fire Corps.

Benefits

The Community Outreach and Resiliency Division works to promote emergency preparedness to the Whole Community through partnerships with the following:

Citizen Corps Council: Providing support through training, education and volunteer service to make communities safer, stronger and better prepared. The five core programs and several affiliated volunteer organizations bring together first responders and other community organizations crucial to developing and enhancing community resiliency.

Faith Communities in Action: Ongoing partnerships with area communities of faith, promoting house of worship facility-based emergency preparedness as well as sponsoring the Community Chaplain Corps for assistance during emergencies.

Volunteer Fairfax: Developing new collaborative programs to enhance community resiliency by identifying community-level resources and services that could be available before, during and after emergencies, as well as training and enhancing the pool of volunteers available for deployment during and after events. Assist in the program management of the Community Resiliency Groups (CRG) and training of the Volunteer Emergency Team (VET).

Office of Emergency Management

Office of Public Affairs (OPA): Working closely with public information officers and standard media (Channel 16) to develop, publish, disseminate, and broadcast a multitude of emergency messages, planning tips, and public service announcements and video clips to encourage residents to prepare for upcoming weather events and seasonal hazards. Social media accounts are being developed in collaboration with OPA.

Northern Virginia Emergency Response System (NVERS): Ongoing partnerships with regional emergency management organizations, promoting community resilience and emergency preparedness through outreach programs such as www.readynova.org, community canvassing programs, and organizing and holding emergency meetings with business and non-profit organizational leaders.

Office for Children/Community Education and Provider Services: Ongoing partnerships to provide mandatory training for home-based independent childcare and early learning programs throughout the County. Attendees must receive a minimum of 2 hours of emergency preparedness training in order to receive license to establish services.

Fairfax Alerts: OEM has initiated partnerships with the Department of Vehicle Services, Fire and Rescue Department and Police Department to display Fairfax Alerts decals on County vehicles in order to cohesively promote the new countywide emergency alerting system. Outreach and other OEM personnel are working with County agencies to demonstrate Fairfax Alerts system features so they may use it to share information with their respective stakeholders. Additional partnerships being developed include the Department of Tax Administration, as well as Fairfax County Public Schools.

Fairfax County Disability Services Board: Working closely with the Emergency Preparedness Subcommittee of the Fairfax County Disability Services Board, providing updates on OEM programs, services, and status reports on the Medical Needs Registry that impact the disability and senior living communities.

Student Tools for Emergency Planning (STEP) with Fairfax County Public Schools: Innovative training program at the 4th grade level where students learn the difference between emergencies and disasters, how to make their own emergency survival kit, and how to develop their home-based emergency plans with their families.

These partnerships enhance the goal of creating a more prepared Fairfax County through coordination, communication, and collaboration of individuals, first responders and community organizations to assist in the creating an atmosphere of resiliency.

Mandates

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation.

- Ongoing internal review and updating of County plans to comply with the ADA of 1990 requirements.
- Preparedness and outreach functions to inform families with disabilities of all the options available, including the Medical Needs Registry.

Office of Emergency Management

National Incident Management System (NIMS):

Commonwealth of Virginia Executive Order 102 (2005) made local adoption of the NIMS a requirement for receiving federal preparedness funding that passed through the Commonwealth. The Fairfax County Board of Supervisors adopted NIMS as the County standard for incident management on November 22, 2005.

NIMS Component I: Preparedness, Section 5 Mitigation

- Ongoing public education and outreach activities designed to reduce loss of life and destruction of property.

NIMS Component I: Preparedness, Section 3 Preparedness Roles

- Though not integrated directly into NIMS, individuals play a critical role in preparedness and are expected to prepare themselves and their families for all types of potential incidents. Jurisdictions should have outreach programs to promote and support individual and community preparedness (e.g., public education, training sessions, demonstrations), including preparedness of those with special needs.

Trends and Challenges

Trends:

- There is a greater focus on emergency preparedness outreach to people with access and functional needs.
- Survey data published in 2013 from the FEMA in Personal Preparedness in America: Findings from the 2012 FEMA National Survey found that only 52 percent of American adults indicated that they had disaster supplies at home, only 39 percent of respondents have developed an emergency plan, and 80 percent of Americans live in counties that have been hit with a weather-related disaster since 2007. See:

<http://www.fema.gov/media-library-data/662ad7b4a323dcf07b829ce0c5b77ad9/2012+FEMA+National+Survey+Report.pdf>

Challenges:

- There are some perceived barriers for residents to become prepared such as high costs, lack of knowledge, lack of time, and difficulty.
- Even if residents understand the basics of emergency preparedness, it seems so daunting and expensive that most people don't even try. Residents may elect to ignore that an emergency could affect them.
- Outreach to English as a Second Language individuals about emergency preparedness is difficult due to resources and time. Emergency alerts are currently only offered in English.
- Measuring participation in statewide earthquake and tornado drills is difficult.
- It is difficult to incorporate new outreach technologies such as social media, webinars and online trainings with limited staff and time.
- Measuring the effectiveness of outreach workshops and presentations is difficult.

The Community Outreach and Resiliency Division staff strives to show how emergency preparedness can be easy, less expensive through tips and tricks, and cost-effective in the long run if an emergency occurs. Additionally, emergency preparedness can provide peace of mind for families, individuals, people with disabilities, businesses and organizations.

Office of Emergency Management

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #244: Community Resiliency and Outreach			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$150,137	\$162,001	\$198,184
Operating Expenses	101,425	25,179	54,650
Total Expenditures	\$251,562	\$187,180	\$252,834
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$251,562	\$187,180	\$252,834
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
<u>Positions:</u>			
Regular	2 / 2	2 / 2	2 / 2
Total Positions	2 / 2	2 / 2	2 / 2

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Number of annual community outreach programs	109	128	134	100	100
Number of staff hours per program	3	3	3	3	3
Number of educated people via Fairfax County HERO Program	NA	1,426	3,397	6,850	10,960
Number of educated students via the Student Tools for Emergency Planning (STEP) program	3,600	3,198	2,486	3,000	3,000

The Community Outreach and Resiliency Division encompasses the following metrics:

Number of annual community outreach programs (output):

The OEM strategic plan dictates that the number and effectiveness of outreach opportunities be increased to enhance the awareness of OEM and to achieve a higher level of emergency preparedness among residents in Fairfax County. While the number of annual community outreach programs has increased over time, this does not necessarily indicate greater effectiveness. OEM eliminated the programs that draw a lower attendance and will focus programming around events with greater exposure.

OEM has evaluated its community outreach program and found fewer programs with more people in attendance at each program will be a more efficient use of County resources. For example, hosting workshops at communities as part of a formal program series will bring more people to the program versus only responding to presentation inquiries from homeowner's associations, etc.

Office of Emergency Management

Average number of staff hours per program (efficiency):

The average number of staff hours per program has remained consistent at three hours not including preparation or travel. Beginning in FY 2016 this additional time will be tabulated and included for total staff hours.

Number of educated people via the Fairfax County HERO Program (output):

This metric measures the number of Fairfax County residents who received emergency preparedness information by multiplying the number of households visited by 2.74, the average household size in Fairfax County according to the U.S. Bureau of the Census, 2010 (<http://www.fairfaxcounty.gov/demogrph/demrpts/report/fullrpt.pdf>). The program aims to empower Fairfax County residents to be their own HERO when it comes to emergencies by Having Emergency Response Options (HERO). Volunteers pack and distribute emergency information and items for residents to start their own emergency kits and planning. As the program progresses, OEM aims to host HERO days for volunteers to visit 1000 homes per quarter, reaching an estimated 10,960 people by FY 2017.

Number of educated students via the Student Tools for Emergency Planning (STEP) Program (output):

The number of participating schools dropped even though the Student Tools for Emergency Planning (STEP) curriculum meets County education standards. The changes year-to-year are reflective of the fact that individual elementary schools and fourth grade teachers have the option to administer the program. These decisions often depend on time constraints based on the number of snow days and teaching and testing requirements at the end of the school year. OEM is examining several factors that would grow and maintain the program, including a fall implementation of the program rather than in the spring (at the end of the school year), garnering a sponsor to fund all 139 County elementary schools' fourth graders, and marketing the program during summer teacher conferences.

Office of Emergency Management

LOB #245:

TRAINING AND EXERCISE

Purpose

The Training and Exercise (T&E) Division within OEM fulfills three of the five components of preparedness undertaken by the County – training, exercising and evaluation. Utilizing the concept of Whole Community, the T&E Division provides training opportunities not only for Fairfax County personnel but includes other local, state, federal, nongovernmental and private partners.

The T&E Division is responsible for emergency management, incident command system, and emergency operations center training and exercises. These include discussion- and operations-based exercises, EOC training, and position-specific and mission-critical certifications. A large part of this effort also includes providing federally-directed and state-mandated NIMS training and Incident Command System (ICS) training along with County mandates, ensuring NIMS compliance throughout the County.

Description

The T&E Division is comprised of a team of Emergency Management Specialists who work diligently on improving the County's preparedness in the event of an emergency. This team consists of one County-funded Emergency Management Specialist and two UASI grant-supported Emergency Management Specialist IIIs (one Training and Exercise Officer and one NIMS Training Officer). The team focuses on providing cutting edge emergency management training, all-hazards training and multi-agency exercises including EOC and field exercises. It is responsible for maintaining the County's compliance with NIMS.

The T&E Division leads a County multi-agency training committee to create a multi-year training and exercise program following the guidelines provided by the Homeland Security Exercise and Evaluation Program (HSEEP). The committee identifies County training and exercise needs and schedules seminars, workshops, tabletops, drills, functional and full-scale exercises needed to prepare the County in the event of an emergency.

An annual large-scale multi-agency exercise enhances training by providing a realistic learning environment to practice response and recovery skills in real time. All exercises and real-world incident responses include an after-action process to document lessons learned and areas for improvement or corrective actions. Corrective actions are the gaps identified after a real emergency or exercise. The Corrective Action Program (CAP) managed by OEM assigns agencies to address those gaps and tracks their progress and completion. Closing these gaps is a critical step to better the County's ability to respond to and recover from an emergency.

Benefits

Training and exercises are a key component to becoming a ready and resilient community. OEM trains to be prepared, educated, knowledgeable and skilled, enabling department staff to react with confidence and efficiency during emergencies. Exercises are used to hone skills and identify areas for improvement during future emergency responses. After several years of large-scale EOC functional exercises that each lasted two to three days, the County was tested with real world events including Snowmageddon, Tropical Storm Lee, and Derecho. During these events, County staff along with our partner organizations and residents performed their duties with ease and familiarity and in some cases better than expected. These successes were noted by many involved and were attributed directly to the department's training and exercise efforts.

Office of Emergency Management

Mandates

Training is mandated at all levels, from County classes to state and federally-mandated certifications, to meet our basic and advanced competencies and qualifications. The office also mandates state level and professional certifications, which are only achievable through classes and exercise participation and exercise development and execution.

National Incident Management System: Commonwealth of Virginia Executive Order 102 (2005) made local adoption of the NIMS a requirement for receiving federal preparedness funding that passed through the Commonwealth. The Board of Supervisors adopted NIMS as the County standard for incident management on November 22, 2005.

County Requirements

Fairfax County Procedural Memorandum, No.93-01 “Fairfax County Multi-Agency Emergency Exercise Policy” dated November 12, 2008 states in part; “To ensure the mutual benefit to Fairfax County government and partner agencies, the Office of Emergency Management is charged with the overall coordination of the Fairfax County Multi-Agency Emergency Exercise Policy, the Multi-Year Training and Exercise Plan and compliance with HSEEP. HSEEP compliance is defined as adherence to specific HSEEP-mandated practices for exercise program management, design, development, conduct, evaluation, and improvement planning.”

NIMS and its components are a major part of training efforts and are incorporated into exercises and real life events.

Federal Requirements

Federal departments and agencies are required to make adoption of NIMS by local, state, territorial, and tribal nation jurisdictions a condition to receive Federal Preparedness grants and awards. The NIMS Implementation Objectives were developed to guide jurisdictions in their implementation of NIMS. NIMS implementation is assessed through the direct reporting of data to FEMA utilizing the *Unified Reporting Tool*.

Federal Register - U.S. Vol. 54, No. 97

44CFR201.6 – Mitigation Planning with Federal Funds

<http://www.gpo.gov/fdsys/pkg/CFR-2011-title44-vol1/pdf/CFR-2011-title44-vol1-part201.pdf>

Commonwealth of Virginia Governor - Executive Order 102

Adoption of the National Incident Management System (NIMS) and use of the National Preparedness goal for Preventing, Responding to and recovering from crisis events in the Commonwealth.

<http://www.vaemergency.gov/sites/default/files/ExecutiveOrder102.pdf>

State Requirements

Code of Virginia §44-146.19

<http://law.justia.com/codes/virginia/2006/toc4400000/44-146.19.html>

Commonwealth of Virginia Governor - Executive Order 102

Adoption of the NIMS and use of the National Preparedness goal for Preventing, Responding to and recovering from crisis events in the Commonwealth.

<http://www.vaemergency.gov/sites/default/files/ExecutiveOrder102.pdf>

Office of Emergency Management

Trends and Challenges

The number and scale of events that trigger the EOC to activate have increased over the past several years, thus causing the need for responders to train and exercise at a more complex level.

Since 1953, Fairfax County has had 16 federally-declared disasters: five hurricanes, five severe storms, four snowstorms, one flood, and one ice event. Of these 16 disasters, two occurred in the 1970s. The other 14 happened between 1993 and 2012. In fact, 2003 and 2010 each had two declarations, and 2012 had three. Although the number and frequency of declared disasters rises and falls cyclically, the overall trend indicates the frequency and total numbers of declared disasters nationally is increasing. Additionally, the data supports that there is a clear upward trend in the frequency of federally-declared disasters in Fairfax County.

This upward trend increases the need to train and exercise for disasters. In addition, staffing turnover at both OEM and other agencies creates a void in trained and experienced staff, leaving the County vulnerable during activations.

Reduced grant funding and County budget limitations have affected the ability to bring large scale and complex exercises to the County. Competing projects and programs make it more difficult to support our strategic goals. OEM continues to rely more and more on County OEM training staff to fill roles normally contracted out. The result is less complex exercises and fewer classes offered to support goals.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #245: Training and Exercise			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$117,640	\$107,219	\$127,228
Operating Expenses	15,920	15,420	86,275
Total Expenditures	\$133,560	\$122,639	\$213,503
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$133,560	\$122,639	\$213,503
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	1 / 1	1 / 1	1 / 1
Total Positions	1 / 1	1 / 1	1 / 1

Office of Emergency Management

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total number of instructor-led NIMS and ICS courses	NA	NA	34	26	26
Total number of students that completed the instructor-led NIMS and ICS courses	264	249	258	200	200
Total number of emergency management trainings conducted excluding NIMS/ICS required courses	NA	NA	34	15	20
Total number of discussion-based exercises conducted	NA	NA	13	8	10
Total number of operations-based exercises conducted	NA	NA	8	15	20

The T&E Division metrics were based on the number of training classes, drills, seminars, workshops and operational exercises OEM conducted. In most of these cases, OEM was the lead instructor(s) and program or project manager(s) and exercise director, planning team or manager.

A challenge this year was an aggressive campaign to prepare the County and region for the 2015 Fairfax World Police and Fire Games (WPFPG) in addition to the regularly scheduled offerings. This made the numbers soar well beyond the normal or expected. The T&E Division taught more NIMS/ICS classes to help staff prepare for the games, chaired and co-chaired the WPFPG training committee and, based on the needs of the region, added classes, drills, seminars, workshops and exercises beyond normal levels.

The end result of the WPFPG preparation was better than expected. The T&E Division compressed 24 months of planning into 8 months and developed a training and exercise schedule to meet those needs. Most of the offerings took place in a 6-month period, which was extremely aggressive but turned out very successful.

Office of Emergency Management

LOB #246:

PLANNING

Purpose

Plans are the operational core of preparedness and provide mechanisms for setting priorities, integrating multiple jurisdictions, organizations and functions, establishing collaborative relationships, and ensuring that communications and other systems effectively support the full spectrum of emergency management and incident response activities. The OEM Planning Division coordinates the development, review, maintenance, approval and distribution of Fairfax County all-hazards emergency plans. The Planning Division coordinates committees and partnerships involving many County agencies, regional and state agencies, businesses, and individuals to create emergency response, recovery, and mitigation plans.

Description

The OEM Planning Division is comprised of two County staff members, and is augmented by UASI grant funding. This grant funding covers the salary of an additional planning position.

The Planning Division is responsible for creating and maintaining numerous plans including the Emergency Operations Plan, Pre-Disaster Recovery Plan, Volunteer Management Annex, Donations Management Annex, Commodity Points of Distribution Annex, Service Information Center Annex, Business Emergency Operations Center Plan, and special event consequence management planning. This can be a difficult process because all of these plans involve input of multiple County, state, and federal agencies as well as non-profits, private businesses, and individual citizens. Planning is collaborative, and often the process of planning is as important as the final product. Planning brings partners to the table to discuss capabilities and strategies for responding to emergencies. A government centric approach to emergency management is not enough to meet the challenges posed by a catastrophic incident; OEM leverages and involves the Whole Community in planning. The OEM Planning Division facilitates the input of all of the partners involved in a plan, for instance, the Emergency Operations Plan alone involves 27 County agencies and various other partners. In addition to the plans managed by OEM, the Planning Division facilitates and acts as a subject matter expert on over 20 other County emergency plans. The Planning Division works with planners from around the County to create an annual schedule for the update of plans, ensure that plans are trained on and exercised, and makes completed plans accessible during emergencies.

In addition, the OEM Planning Division is responsible for various initiatives including coordinating the Emergency Data Gathering Repository (EDGR) project. EDGR is a tool used by County agencies to update the status of County facilities; in addition, it has a link to the Computer Aided Dispatch (CAD) system to display road closures. The Planning Division manages the office strategic and operational planning initiatives. By order of the County Executive, the Planning Division reviews and suggests amendments to the facility emergency plans of nursing homes, assisted living facilities, childcare facilities and adult day care centers. The COOP Planner reports directly to the Agency Coordinator and manages the countywide Continuity of Operations Planning (COOP) process. This process includes plan development, training, exercises and updates.

The Planning Division participates in regional emergency coordination and planning as a member of the Metropolitan-Washington Council of Governments (MWCOG) and the NCR. In partnership with NCR jurisdictions, OEM planners have helped to develop the Regional Target Hazard Identification and Risk Assessment (THIRA), Emergency Operations Center Guide, Sheltering Guide, Hazard Mitigation Plan, World Police and Fire Games Consequence Management Plan, and the Regional Transportation Evacuation Plan.

Office of Emergency Management

Benefits

Planning is the foundation of the preparedness cycle and makes it possible to effectively manage a large-scale incident or event. Planning establishes priorities, identifies expected levels of performance and capability requirements, develops standards, and helps stakeholders become familiar with their roles. Planning is essential for ensuring that contingencies are in place to help the Fairfax County government, residents, and businesses prepare for, respond to, and recover from a disaster.

The OEM Planning Division integrates the needs of the Whole Community, and plans for and engages individuals with access and functional needs, in accordance with federal laws and regulations.

The plans developed by the Planning Division are used in disaster response and recovery and help to reduce the impact on County residents. Some of OEM's plans can help to reduce the impacts of a disaster before they strike, such as the Northern Virginia Hazard Mitigation Plan. Other plans, such as the Emergency Operations Plan guide how the County responds to large-scale incidents or events. The Volunteer Management Plan and Donations Management Plan provide a framework for the County to utilize the generosity of its residents during an incident or event. By effectively planning for incidents and events, the impact on residents may be reduced, thus helping to maintain a healthy economy. While all of the plans OEM has produced aid in this, the Pre-Disaster Recovery Plan directly addresses the way the County, its residents, and businesses recover from a disaster. The plan addresses the process for returning the County to an economic and functional sense of normalcy.

As important as the completed plans OEM develops are, the biggest benefit to planning is the process of planning itself. Planning brings governmental agencies from all levels, the private sector, non-profits, and individuals together to discuss resources, capabilities and strategies. Bringing all of these partners together on a regular basis maintains the relationships that are imperative to emergency response and recovery.

Mandates

National Incident Management System (NIMS):

Commonwealth of Virginia Executive Order 102 (2005) made local adoption of the NIMS a requirement for receiving federal preparedness funding that passed through the Commonwealth. The Board of Supervisors adopted NIMS as the County standard for incident management on November 22, 2005. NIMS Component I: Preparedness, Section 4. Preparedness Elements directs that preparedness efforts should validate and maintain plans. NIMS is generally not specific on what plans a locality must maintain, plans that define the scope of necessary activities for preparedness, emergency management, and incident response and states that plans should address continuity of government.

Disaster Law of 2000:

The Commonwealth of Virginia Emergency Services and Disaster Law of 2000, Section 44-146.19, and Section 14-1-4 of the Fairfax County Code requires Fairfax County to prepare and keep current a local emergency operations plan. The Fairfax County Emergency Operations Plan was last approved in June 2015 and must be updated every four years.

Title 44 CFR 201.6:

Title 44 CFR 201.6 of the Federal Code states, "a local government must have a mitigation plan approved pursuant to this section in order to receive [Hazard Mitigation Grant Program] project grants." In addition, having an approved Hazard Mitigation Plan impacts the County's rating on the National Flood Insurance Program Community Rating System, which in turn leads to a discount in resident flood insurance rates. This mandate is fulfilled through the Northern Virginia Hazard Mitigation Plan. The plan must be updated by February 2017, and the OEM planning section is serving as the project manager for the update of the regional plan.

Office of Emergency Management

Department of Homeland Security Appropriations Act, 2015:

The Department of Homeland Security Appropriations Act, 2015 (Pub. L. No. 114-4); authorized by the Homeland Security Act of 2002, as amended, requires localities to have a Threat and Hazard Identification and Risk Assessment (THIRA) and Emergency Operations Plan in order to receive Department of Homeland Security Fiscal Year (FY) 2015 Homeland Security Grant Program (HSGP) funds. The planning section in OEM is responsible for creating both of these documents. Fairfax County completes an annual update to the regional THIRA. HSGP is comprised of several grant programs including the UASI, the County receives millions of dollars in USAI grants annually including the funding for full time positions within OEM.

Trends and Challenges

The purpose of planning is to provide a framework for preventing, protecting against, mitigating, responding to, and recovering from all hazards that may affect the County. The process of planning brings all of the partners together to discuss their roles and capabilities before, during and after a disaster. The process of planning is very important, but the nature of it also creates challenges. All of the plans that OEM is responsible for involve the effort of multiple County agencies and take significant staff hours to complete. For instance, the EOP is a partnership between the Office of the County Executive, 27 agencies and the Towns of Herndon and Vienna.

It can be challenging to focus efforts on scenarios that may not affect the County for many years when there are other initiatives that require immediate attention from OEM staff and the staff of partner agencies. OEM's priority is to plan for these events but we are challenged bringing partners to the table that are not as vested in emergency management as our organization. OEM also faces the challenge of budget constraints on the County and its partners.

Since 1953, Fairfax County has had 16 federally declared disasters: 5 hurricanes, 5 severe storms, 4 snowstorms, 1 flood, and 1 ice event. Of these 16 disasters, two occurred in the 1970s. The other 14 happened between 1993 and 2012. In fact, 2003 and 2010, each had two declarations, and 2012 had three. Although the number and frequency of declared disasters rises and falls cyclically, the overall trend indicates the frequency and total numbers of declared disasters nationally is increasing. Additionally, the data supports that there is a clear upward trend in the frequency of federally-declared disasters in Fairfax County.

This upward trend increases the need to plan and prepare for disasters. Historically, after every major disaster in the United States, the Federal Government creates new mandates on emergency management. Often, these mandates are not directly required of states, but are made conditions of receiving federal funds, and an ever-increasing number of plans are required to comply with the mandates.

In addition to an increase in total federal disaster declarations, the cost of disasters is increasing. There is a greater interdependence with the private sector partners, and reliance on technology, and an ever-aging infrastructure. Emergency Management planning has to be adaptive and prepared for an ever-changing threat and hazard environment that includes manmade disasters such as cyber-attacks, and civil unrest. Fairfax OEM also faces new natural disasters that have been brought to the forefront such as earthquakes and severe weather in the form of the Derecho.

Office of Emergency Management

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #246: Planning			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$182,014	\$181,753	\$187,052
Operating Expenses	0	0	5,000
Total Expenditures	\$182,014	\$181,753	\$192,052
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$182,014	\$181,753	\$192,052
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	2 / 2	2 / 2	2 / 2
Total Positions	2 / 2	2 / 2	2 / 2

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Development, review, or update of OEM managed plans	2	2	1	3	4
Development, review, or update of National Capital Region managed plans	2	2	3	3	3

The updating of plans in OEM is cyclical. Generally, plans are updated on a four year cycle, but plans must constantly be reviewed to make sure they reflect current situations, such as changes in technology or changes in environmental factors. The number of plans that OEM writes and maintains is slowly increasing as a result of mandates, after action reports, and lessons learned from disasters both in Fairfax County and throughout the world. Over the last several years, OEM has written several new plans in addition to maintaining the current ones. This trend is expected to continue; for example, in FY 2016 OEM will be writing a Business Emergency Operations Center (OEC) Plan, which will aim to engage the business community in EOC operations, and facilitating the update of the Northern Virginia Hazard Mitigation Plan. Due to the complexity and large number of stakeholders, updating an emergency management plan often takes more than one year, and significant staff hours.

In addition to managing the plans owned by OEM, the Planning Division acts as subject matter experts and help facilitate the production of over 20 other plans countywide, and numerous regional, state, and federal plans.