Fairfax County is committed to nondiscrimination on the basis of disability in all county programs, services and activities. Reasonable accommodations will be provided upon request. For information, call the Office of Emergency Management at 571-350-1000, TTY 711.
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Foreword

This document is a result of the collaborative efforts between the Fairfax County Office of Emergency Management (OEM) and the many other County departments and agencies that have emergency roles and responsibilities. The final plan incorporates comments and suggestions received from a variety of stakeholders including many partner agencies and organizations that provide critical support to the County during times of disaster.

This plan fulfills the Commonwealth of Virginia’s requirement for each city and county to prepare and keep current an Emergency Operations Plan (EOP) to respond to disasters or large-scale emergencies. It also incorporates the National Incident Management System (NIMS) as the County standard for emergency response operations, as adopted by Fairfax County resolution on Nov. 21, 2005.

This plan establishes the overall roles and responsibilities for emergency operations, as well as the concept of operations for the County. It is intended to be used in conjunction with established operational procedures, plans, and protocols.

Users of this document are encouraged to recommend changes that will improve the clarity and use of this plan.

Submitted by: David M. McKernan, Coordinator of Emergency Management

Questions or comments concerning this document should be directed to:

Office of Emergency Management
4890 Alliance Drive, Suite 2200
Fairfax, Virginia 22030
Tel: 571-350-1000, TTY 711
In the event of an emergency when there are crime victims involved as defined by §19.2-11.01 of the Code of Virginia the County of Fairfax will contact the Virginia Department of Virginia Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Contact Fund (VCICF) to deploy. Both entities will serve as the lead for coordinating services and assistance to the victims.

**Contact information:**

**Criminal Injury Compensation Fund**

Jack Ritchie, Director, CICF  
Criminal Injuries Compensation Fund (CICF) Department  
Virginia Workers’ Compensation Commission  
1000 DMV Drive  
Richmond, VA 23220  
CICF Toll Free: (800) 552-4007  
Phone (804) 367-1018  
Email: Jack.Ritchie@cicf.virginia.gov  
(804) 307-5431 (after hours)

Leigh Snellings  
CICF Assistant Director  
(800) 552-4007 (normal business hours)  
(804) 212-4232

**Virginia Department of Criminal Justices Services**

Melissa Roberson  
Training and Critical Incident Response Coordinator  
1100 Bank Street  
Richmond, VA 23219  
Phone: (804) 840-4276  
Fax: (804) 786-3414  
Link: http://www.dcjs.virginia.gov/research/reportemergency
Letter of Promulgation

Pursuant to the provisions of §44-146.19.E of the Code of the Commonwealth of Virginia and §14-1-5 of the Code of the County of Fairfax, the following Emergency Operations Plan for Fairfax County is hereby promulgated.

Approved:

Edward L Long Jr.
County Executive
Fairfax County

Arthur Anselene
Town Manager
Town of Herndon

Mercury Payton
Town Manager
Town of Vienna

Concur:

Patricia Harrison
Deputy County Executive

David J. Molchany
Deputy County Executive

David Rohrer
Deputy County Executive

Robert A. Stalzer
Deputy County Executive
Letter of Agreement

The Fairfax County Emergency Operations Plan (EOP or the Plan) is a multidisciplinary all-hazards plan that establishes a comprehensive framework for the management of major emergencies and disasters within the County. The Plan is implemented when it becomes necessary to mobilize the resources of the identified departments and agencies to save lives, and protect property and infrastructure. The plan assigns primary and secondary roles and responsibilities to departments and agencies. The Plan requires planning, training, and exercising prior to a real world event in order for the County to respond effectively. Agreement to this Plan represents a major commitment by agency leadership.

By signing this letter of agreement, the County departments and agencies agree to:

1. Perform assigned roles and responsibilities identified in this Plan.
2. Implement the EOP concepts, processes, and structures when carrying out their assigned roles and functional responsibilities.
4. Conduct planning and preparedness activities designed to prepare agency staff to accomplish assigned emergency response and recovery responsibilities.
5. Develop and maintain supporting plans, operational procedures, functional annexes (coordinating agencies), and checklists to accomplish assigned responsibilities.
6. Conduct planning and training in cooperation with identified agencies (Emergency Support Function [ESF] coordinating and cooperating agencies) and the Office of Emergency Management (OEM).
7. Maintain financial records in accordance with guidance from the Department of Management and Budget (DMB), the Office of Emergency Management, and other applicable County procedures.
8. Establish, maintain, and exercise emergency notifications.
9. Develop and maintain an inventory of agency/department resources applicable to accomplishing assigned emergency functions using Incident Command System (ICS) software and processes.
10. Provide senior representatives to the Emergency Operations Center (EOC), incident command post, or other identified emergency locations when activated and requested.
11. Participate in approved drills, tests, and exercises.
12. Maintain an approved agency/department-specific Continuity of Operations Plan (COOP) in accordance with County guidelines and standards, including identifying and preparing an alternate site(s) for the efficient relocation of operations.

13. Maintain a three-tier (or greater) line of succession for the agency/department’s senior position with authority to make decisions for committing organizational resources.

14. Safeguard vital records including digital data at all times.

15. Establish stand-by contracts for services, equipment, and other resources with private industry.

16. In cooperation with OEM, establish mutual aid agreements with surrounding municipal, county, and military counterparts as appropriate.

17. Periodically review all emergency plans, policies, and procedures.

18. Familiarize and train all personnel with their emergency responsibilities and procedures on a regular basis.

**Signatories**

M. Gail Ledford  
Director  
Department of Administration for Human Services

Michael S. Liberman  
Director  
Department of Cable and Consumer Services

Jeffrey L. Blackford  
Director  
Department of Code Compliance

Nannette M. Bowler  
Director  
Department of Family Services

Chris Pietsch  
Director  
Department of Finance

Kurt Creager  
Director  
Department of Housing and Community Development
Executive Summary

The Fairfax County Emergency Operations Plan (EOP or the Plan) is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the County. The Plan is implemented when it becomes necessary to mobilize the resources identified herein in order to save lives, and protect property and infrastructure. The EOP incorporates the National Incident Management System (NIMS) as the County standard for incident management.

The Plan outlines the roles and responsibilities assigned to County departments and agencies for response to disasters and emergencies. A Letter of Agreement (LOA), signed by the agency and department directors, is included in the Plan. The LOA commits the departments and agencies to undertake the necessary preparedness activities to ensure that agencies are ready to carry out assigned emergency management responsibilities in the event of an emergency. The LOA also commits departments and agencies to develop and maintain viable Continuity of Operations Plans (COOP) to ensure that they are able to continue operations in the event a primary facility becomes unavailable or staffing levels are unduly impacted. The EOP is not intended as a stand-alone document but rather establishes the basis for more detailed planning by individual departments and agencies. The EOP is intended to be used in conjunction with more detailed department and agency plans and operating procedures.

The successful implementation of the Plan is contingent upon a collaborative approach with a wide range of partner agencies and organizations that provide crucial support during emergency operations. The Plan recognizes the significant role these partner agencies and organizations perform during emergencies and disasters and their specific roles and responsibilities are also included in the Plan. Separate memoranda of understanding will be established with these organizations.

The EOP is organized into four sections. Section One is the Base Plan and includes the federal, Commonwealth of Virginia and Fairfax County authorities, and other references that provide the basis for this Plan. This section establishes the planning assumptions for the Plan and defines the emergency management roles and responsibilities for County executives, departments, agencies, and partner organizations. This section also identifies the various Fairfax County committees, task forces and work groups established to address emergency preparedness issues and the specific roles and responsibilities assigned to each. Section One also contains
background information on Fairfax County including demographic data, a description of the County, and a summary of major transportation features.

The core of Section One is the concept of operations subsection that describes how the County will respond to and recover from a major incident. The County Executive, as the Director of Emergency Management, has overall responsibility for response and recovery operations. Within the EOP, delegations of authority to on-scene commanders, the Coordinator of Emergency Management and department and agency directors are clearly defined. As previously indicated, the Incident Command System (ICS) is established as the County standard for managing incident response. Based upon the scope and magnitude of the incident, the EOC may be activated to serve as the coordination and support facility for response and recovery activities within Fairfax County. The EOC will coordinate all requests for assistance and resources from outside the County that are not covered by existing automatic mutual aid/mutual assistance agreements. The EOC also serves as the coordination point with the Virginia Department of Emergency Management (VDEM) to access Commonwealth and federal assistance.

Section Two contains the EOP appendices. Appendix A is an organizational chart for the Emergency Operations Center, Appendix B (Sample Formats and References) provides formats and samples of various reports, declarations and other related documents. Appendix C is the succession of authority for all County agencies and departments; Appendix D is the glossary and provides definitions of key terms and facilities that are addressed within the EOP. Appendix E provides a listing for acronyms included in the document.

Section Three includes a list of support annexes that address common functional processes such as damage assessment, volunteer management, and donations management.

Section Four provides an overview for each of the 15 Emergency Support Function Annexes (ESFs) established by the Plan and their integration into the ICS management process. The ESF Annexes organize the various departments, agencies, private sector companies, and voluntary organizations into these 15 Emergency Support Functions to facilitate planning and coordination prior to an incident and to achieve an effective emergency response and recovery. This Section defines the structure, common elements, and basic content of each function as well as a brief concept of operations in the EOC/ICS structure. Supporting data and references to other plans and operating procedures are included as appropriate. Each annex has a designated coordinating agency that is responsible for annex maintenance, conducting specific training and
exercises, and developing cooperating plans and procedures in coordination with their designated cooperating agencies. During activation of the EOP, the coordinating agency is responsible for coordinating all activities within the scope of the annex and staffing all applicable ICS positions in the EOC.

The 15 ESFs and the coordinating departments and agencies are:

**Fairfax County Emergency Support Functions**

<table>
<thead>
<tr>
<th>Title</th>
<th>Coordinating Agency</th>
</tr>
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<tbody>
<tr>
<td>1 Transportation</td>
<td>Department of Transportation</td>
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<tr>
<td>2 Communications</td>
<td>Department of Information Technology</td>
</tr>
<tr>
<td>3 Public Works &amp; Engineering</td>
<td>Department of Public Works and Environmental Services</td>
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<tr>
<td>4 Firefighting</td>
<td>Fire and Rescue Department</td>
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<tr>
<td>5 Emergency Management</td>
<td>Office of Emergency Management</td>
</tr>
<tr>
<td>6 Mass Care, Emergency Assistance, Housing, and Human Services</td>
<td>Department of Family Services</td>
</tr>
<tr>
<td>7 Logistics Management &amp; Resource Support</td>
<td>Department of Purchasing and Supply Management</td>
</tr>
<tr>
<td>8 Public Health and Medical Services</td>
<td>Health Department</td>
</tr>
<tr>
<td>9 Search and Rescue</td>
<td>Fire and Rescue Department</td>
</tr>
<tr>
<td>10 Oil and Hazardous Materials Response</td>
<td>Fire and Rescue Department</td>
</tr>
<tr>
<td>11 Agriculture and Natural Resources</td>
<td>Office of Emergency Management, Virginia Department of Agriculture and Consumer Services</td>
</tr>
<tr>
<td>12 Energy and Infrastructure</td>
<td>Department of Public Works and Environmental Services</td>
</tr>
<tr>
<td>13 Public Safety and Security</td>
<td>Police Department</td>
</tr>
<tr>
<td>14 Long-Term Community Recovery</td>
<td>Office of Emergency Management</td>
</tr>
<tr>
<td>15 External Affairs</td>
<td>Office of Public Affairs</td>
</tr>
</tbody>
</table>

**Plan Maintenance and Distribution**

The Fairfax County Office of Emergency Management (OEM) is responsible for developing, maintaining, and distributing the Fairfax County Emergency Operations Plan (EOP). The Plan will be reviewed periodically as required to incorporate new federal, state, and regional guidelines or directives and/or to address significant
operational issues. At a minimum, the EOP is significantly updated every four years in accordance with Commonwealth of Virginia requirements.

Changes will include additions of new or supplementary material or deletions of outdated information. No proposed change should contradict or override authorities or other plans contained in statute or regulation. OEM will coordinate the update of the Plan on the four-year cycle. All requests for changes between scheduled revisions will be submitted to OEM for coordination, approval, and distribution.

Coordinating agencies for the Emergency Support Functions (ESF) are responsible for maintaining and updating their assigned annexes. Annexes should be reviewed annually. Proposed changes or updates to the annexes will be coordinated with all other cooperating agencies prior to submission to OEM.

Any department or agency may propose a change to the EOP in between scheduled reviews and is encouraged to do so. Prior to submitting proposed changes to OEM, the proposing agency will obtain the written approval from their agency head.

OEM will provide a copy of the EOP to all county departments and agencies, the Virginia Department of Emergency Management (VDEM), and other partner organizations as necessary. An electronic version will be available on the County’s public website.

**Notice of Change**

A notice of change to the EOP will be prepared and distributed by OEM for all changes made outside of the scheduled review process. The notice of change will include the effective date, the change number, subject, purpose, and action required by the departments and agencies. The notice of change will include revised pages for replacement within the EOP.

Upon publication, the change will be considered a part of the EOP. OEM is responsible for the distribution of the approved notice of change following the same process as identified above.
Section One – Base Plan

I. Introduction

A. Purpose:

This plan:
1. Provides a tool that will assist in reducing the loss of life and property within Fairfax County due to natural or man-made disasters or emergencies.
2. Guides strategic organizational behavior before, during, and following a significant emergency.
3. Establishes the legal and organizational basis for managing emergency operations in Fairfax County in response to natural or man-made disasters or emergencies.
4. Assigns emergency roles and responsibilities to County departments and agencies as well as partner organizations and agencies.
5. Establishes the planning mechanisms for managing emergency operations within the County by mobilizing resources available from County departments and agencies, partner organizations and agencies, and from the state and federal government.
6. Provides an outline to facilitate the transition to recovery by implementing the Pre-Disaster Recovery Plan (PDRP).

B. Scope and Applicability:

This plan:
1. Provides the concept of operations and organizational roles and responsibilities for events within the County resulting in a local emergency.
2. Applies to Fairfax County departments and agencies and partner organizations and agencies that have identified roles and responsibilities within the Plan.
3. Establishes authority for direction and control of emergency operations.
4. Is countywide in scope and includes coordination and support to the towns of Herndon, Vienna, and Clifton.
5. Is supplemented by function-specific operational plans.
6. Provides a general description of Fairfax County including the geography, demographics, and infrastructure.
7. Defines and assigns emergency roles and responsibilities to organizations and key positions for managing emergency operations in the County.

8. Describes the concept of operations and legal authority for managing emergency events within the County.

C. Authorities:

1. Federal:
   b. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended.
   d. The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.

2. Commonwealth:
   c. Title 32.1, Section 48.05 to 48.017 Code of Virginia.
   d. Commonwealth of Virginia, Office of the Governor, Executive Order Number Four (2002), Delegation of Governor’s Authority to Declare a State of Emergency and to Call the Virginia National Guard to Active Service for Emergencies or Disasters.
g. Commonwealth of Virginia, Office of the Governor, Executive Order One Hundred and Two (2005), Adoption of the National Incident Management System and Use of the National Preparedness Goal for Preventing, Responding to and Recovery from Crisis Events in the Commonwealth.

3. Local:
   a. Code of Fairfax County, Chapter 14, Emergency Management (included in Appendix 1).
   b. Resolution by the Board of Supervisors of Fairfax County authorizing the participation of Fairfax County in the Virginia Statewide Mutual Aid Program (January 7, 2002).
   c. Resolution by the Board of Supervisors of Fairfax County authorizing the execution of the National Capital Region Mutual Aid Agreement, dated December 5, 2005.
   d. Resolution by the Board of Supervisors adopting the National Incident Management Systems (NIMS), November 21, 2005.

D. County Planning Vision, Goals, and Objectives:

1. The core vision for the County is “To protect and enrich the quality of life for the residents, visitors and diverse communities of Fairfax County.”
2. The County strives to have a comprehensive emergency management program incorporating planning, preparedness, response, recovery, and mitigation that is essential for the County to achieve its emergency management vision.
3. The goal for Fairfax County is to develop and implement an emergency management program that meets or exceeds all the standards and target capabilities established by the National Preparedness Goal and the National Capital Region (NCR) Strategic Plan.
4. The goal for Fairfax County is to have an Emergency Operations Plan (EOP) that is in full compliance with all federal and state guidelines and standards so that Fairfax County operations are conducted within the national response system outlined by the National Response Framework.
5. Fairfax County’s Emergency Operations Plan provides clear guidelines, definitions, and operational concepts for the effective mobilization of County resources in responding to and recovering from all disasters and emergencies regardless of cause.

E. References:

1. Regional Emergency Coordination Plan, September 30, 2011.
2. Unified Regional Snow Emergency Plan for the Metropolitan Washington Area, as updated.
6. Northern Virginia Regional Hazard Mitigation Plan, as updated.
II. **Facts and Figures about Fairfax County**

Fairfax County is among the most densely populated counties in the nation with a population in excess of 1.1 million and is located just outside of Washington, D.C. It is one of 19 jurisdictions referred to as the National Capital Region (NCR) as defined by the Metropolitan Washington Council of Governments (MWCOG). The NCR is not an operational entity but provides a regional basis for collaboration, coordination, training, and exercises among the independent jurisdictions.

---

The National Capital Region (NCR)

<table>
<thead>
<tr>
<th>District of Columbia</th>
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<tbody>
<tr>
<td>Frederick County</td>
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<td>Montgomery County</td>
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<td>City of Gaithersburg</td>
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<td>City of Rockville</td>
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<td>Prince Georges County</td>
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<td>City of Bowie</td>
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<td>City of College Park</td>
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<td>City of Greenbelt</td>
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<td>City of Takoma Park</td>
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<td>Arlington County</td>
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<td>Prince William County</td>
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<tr>
<td>City of Manassas</td>
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<td>City of Manassas Park</td>
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Fairfax County Supervisor Districts
• The County is divided into nine supervisor districts: Braddock, Dranesville, Hunter Mill, Lee, Mason, Mount Vernon, Providence, Springfield, and Sully. Each district elects one supervisor to the Board of Supervisors, which governs Fairfax County. There is also a Chairman elected by the County at-large.

• The County has a total area of about 407 square miles, 395 of which are land and 12 of water.

• Three incorporated towns – Clifton, Herndon, and Vienna – are located within Fairfax County. These towns are covered under this EOP, but also maintain their own emergency response plan to further detail operations within their boundaries.

• The County has a diverse population with approximately 32.5 percent foreign-born residents and 36.4 percent of people aged 5 or older speak a language other than English at home. This includes over 130 different languages.

• The Fairfax County Public School (FCPS) system is the tenth largest school district in the nation with 2014 enrollment of about 186,785 students. FCPS includes 139 elementary schools, 23 middle schools, 3 secondary schools, 22 high schools, 2 alternative high schools, and 7 special education centers, with 48 alternative programs and learning centers. Major colleges include George Mason University and Northern Virginia Community College.

**III. Planning Assumptions**

• In the event of a disaster or emergency, Fairfax County government will continue to function and provide emergency and essential services.

• Periodically, disasters, emergencies, and events will occur within the County requiring mobilization and reallocation of County resources.
• The occurrence of one or more significant incident will result in a catastrophic situation that could overwhelm local and state resources, and disrupt government functions.

• The County will be prepared to carry out emergency response and recovery operations utilizing local resources, unless the magnitude of the incident exceeds the capability of County service delivery.

• Some emergencies or disasters will occur with little or no advance warning, not allowing sufficient time for appropriate emergency notifications to be sent to residents.

• Outside assistance will be available through mutual aid agreements with nearby jurisdictions, the Metropolitan Washington Council of Government Mutual Aid Agreement, members of the Commonwealth of Virginia Statewide Mutual Aid Program, the Commonwealth of Virginia Emergency Operations Center, the Emergency Management Assistance Compact (EMAC), the National Disaster Medical System (NDMS), and the Federal Emergency Management Agency (FEMA). However, it is likely that outside assistance will not be available for at least 72 hours after the onset of the disaster, emergency, or event.

• Fairfax County residents, businesses, and industry will use their own resources and be self-sufficient for at least 72 hours following a significant disaster or event.

• Fairfax County businesses and industry have internal standard operating procedures for emergency operations including a Continuity of Operations Plan (COOP) that provides for a line of succession for senior management and a means of internal communication.

• The effects of a disaster, emergency, or event will extend beyond County boundaries in which case many other areas of the Commonwealth will experience casualties, property loss, and disruption of normal life support systems.

• Residents and communities will compete for scarce resources, and widespread power and communications outages may require the use of alternate methods of providing public information and delivering
essential services. Communications will be problematic due to demands exceeding capacities.

- Upon request, the Commonwealth of Virginia or federal government will provide assistance if local capabilities are overwhelmed or local resources are exhausted.

- Emergency operations will be managed in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS), which is discussed in detail under Section VIII A.

**IV. Emergency Operations Plan (EOP) Implementation, Emergency Operations Center (EOC) Activation, and Emergency Notifications**

**A. Activation of the EOP and EOC:**

- The implementation of the EOP and activation of the EOC occur simultaneously. The level of EOC activation will be based upon the severity and scope of the incident.

- The Incident Command System, integrated with Emergency Support Functions (ESFs) and various annexes established by this EOP may be selectively activated based upon initial or anticipated requirements.

- The EOP is implemented by the Director of Emergency Management, the Deputy Director of Emergency Management, the Coordinator of Emergency Management, or their designees.

- Leadership from any partner agency or organization can request that the EOC be activated to support emergencies that are being managed by their agency or organization. Any city manager, town manager, municipal police or fire chief, county administrator or executive, or their designee, from a jurisdiction adjacent to Fairfax County may request activation of the EOC to support an emergency occurring in or affecting their jurisdiction directly through the OEM Duty Officer. In addition, the Governor or his designee can request that the Fairfax County EOC be activated to support emergency events occurring within the Commonwealth or
the NCR. In the event that the EOC is inaccessible or otherwise not operational, Fairfax County maintains an Alternate Emergency Operations Center with the same core capabilities as the EOC.

- All department and agency points-of-contact will be notified of the EOC activation by OEM though the Fairfax County Employee Alert Network (EAN) and/or other available means. In turn, agency EOC representatives will be notified through their agency’s internal notification process.

- Upon notification, identified EOC representatives shall report to the EOC at the appointed time and be prepared to carry out their roles and responsibilities. Departments and agencies will provide appropriate representation to the EOC based upon the level of activation. Agency representatives shall be prepared to staff the EOC until they are relieved by other personnel or the EOC is deactivated.

- The EOC may be activated at one of three levels depending upon the nature and scope of the incident or potential incident. The EOC may also be activated for a significant planned event to monitor the situation and provide for an effective response. The Coordinator of Emergency Management, in cooperation with the Director of Emergency Management or Deputy Director of Emergency Management, will designate the level of activation and will ensure appropriate notifications are made.

- Monitoring: Provides for increased monitoring capability and will typically involve OEM staff and representatives from key response agencies. Monitoring activations generally involve staffing several positions in the Situation Unit of the Planning Section to allow the EOC to effectively collect, analyze, and disseminate information and conduct appropriate contingency planning.

- Partial Activation: Provides for a select activation of ICS positions that may be or will be engaged in the emergency situation. A partial activation generally includes staffing all of the command and general staff positions, and includes a robust planning section.
o **Full Activation:** Includes staffing all of the pre-identified ICS positions and the coordinating and cooperating agencies identified within the EOP.

**B. Internal Emergency Notifications to County Agencies, Emergency Responders, and Partner Organizations:**

- The Office of Emergency Management maintains a 24/7 monitoring and notification capability through the on-call OEM Duty Officer. The Duty Officer is responsible for making internal and external emergency notifications to identified agencies and organizations.

- Each department and agency identified under this EOP pre-designates multiple points-of-contact for the purpose of emergency notification to and from OEM. OEM maintains and disseminates this information in the Emergency Response List. The Emergency Response List is updated monthly and each agency is responsible for ensuring that the contact information is current and resources are available to implement 24/7 operations.

- The Office of Public Affairs (OPA), as the coordinating agency for External Affairs (ESF 15), provides assistance to all departments and agencies in communicating with their employees during an emergency situation. OPA uses all appropriate communication tools to ensure that information is conveyed to employees.

- All departments and agencies develop, test, and maintain internal notification procedures and contact rosters as part of their Continuity of Operations Plan (COOP).

**C. External Notifications and Warnings:**

The OEM Duty Officer, in cooperation with the Fairfax County Office of Public Affairs, maintains the capability to provide warnings and emergency information to the public through multiple communication modes. These include, but are not limited to:
• The Emergency Alert System (EAS): A national system jointly administered by the Federal Communications Commission, FEMA, and the National Weather Service (NWS). It is designed to provide the President of the United States automatic access to the nation’s broadcast and cable systems to speak directly to the nation in times of national disaster.

• Emergency Information Blog: The Emergency Information Blog (www.fairfaxcounty.gov/emergency/blog) is the primary tool for disseminating emergency preparedness information and news during emergency events.

• An Emergency Information Hotline: Maintained by the Fairfax County Office of Public Affairs, the hotline can answer calls from the public and provide emergency information 24/7 during emergencies.

• The County Website (www.fairfaxcounty.gov), Twitter (twitter.com/fairfaxcounty) and Facebook (www.facebook.com/fairfaxcounty): These pages provide vital information to residents – particularly on preparing for disasters and emergencies.

• Fairfax County Government Radio: Available online (www.fairfaxcounty.gov/radio), Fairfax County Government Radio, provides a streaming Internet radio station featuring County news and weather. During emergencies the station broadcasts updates on the situation and has the capability to interrupt programming and go live with continuous news on the emergency.

• Fairfax County Government Channel 16: Current programming can be interrupted during emergencies to provide information and protective action directions to the public. The Channel 16 emergency message system provides the capability for “crawl messaging” for persons with hearing disabilities and audio instructions with descriptive messages for residents with visual disabilities.

• The Emergency Notification Network (EMnet): Emergency management information can be provided to the media through the
Internet or satellite for immediate transmission to the general public. EMnet is a privately managed messaging network for the emergency management community. It is a satellite-based secure system that provides two-way internet capabilities in the event the primary system is not available. Participants use the network to convey urgent messages and support documentation (reports, photos, information, etc.) within the emergency management community, as well as to create and issue Emergency Alert System (EAS) messages to broadcasters. EMnet also allows the OEM Duty Officer to see EAS messages originated by other organizations such as National Weather Service messages issued to the County and other local jurisdictions.

• Fairfax Alerts: Provides the capability to distribute emergency and non-emergency notifications quickly over multiple mediums from a web-based platform. Fairfax Alerts can also be used to distribute emergency voice messages to residents using the 9-1-1 database in a geographically targeted area regarding hazards and actions to be taken.

• Satellite Radio and local radio stations: Fairfax County has agreements in place with satellite radio and local radio providers to broadcast emergency information on local information stations during disasters or emergencies.

• Medical/Functional Needs Registries: Voluntary registry for residents with ongoing medical needs that live independently or in a residential setting. This registry provides an opportunity to furnish Fairfax County OEM with critical information so that response agencies can provide individual evacuation assistance, accessible transportation to and from shelters or evacuation points, and/or accessible emergency alert information, as necessary.

• Regional Incident Communication and Coordination System (RICCS): RICCS is a communications system managed by the Metropolitan Washington Council of Governments for distributing information to government officials about incidents with regional implications for the National Capital Region (NCR). Fairfax County acts as a backup host for this system should the MWCOG system become unavailable.
• Variable Message Signs: Fairfax County may use variable message signs along major roadways as another method for providing information and warnings to the public.

• The following table provides a summary of the warning systems that are used within the County.

### Summary of Fairfax County Warning Systems

<table>
<thead>
<tr>
<th>Warning System</th>
<th>Area of Coverage</th>
<th>Approving Authority</th>
<th>Implementers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Alert System (EAS)</td>
<td>Washington DC Metro Area</td>
<td>Coordinator, Emergency Management</td>
<td>OEM Duty Officer</td>
</tr>
<tr>
<td>Channel 16 Emergency Message System</td>
<td>Fairfax County cable and broadband subscribers</td>
<td>Office of Public Affairs, Coordinator, Emergency Management</td>
<td>Office of Public Affairs, Coordinator, Emergency Management, Communications Production Division</td>
</tr>
<tr>
<td>Fairfax Alerts and EAN</td>
<td>Fairfax County</td>
<td>Office of Public Affairs, Coordinator, Emergency Management</td>
<td>Office of Public Affairs, Coordinator, Emergency Management, OEM Duty Officer</td>
</tr>
<tr>
<td>9-1-1 Database Messaging (through Fairfax Alerts)</td>
<td>Fairfax County – specific geographic areas can be targeted</td>
<td>Chief, Police, Chief, Fire and Rescue, Director of Public Affairs, Coordinator, Emergency Management</td>
<td>OEM Duty Officer</td>
</tr>
<tr>
<td>Warning System</td>
<td>Area of Coverage</td>
<td>Approving Authority</td>
<td>Implementers</td>
</tr>
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<td>------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| EMNET                | Fairfax County         | o Coordinator, Emergency Management     | o Coordinator, Emergency Management  
|                      |                        |                                         | o OEM Duty Officer                                                           |
| RICCS                | National Capitol Region| o Office of Public Affairs              | o Coordinator, Emergency Management  
|                      |                        | o Coordinator, Emergency Management     | o OEM Duty Officer                                                           |
| Satellite and Local Radio | Fairfax County | o Office of Public Affairs              | o Office of Public Affairs  
|                        |                        | o Coordinator, Emergency Management     | o Coordinator, Emergency Management  |
| Emergency Information Hotline | Fairfax County | o Office of Public Affairs              | o Office of Public Affairs  
|                        |                        |                                         | o Coordinator, Emergency Management                                           |
| NOAA Radios          | Fairfax County         | o Office of Public Affairs              | o National Weather Service  
|                      |                        | o Coordinator, Emergency Management     | o Virginia Department of Emergency Management  
|                      |                        |                                         | o Coordinator, Emergency Management  
|                      |                        |                                         | o OEM Duty Officer                                                            |
| Variable Message Signs | Fairfax County       | o Office of Public Affairs              | o Virginia Department of Transportation  
|                        |                        | o Coordinator, Emergency Management     | o Police Department                                                           |
|                      |                        | o Virginia Department of Transportation |                                                                             |
|                      |                        | o Coordinator, Emergency Management     |                                                                             |
|                      |                        | o Virginia Department of Transportation |                                                                             |
|                      |                        | o Police Department                    |                                                                             |
|                      |                        | o Virginia Department of Transportation |                                                                             |
Summary of Fairfax County Warning Systems, continued

<table>
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<tr>
<td>County Website</td>
<td>Fairfax County</td>
<td>Office of Public Affairs</td>
<td>Office of Public Affairs</td>
</tr>
<tr>
<td>Fairfax County Blog</td>
<td>Fairfax County</td>
<td>Office of Public Affairs</td>
<td>Office of Public Affairs</td>
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<tr>
<td>Fairfax County</td>
<td>Fairfax County</td>
<td>Office of Public Affairs</td>
<td>Office of Public Affairs</td>
</tr>
<tr>
<td>Government Radio</td>
<td>Fairfax County</td>
<td>Office of Public Affairs</td>
<td>Office of Public Affairs</td>
</tr>
<tr>
<td>Loudspeakers</td>
<td>Fairfax County Local</td>
<td>Incident Commander</td>
<td>Public Safety Personnel</td>
</tr>
<tr>
<td>Neighborhoods</td>
<td>Neighborhoods</td>
<td>Incident Commander</td>
<td>Public Safety Personnel</td>
</tr>
<tr>
<td>Door-to-Door</td>
<td>Individuals</td>
<td>Incident Commander</td>
<td>Public Safety Personnel</td>
</tr>
</tbody>
</table>

V. **Emergency Roles and Coordination Responsibilities**

Emergency operations will mirror day-to-day government operations to the extent possible.

A. **Chairman, Board of Supervisors:**

- Serves as, or appoints a chief spokesperson for the County during emergency events.
- Confers with the County Executive and agency heads, as appropriate, on policy issues related to the response and recovery operations.
- Coordinates with other elected officials at the regional and state level including the Congressional Delegation.
- Performs duties assigned to other board members (see B below).

B. **Fairfax County Board of Supervisors:**

- Collectively, establishes policy and provides guidance to the County Executive and senior staff.
- Collectively, reviews and ratifies local declarations of emergency.
- Individually or collectively, may communicate with the public and provide guidance on responding to an emergency or disaster.
• Individually, may host community meetings to ensure needs are being addressed and provide information to residents.
• Individually, serves as an advocate for constituent recovery efforts.
• Individually, maintains notification and Continuity of Operations Plans (COOPs) for their respective office and staff.
• Individually, or collectively, coordinates with other elected officials at the regional and state level including the Congressional Delegation.

C. County Executive:

• Serves as the Director of Emergency Management for Fairfax County and performs the functions identified in the Code of Virginia, the Code of Fairfax County Chapter 14, and this Plan.
• Appoints, with the consent of the Board of Supervisors, the Coordinator of Emergency Management to manage the day–to-day functions of emergency management and the Emergency Operations Center.
• Approves mutual aid or reciprocal assistance agreements with other public and private agencies within the commonwealth or other states or localities within other states.
• Directs and reallocates County assets and resources during an emergency.
• Assumes command of an incident or appoints incident commanders to carry out his/her directives.
• Approves inbound and outbound statewide mutual aid or EMAC requests.

D. Deputy County Executives:

• The Deputy County Executive for Public Safety serves as the Deputy Director of Emergency Management. In the event of a significant emergency, carries out identified emergency roles and responsibilities assigned by Fairfax County Code Chapter 14 or by the County Executive.
• Serves as the acting County Executive and/or acting Director of Emergency Management if designated by the County Executive to assume this role in his or her absence.
• Manages identified aspects of an emergency if authority to do so is delegated by the County Executive. In the event of an emergency,
Deputy County Executives shall continue to maintain their organizational responsibility and ensure departments and agencies under their supervision carry out identified roles and responsibilities assigned to them in the EOP or by law.

E. Coordinator of Emergency Management:

- The Coordinator of Emergency Management is appointed by the County Executive with the approval of the Board of Supervisors.
- The Coordinator of Emergency Management is responsible for:
  - Coordination and assistance in developing emergency management plans for use of facilities, equipment, staff, and other resources of the County for the purpose of minimizing or preventing loss of life or damage to property and for restoring government services and public utilities necessary for public health, safety, and welfare.
  - Activating, staffing, and managing of the EOC.
  - Direction and re-allocation of County assets and resources during an emergency, as advised by the County Executive.
  - Coordination with and liaison to state and federal authorities and other political subdivisions as necessary to ensure effective disaster preparedness and response capabilities.
  - Coordination of other public and private agencies engaged in emergency management activities.
  - Assists with the development of mutual aid agreements with other public and private agencies within the Commonwealth of Virginia or other localities.

F. County Departments and Agencies:

The general emergency preparedness responsibilities of all County government organizations and non-government organizations are outlined in the Letter of Agreement to this Plan. The following is a partial list of duties and assigned responsibilities for emergency operations in Fairfax County that may vary depending on the type and scope of emergency or incident. In addition, the Emergency Support Function roles of each are identified. The organization of County departments and agencies under Emergency Support Functions within the ICS structure is
discussed in more detail later in this document. ESF-specific functions and responsibilities are provided in the ESF functional annexes in Section Four of this plan. Identified agencies are expected to provide available staff and resources to support emergency operations, as requested.

**Department of Cable and Consumer Services:**

- Serves as a cooperating agency to the following Groups: Communications-ESF 2, Long-term Community Recovery-ESF 14, and External Affairs-ESF 15.
- Ensures operation of the local emergency message system necessary to disseminate emergency information.
- Provides the EOC capability to transmit video over Channel 16, Fairfax County Training Network, and other appropriate networks.
- Upon request, records media briefings.
- Provides technical assistance for video-teleconferencing and broadcasting.
- Provides consumer affairs services during recovery operations.
- Assists OEM and OPA with providing emergency preparedness information to the public.

**Department of Code Compliance:**

- Provides assistance with damage assessment.

**Department of Neighborhood and Community Services:**

- Serves as a cooperating agency to the following Groups: Transportation-ESF 1, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Public Health and Medical Services-ESF 8, and Long Term Community Recovery-ESF 14.
- Assists OEM with planning for persons with access and functional needs.
- Provides human services transportation to support emergency operations.
• Department of Family Services:
  o Serves as the coordinating agency for Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6 and as a cooperating agency to Public Health and Medical Services-ESF 8, Long Term Community Recovery-ESF 14, and the Donations Management, Mass Fatality, Service Information Center, and the Volunteer Management Annexes.
  o Coordinate mass care shelter operations with other County departments and partner organizations and agencies.
  o Establishes and operates a FAC.
  o Coordinates the establishment and operation of Reception Centers and other emergency facilities as defined in the ESF 6 Annex to this EOP.
  o Distributes emergency food stamp allotments to eligible disaster victims.
  o Assists disaster victims in obtaining post-disaster assistance.
  o Assists with the provision of essential needs to individuals isolated or quarantined for public health purposes.

• Department of Finance:
  o Serves as a cooperating agency to Emergency Management-ESF 5, Logistics Management and Resource Support ESF 7, and Long Term Community Recovery-ESF 14,
  o Provides safety officer(s) from the Risk Management Division to the EOC and other identified locations, as necessary.
- Provides protective action guidance to employees through the Risk Management Division.
- Provides financial management assistance including maintaining vendor files and payment of bills.

- **Department of Housing and Community Development:**
  - Serves as a cooperating agency for Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6 and Long Term Community Recovery-ESF 14.
  - Provides information on housing resources for use as emergency and/or long-term temporary housing.
  - Provides staff to assist, when needed, with mass care operations.
  - Assists with finding temporary housing for displaced public housing and rental program residents.
  - Assists in identifying housing resources for persons relocated to Fairfax County because of an emergency or disaster.
  - Provides support to the Facility Management Department, as needed, with Fairfax County and Redevelopment and Housing Authority-owned property.

- **Department of Information Technology:**
  - Serves as the coordinating agency for Communications-ESF 2 and as a cooperating agency to Emergency Management-ESF 5, Public Health and Medical Services-ESF 8, Energy-ESF 12, Long Term Community Recovery-ESF 14, and External Affairs-ESF 15.
  - Provides technical assistance to the EOC as required for activating and maintaining communications and information systems capabilities to support emergency operations.
  - Ensures radio, telephone, computing resources, network communications, Geographic Information System (GIS), and Web capabilities essential to emergency operations are maintained and operational.
  - Ensures emergency backup and contingency communications capabilities in the event normal communications are disrupted.
• Assists with recovery of applications and electronic records and invokes recovery in accordance with the Department of Information Technology (DIT) Disaster recovery and Continuity of Operations (COOP) plans.

• Safeguards operability and performance of Fairfax County essential communications and information technology (IT) systems and the protection of vital records kept at the Enterprise Technology Center and other DIT managed IT facilities through ongoing support processes for data backup, IT security measures, and standard procedures for firewall management, intrusion detection, anti-virus protection, and access control and enforcement policy.

• Assists agencies with Geographic Information Systems (GIS) Technology services in supporting incident response, recovery, and mitigation activities.

• Supports the activation and setup of mass care facilities and other recovery facilities managed by the County.

• Provides authority and governance protocols for access to enterprise IT resources, systems, data, and facilities that house IT assets, and for invoking disaster recovery procedures on DIT-supported equipment and systems.

• Assists with providing emergency printing services.

- **Department of Management and Budget:**
  - Serves as a cooperating agency to Emergency Management-ESF 5 and Long Term Community Recovery-ESF 14.
  - Provides assistance and/or financial advice to OEM in the preparation and review of federal reimbursement forms, financial reports, and applications.
  - Provides access to emergency funds for use by County agencies during the response and recovery phases.

- **Department of Planning and Zoning:**
  - Provides assistance with damage assessment.
  - As appropriate, expedites the building permit issuance process.
• Department of Public Works and Environmental Services:
  o Monitors County-owned dams during any emergency that would result in damage to dams.
  o Conducts damage assessment and mitigation on County drainage systems.
  o Conducts or assists with damage assessment of privately-owned residential and commercial structures; assists as requested with the structural evaluation of other buildings and structures, except for collapsed structures where Fire and Rescue has the primary responsibility.
  o Ensures that inspected damaged buildings are tagged as “Safe for Occupancy,” “Warning: This structure has been damaged and its safety is questionable,” or “Unsafe: Occupancy Prohibited.”
  o Provides property owners and contractors with assistance and information about the building code requirements during the recovery phase, as needed.
  o As appropriate, expedites the building permit and plan review process for the repair or demolition of damaged structures.
  o Maintains and implements a debris management plan and coordinates debris removal by government agencies and private contractor(s).
  o In cooperation with the Virginia Department of Environmental Quality, monitors County debris landfill permits compliance.
  o In cooperation with the Virginia Department of Health (VDH), inspects public and private water impoundment sites.
  o Provides emergency mitigation and damage assessment on the wastewater collection infrastructure.
  o Provides snow and ice removal from designated County facilities.
• Assists with filling requests for available heavy construction equipment, trucks, operators, and related construction supplies.

• To the extent practicable, continue sanitary sewer and refuse collection services during an emergency.

Department of Purchasing and Supply Management:

• Serves as coordinating agency for Logistics Management and Resource Support-ESF 7 and cooperating agency for Public Health and Medical Services-ESF 8.

• Staffs the Supply Unit in the Logistics Section at the EOC to support emergency operations.

• Develops procedures and policies for the acquisition of resources to fulfill requests in support of emergency operations.

• Establishes procurement card for emergency purchases; preposition cards for use upon activation of readiness plan.

• Develops procedures to track shipments of vendor-supplied resources.

• Develops procedures for issuing, tagging, and tracking equipment and supplies (purchased or loaner).

• Maintains a warehouse for staging and storing donated goods and resources destined for recovery locations.

• Acquires, stores, and distributes resources in support of response and recovery operations, as necessary.

• Maintains lists of vendors and suppliers of equipment, materials, and services needed during disaster response and recovery actions. Pre-establishes contracts for items typically used in a declared emergency, as appropriate.

• Establishes supply sources for Big 6 items (ice, water, generators, tarps, meals-ready-to-eat, and plywood sheeting).

• Pre-positions supplies in anticipation of emergency.

• Establishes and manages the Receipt, Store, and Stage (RSS) facility for the Strategic National Stockpile (SNS) in the event the Fairfax County RSS is designated by the Commonwealth of Virginia.

• Supports the storage and distribution of Northern Virginia Emergency Response System and Health Department emergency pharmaceutical equipment and supply stockpiles.
• **Department of Tax Administration:**
  o Provides information on housing values and related information from the County database to support damage assessment activities.

• **Department of Transportation:**
  o Serves as coordinating agency for Transportation-ESF 1 and cooperating agency to Public Works and Engineering-ESF 3, Mass Care, Emergency Assistance, Housing and Human Services-ESF 6, and Public Health and Medical Services-ESF 8.
  o Liaises with the Virginia Department of Transportation (VDOT), Virginia Railway Express (VRE), Washington Metropolitan Area Transit Authority (WMATA), Metropolitan Washington Council of Governments (MWCOG), and Metropolitan Washington Airport Authority (MWAA) as needed during emergency operations.
  o Collects, analyzes, and distributes information on the status of the County’s transportation infrastructure.
  o Provides transportation services to support response and recovery operations, as available.
  o Assists with transportation for persons with access and functional needs.
  o Provides support for evacuation planning.
  o Assists in the operation of a Family Assistance Center, shelters, Points of Dispensing (PODs), and other facilities by coordinating appropriate transportation requests.

• **Department of Vehicle Services:**
  o Serves as cooperating agency to Transportation-ESF 1 and Logistics Management and Resource Support-ESF 7.
  o Manages the emergency rationing or prioritization of County-owned fuel resources, if necessary.
  o Provides fuel site access, fuel, and maintenance support for emergency transportation and recovery operations.
1. **Office of Emergency Management**
   - Serves as the coordinating agency for Emergency Management-ESF 5, Long Term Community Recovery-ESF 14, and as a cooperating agency to Mass Care, Emergency Assistance, Housing and Human Services-ESF 6, Logistics Management and Resource Support -ESF 7, Agriculture and Natural Resources-ESF 11, Energy-ESF 12, and External Affairs-ESF 15.
   - Coordinates continuity of operations planning. Prepares standards and guidelines for developing, testing, and exercising agency-specific continuity of operations plans.
   - Assists with damage assessments activities as needed.
   - Manages the Emergency Management Assistance Compact (EMAC) mutual aid agreement and process for Fairfax County.
   - Maintains the County’s Emergency Operations Plan.
   - Manages the 24-hour Duty Officer program to monitor events that may affect Fairfax County and provide emergency alert and notifications.
   - Assists agencies by providing supplemental emergency training, simulations, and exercises necessary to prepare first responders, County, and partner organizations and agencies to perform identified roles and responsibilities.
   - In cooperation with the volunteer agencies, assists with the recruitment, registration, and identification of volunteer emergency workers.
   - Manages the NIMS Compliance Program necessary to establish Incident Command System (ICS) procedures to manage emergency operations during a disaster.
   - Manages the EOC and ensures operational readiness 24/7.
   - In conjunction with identified County agencies, submits state and federally required reports and records.
   - Primary liaison with the Virginia Department of Emergency Management (VDEM) and the Virginia Emergency Operations Center (VEOC).
   - Directs an after-action assessment of the disaster/emergency incident to determine what actions can be taken to mitigate...
future disaster effects. Maintains a database to identify lessons learned and corrective actions by agency.

- Through the Logistics Section in the EOC, and other agencies as appropriate, ensures the continued supply of resources required for response and recovery operations.
- In cooperation with the Department of Public Works and Environmental Services, and other agencies as appropriate, coordinates the development and implementation of hazard mitigation plans.
- Provides assistance to agencies in the development and maintenance of agency operations plans relating to Emergency Support Functions and their place in the Incident Command System structure.
- Coordinates the submission of all requests and responses for statewide mutual aid.
- Coordinates emergency management mutual aid agreements dealing with adjacent jurisdictions and relief organizations.
- Conducts community outreach and public emergency education programs.
- Determines if a mass care facility is to be opened and assists with the selection of shelter site(s) in coordination with ESF 6-Mass Care, Emergency Assistance, Housing, and Human Services.
- Conducts training and exercises to ensure County agencies and departments are familiar with their roles during an emergency.

- **Fairfax-Falls Church Community Services Board:**
  - Serves as a cooperating agency to Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Public Health and Medical Services-ESF 8, and Long Term Community Recovery-ESF 14.
  - Provides critical incident stress management services in coordination with the Fire and Rescue Department and the Police Department.
  - Provides psychological first-aid, mental health, intellectual disabilities, substance abuse, and critical incident stress management services and support for victims and response personnel.
- Deploys counselors to a Family Assistance Center, shelter, or other facility to provide psychological first-aid and mental health support.
- Coordinates with other community services boards, the Commonwealth of Virginia’s Department of Behavioral Health and Developmental Services (DBHDS) for the management and administration of additional mental health and substance abuse resources made available through the state.

- **Fire and Rescue Department:**
  - Serves as the coordinating agency for Firefighting-ESF 4 and Oil and Hazardous Materials Response-ESF 10; coordinating agency for Search and Rescue-ESF 9, and as a cooperating agency to Transportation-ESF 1, Communications-ESF 2, Public Works and Engineering-ESF 3, Emergency Management-ESF 5, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Logistics Management and Resource Support-ESF 7, Public Health and Medical Services-ESF 8, and External Affairs-ESF 15.
  - Provides firefighting and fire suppression services.
  - Requests and manages mutual aid for fire and rescue operations.
  - Coordinates and performs fire prevention and investigation services.
  - Coordinates and establishes an on-scene Incident Command Post and incident command activities for fire and rescue incidents.
  - Provides emergency medical services/pre-hospital care, triage, and transportation of victims.
  - Conducts confined space search and rescue operations.
  - Conducts collapsed structure search and rescue.
  - Conducts trench search and rescue operations.
  - Conducts water rescue, search, and recovery.
  - Assists with ground search and rescue operations.
  - Provides for response and containment for oil and hazardous material incidents.
  - Recruits, trains, and manages the Community Emergency Response Team (CERT).
- **Health Department:**
  - Serves as the coordinating agency for Public Health and Medical Services-ESF 8 and as a cooperating agency to Public Works and Engineering-ESF 3, Firefighting-ESF 4, Emergency Management-ESF 5, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Oil and Hazardous Material Response-ESF 10, Agriculture and Natural Resources-ESF 11, and External Affairs-ESF 15.
  - Assists OEM with planning for persons with access and functional needs.
  - Liaises with the Regional Healthcare Coordinating Center (RHCC) and medical facilities to coordinate emergency use of available services, supplies, and pharmaceuticals.
  - Liaises with long-term care facilities and dialysis centers to coordinate preparedness activities and to meet critical needs when impacted by an emergency.
  - Issues health advisories in coordination with the Office of Public Affairs and Office of Emergency Management.
  - Conducts disease surveillance and investigation, and provides technical assistance during suspected or actual outbreaks at specific locations or facilities.
  - Maintains procedures for mass and mobile medical and non-medical countermeasures dispensing.
  - Establishes and operates sites for medical and non-medical countermeasure dispensing.
Monitors food safety and general sanitation, and provides medical services including disease surveillance, contact investigations, and access and functional needs screening at mass care facilities.

Implements isolation and quarantine measures.

Coordinates the preparedness for and response to mass fatality incidents.

Supports the Commonwealth of Virginia, Office of the Chief Medical Examiner.

Conducts limited testing of clinical and environmental samples.

Conducts laboratory surveillance.

Provides technical assistance to laboratories.

Advises on control of disease vectors, i.e., insects and rodents.

Identify public health hazards during damage assessments.

Conducts damage assessment of food and other regulated establishments.

Inspects restaurants, regulated portions of grocery stores, and temporary establishments to ensure food safety.

Orders testing of diseased animals.

Recruits, trains, and manages the Fairfax Medical Reserve Corps (MRC).

Conduct environmental health assessments.

Coordinates with debris removal agencies regarding the removal of debris that presents a public health hazard.

Advises on public health hazards related to medical waste and other biohazards, hazardous materials, and radiological materials during an emergency.

 Liaises with state and federal health and environmental agencies.

**Office of the Sheriff:**

Serves as a cooperating agency to Communications-ESF 2, Public Works and Engineering-ESF 3, Mass Care, Emergency Assistance and Human Services-ESF 6, Public Health and Medical Services-ESF 8, and Public Safety and Security-ESF 13.
Provides available staff, resources, and facilities to support emergency operations to include, but not limited to, the following:

- May assist with debris removal through the use of the Community Labor Force upon approval of the court with jurisdiction to perform work on private property.
- Assist with providing meals for emergency response personnel via contract services.
- Assist with law enforcement and crowd control.
- Assist with security of emergency site, evacuated areas, shelter areas, vital facilities, supplies, and other assigned locations.
- Assist with evacuations.
- Assist with service and enforcement of quarantine and protection orders.
- Augment security at County-owned facilities.

- Manages security for jails and court facilities.
- Staffs the EOC Security Unit during EOC activations.
- Serves orders related to isolation or quarantine of individuals for public health purposes.

Office of the County Attorney:

- Advises County officials concerning legal responsibilities, powers, and liabilities regarding emergency operations and post-disaster and recovery assistance.
- Assists the Board of Supervisors and County Executive with maintaining continuity of government.
- Prepares emergency ordinances (i.e., price gouging and curfews) and local declarations.
- Assists with the preparation of applications, legal interpretations, or opinions, and Board of Supervisor packages regarding recovery and/or reimbursement.
• **Office of Public Affairs:**
  o Serves as coordinating agency for External Affairs-ESF 15 and cooperating agency to Emergency Management-ESF 5.
  o Coordinates the dissemination of approved emergency information to the public, County employees, news media, elected officials, and other stakeholders/organizations through a variety of tools, including but not limited to NewsWire, NewsLink, the County website, Emergency Information Blog, Fairfax County Government Radio, media relations, social media, emergency information hotline, Fairfax Alerts, EAN, etc.
  o Serves as the “single voice” of County government for the coordinated release of information during emergencies and anytime there are more than two agencies involved in an incident.
  o Manages the operation of an emergency information hotline, if requested.
  o Monitors and responds to traditional media and social media outlets to identify trends and reduce dissemination of incorrect or misinformation.
  o Manages the Joint Information Center (JIC).
  o Develops and coordinates the distribution of protective action guidance to the public.

• **Police Department:**
  o Serves as coordinating agency for Public Safety and Security-ESF 13, co-coordinating agency for Search and Rescue-ESF 9, and as a cooperating agency for Communications-ESF 2, Public Works and Engineering-ESF 3, Firefighting-ESF 4, Emergency Management-ESF 5, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Logistics Management and Resource Support-ESF 7, Public Health and Medical Service-ESF 8, Oil and Hazardous

  o Assists in obtaining waivers and legal clearances needed to dispose of debris and materials resulting from an emergency or disaster.
  o Assists with the implementation of isolation and quarantine orders and other court orders as needed.
Material Response-ESF 10, Agriculture and Natural Resources-ESF 11, and External Affairs-ESF 15.

- Provides law enforcement services.
- Assists with underwater search and recovery.
- Provides explosive ordnance detection and disposal.
- Provides rotary wing aircraft support.
- Initiates on-scene warning and alerting in cooperation with the Fire and Rescue Department.
- Provides traffic management and crowd control.
- Coordinates and assists in evacuation operations.
- Provides security of emergency site, evacuated areas, shelter areas, vital facilities, supplies, and other assigned locations.
- Coordinates and assists with ground search and rescue.
- Provides animal control emergency services.
- Picks up, registers, and provides shelter to pets brought to evacuation shelters.
- Provides critical incident stress management services to Department staff as requested, in coordination with the Fairfax/Falls Church Community Services Board and the Fire and Rescue Department.
- Enforces public health isolation or quarantine orders.

- **Department of Administration for Human Services:**
  - Serves as a cooperating agency for Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Public Health and Medical Service-ESF 8, and Long Term Community Recovery-ESF 14.
  - Provides staff support to a FAC or other facilities established to support operations or delivery of assistance.
  - Assists with documenting costs eligible for reimbursement through FEMA.

- **Facilities Management Department:**
- Provides support to mass care facilities or other County facilities established to support operations or delivery of assistance.
- Coordinates emergency repairs to County facilities, as appropriate.
- Coordinates the maintenance, custodial services, and continued operation of County facilities where Facilities Management Department (FMD) has assigned responsibilities.
- Leases facilities to support operations.
- Identifies County facilities that may be made available to meet operational requirements.
- Provides security for County-owned and operated facilities.

**Department of Public Safety Communications:**
- Provides emergency communications.
- In cooperation with the Department of Information Technology, manages primary and backup emergency communication equipment.
- Manages Computer Aided Dispatch services for public safety agencies.
- Receives warning and notifications of actual or pending emergencies and makes initial notifications in coordination with the OEM Duty Officer and others as appropriate.

**Department of Human Resources:**
- Identifies employees who may be available to augment staffing in the EOC, mass care facilities, alternate work sites, and other locations.

**Fairfax County Park Authority:**
- Serves as a cooperating agency to Public Works and Engineering-ESF 3, Mass Care, Emergency Assistance,
Housing, and Human Services-ESF 6, and Search and Rescue-ESF 9, Long Term Community Recovery-ESF 14.
  o Assists with debris removal, damage assessment, and snow removal.
  o Identifies and activates facilities that may be used to support response and recovery operations.

G. Partner Organizations and Agencies:

  • Fairfax County Public Schools:
    o Serves as a cooperating agency to Transportation-ESF 1, Communications-ESF 2, Public Works and Engineering-ESF 3, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Logistics Management and Resource Support-ESF 7, and Public Health and Medical Services-ESF 8.
    o Provides for the emergency care of students and employees during normal school hours.
    o Provides facilities for use as mass care sites.
    o Provides available facilities for public health dispensing sites.
    o If available, assists with mass feeding.
    o If available, assists with transportation for displaced persons and emergency responders.
    o If available, assists with transportation of persons with access and functional needs.
    o Assists with damage assessment and debris removal.

H. Volunteer Organizations:

  • Amateur Radio Emergency Services
  • American Red Cross National Capital Region (ARC)
  • Community Chaplain Corps
  • Civil Air Patrol
  • Community Emergency Response Team (CERT)
  • Fire Corps
  • Faith Communities in Action (FCIA)
  • Medical Reserve Corps (MRC)
  • Neighborhood Watch
  • Salvation Army
  • Volunteer Fairfax
• Volunteers in Police Service (VIPS)
• Voluntary Organizations Active in Disaster (VOAD)

I. Utility Partners:
• Colonial Pipeline
• Columbia Gas Pipeline
• Cox Communications
• Dominion Virginia Power
• Fairfax Water
• Northern Virginia Electric Cooperative (NOVEC)
• Plantation Pipeline Company
• Upper Occoquan Service Authority (UOSA)
• Verizon Utility Services
• Washington Gas

J. Transit Agencies:
• Metropolitan Washington Airport Authority (MWAA)
• Virginia Railway Express (VRE)
• Washington Metropolitan Area Transit Authority (WMATA)

K. State Agencies:
• Virginia Department of Agriculture and Consumer Services (VDACS)
• Virginia Department of Emergency Management (VDEM)
• Virginia Department of Environmental Quality (VDEQ)
• Virginia Department of Health (VDH)
• Virginia Department of Transportation (VDOT)
• Virginia National Guard (VNG)
• Virginia Office of the Chief Medical Examiner (OCME)
• Virginia State Police (VSP)

L. Regional:
• Metropolitan Washington Council of Governments (MWCOG)
• Northern Virginia Regional Commission (NVRC)

M. Federal:
• Department of Defense (DoD)
• Department of Homeland Security (DHS)
• Federal Bureau of Investigation (FBI)
VI. Phases of Emergency Management

A. Introduction:

Fairfax County maintains a comprehensive emergency management program through the Office of Emergency Management (OEM) providing emergency guidance and support to the other departments and agencies 24 hours a day, 7 days a week. OEM monitors those threats and hazards that threaten the County and region and assists with emergency operations to better address emergency situations affecting the County.

The County’s comprehensive emergency management program is organized to address the five phases of emergency management:

1. **Prevention**: Any activity taken in advance that reduces the potential for an emergency.
2. **Preparedness**: Any activity taken in advance of an emergency to develop, support, and enhance operational capabilities, to facilitate an effective and efficient response, and recover from an emergency situation.
3. **Response**: Any action taken immediately before, during, or after an emergency situation to reduce casualties, save lives, minimize damage to property, and enhance the effectiveness and speed of recovery.
4. **Recovery**: Short-term recovery is any activity that will return vital life-support systems and critical infrastructure to minimum operating standards and, in the long-term, any activity designed to return life to normal or to an improved state.
5. **Mitigation**: Any activity taken to eliminate or reduce the degree of long-term risk to human life and property from natural, technological, and human-caused hazards.
VII. Emergency Declarations

A. Non-Declared Disasters:

The Director of Emergency Management, or their designee, may direct County departments and agencies to respond to emergencies or disasters as outlined in this Plan without a formal declaration of an emergency when the expectation is that local resources will be used and that no reimbursement of costs will be requested. The Director of Emergency Management, or their designee, may re-direct and deploy County resources and assets as necessary to prevent, prepare for, adequately respond to, and quickly recover from an emergency or disaster.

For significant events in Fairfax County or a neighboring jurisdiction, the EOC may be activated to monitor the situation, coordinate activities among the departments and agencies, and ensure the County is positioned to rapidly respond in the case of an incident.

B. General Emergency Declarations:

There are three types of emergency declarations that may apply to a disaster or emergency within Fairfax County depending upon the scope and magnitude of the event – local, Commonwealth, and federal.

1. Local Declarations: A local emergency declaration automatically activates the Emergency Operations Plan and provides for the expeditious mobilization of County resources in responding to a major incident.

2. Commonwealth Declarations: A declaration of an emergency by the Governor of Virginia that includes Fairfax County provides the County access to the resources and assistance of the departments and agencies of the Commonwealth, including the National Guard, in the event local resources are insufficient to meet the needs. These requests for assistance are coordinated through the Virginia Emergency Operations Center (VEOC).

3. Federal Declarations: The Governor of Virginia may request a federal emergency or major disaster declaration. In the event that Fairfax County is declared a federal disaster area, the resources of federal departments and agencies are available to provide
resources and assistance to augment those of the County and the Commonwealth.

C. Local Emergency Declarations:

- The Commonwealth of Virginia Emergency Services and Disaster Law of 2000, Sections 44-146.13 to 44-146.28:1 Code of Virginia, as amended and Code of Fairfax County, Chapter 14, Emergency Management, prescribe the authorities pertaining to the declaration of local emergencies.

- The Director of Emergency Management for Fairfax County may declare a local emergency with the consent of the Board of Supervisors. In the event the Board cannot meet due to the disaster or other exigent circumstances a local emergency can be declared subject to later ratification by the Board of Supervisors.

- A local emergency is declared when, in the judgment of the Director of Emergency Management, the threat or actual occurrence of an emergency or disaster is of sufficient severity and magnitude to warrant a coordinated response by the various County departments, agencies, and voluntary organizations.

- The declaration of a local emergency activates the EOP and applicable provisions of the Plan.

- For instances where a resource shortage (e.g., gasoline, heating oil) is substantially or wholly the cause of a local emergency, a local emergency can only be declared by the Governor based upon a request by the Fairfax County Board of Supervisors.

- When, in its judgment, all emergency activities have been taken, the Board of Supervisors will take action to end the declared emergency.

- All County departments and agencies will receive notification of emergency declarations and terminations through Fairfax County OEM.
D. Commonwealth Emergency Declarations:

- The Commonwealth of Virginia Emergency Services and Disaster Law of 2000, Sections 44-146.13 to 44-146.28:1 Code of Virginia, as amended, prescribes the authority and implications of a declaration of a state of emergency by the Governor.

- The Governor may declare a state of emergency to exist whenever, in their opinion, the safety and welfare of the people of the Commonwealth require the exercise of emergency measures due to a threatened or actual disaster.

- The Governor’s Declaration of a state of emergency provides for the expeditious provision of assistance to local jurisdictions, including use of the Virginia National Guard.

E. Federal Emergency and Major Disaster Declarations:

- Under the provisions of the Robert T. Stafford Act, the Governor may request the President of the United States to declare a major disaster or emergency declaration for incidents that are (or threaten to be) beyond the scope of the state and local jurisdictions to effectively respond.

- A Presidential major disaster declaration puts into motion long-term federal recovery programs, some of which are matched by state programs, and designed to help disaster victims, businesses, and public entities.

- An emergency declaration is more limited in scope and without the long-term federal recovery programs of a major disaster declaration. Generally, federal assistance and funding are provided to meet a specific emergency need or to help prevent a major disaster from occurring.

- The major disaster or emergency declaration designates the political subdivisions within the state (normally counties and independent cities) that are eligible for assistance. There are three major categories of disaster aid available under a major disaster
declaration:

1. **Individual Assistance:** Aid to individuals and households.
   - **Disaster Housing** provides up to 18 months of temporary housing assistance for displaced persons whose residences are heavily damaged, uninhabitable due to environmental contamination, or destroyed. Funding also can be provided for housing repairs and replacement.

   - **Disaster Grants** may be available to help meet other serious disaster-related needs and necessary expenses not covered by insurance and other aid programs. These may include replacement of personal property, transportation, medical, dental, and funeral expenses.

   - **Low-Interest Disaster Loans** may be available after a disaster for homeowners and renters from the United States Small Business Administration (SBA) to cover uninsured property losses. Loans may be for repair or replacement of homes, automobiles, clothing, or other damaged personal property. Loans are also available to businesses for property loss and economic injury.

   - **Other Disaster Aid Programs** include crisis counseling, disaster-related unemployment assistance, legal aid and assistance with income tax, and Social Security and Veteran’s benefits. Other state or local help may also be available.

2. **Public Assistance:** Aid to state or local governments to pay part of the costs of rebuilding a community’s damaged infrastructure. Public Assistance may include debris removal, emergency protective measures and public services, repair of damaged public property, loans needed by communities for essential government functions, and grants for repair of damaged public and private nonprofit schools and educational facilities.
3. Hazard Mitigation: Funding for measures designed to reduce future losses to public and private property.

F. Other Emergency Declarations:

Several federal agencies have independent authorities to declare disasters or emergencies. These authorities may be exercised concurrently or become part of a major disaster or emergency declaration under the Stafford Act. These other authorities include:

- The administrator of the U.S. Small Business Administration may make a disaster declaration based upon physical damage to buildings, machinery, equipment, homes, and other property as well as economic injury.

- The Secretary of the U.S. Department of Health and Human Services (HHS) may declare, after consultation with public health officials, a public health emergency in the event of a significant outbreak of infectious diseases or bioterrorist attack.

- The U.S. Army Corps of Engineers may issue a disaster declaration in response to flooding or coastal storms.

- A federal On-Scene-Coordinator designated by the U.S. Environmental Protection Agency (EPA), U.S. States Coast Guard (USCG), or the U.S. Department of Energy (DOE), under the National Contingency Plan, has the authority to direct response efforts at the scene of a discharge of oil, hazardous substance, pollutants, or contaminants, depending upon the location and source of the release.

G. The Emergency Declaration Process:

- A local emergency may be declared by the Director of Emergency Management with consent of the Board of Supervisors. In the event the Board of Supervisors cannot convene due to the disaster or other exigent circumstances, the Director, or in their absence, the Deputy Director of Emergency Management, or in the absence of both, any member of the Board of Supervisors may declare the existence of a local emergency, subject to confirmation by the Board.
of Supervisors at its next regularly scheduled meeting or at a special meeting within fourteen days of the declaration, whichever occurs first.

- The local emergency declaration may be based upon reports of an actual event or on the forecast or prediction of emergency conditions. OEM is responsible for monitoring incidents and events through the Duty Officer or EOC and providing information and support to the Director of Emergency Management in the process of declaring a local emergency.

- Whenever a local emergency has been declared, the Coordinator of Emergency Management or their designee will immediately notify the Virginia Department of Emergency Management (VDEM) through the Virginia Emergency Operations Center (VEOC).

- A local emergency must be declared and local resources fully committed before state and federal assistance is requested.

- Upon activating the EOC, OEM will submit a local situation report to the state EOC. For a significant incident, the situation report will be followed by an official Initial Damage Assessment (IDA) as soon as specific damage information is available, but not later than 72 hours after the peak of the event. The Office of Emergency Management coordinates damage assessment information for the County. The damage assessment process may begin with reports from the field through the Incident Commander(s) as well as rapid assessments conducted by the Fire and Rescue Department to quickly size up the incident. However, these efforts will be followed by a deliberate damage assessment process managed by the Department of Public Works and Environmental Services. The Damage Assessment Annex provides additional information.

- OEM will continue to submit situation reports to the State at least once every operational period or as the incident escalates or milestones are achieved.

- Based upon the request of the Director of Emergency Management or other available information, the Governor may declare a state of emergency. OEM will ensure that all departments and agencies
with responsibilities under this EOP are notified through existing protocols and procedures.

- Once a determination is made by VDEM that the event is, or may be beyond the capabilities of the County and state, the Governor may request assistance from FEMA to conduct a more thorough joint federal/state Preliminary Damage Assessment (PDA).

- A PDA is an on-site survey of the affected area(s) by federal and state officials to determine the scope and magnitude of damages caused by the event. Generally, a PDA is conducted prior to an official request by the Governor for a declaration of an emergency or major disaster by the President. OEM will provide assistance in facilitating the PDA process within the County.

- Depending upon the extent and scope of damages provided in the initial reports, PDA teams may be organized to assess damage to private property (individual assistance) and/or public property (public assistance).

- For events of unusual severity and magnitude, State and Federal officials may delay the PDA pending more immediate needs and assessment activities.

- The PDA process verifies the general magnitude of damage and whether federal assistance will be requested.

- Based upon the results of the PDA and consultations with FEMA, VDEM will prepare an official request for an emergency or major disaster declaration for the Governor’s signature. Upon receipt of an approved Presidential emergency or major disaster declaration, all departments and agencies with roles and responsibilities under this Plan will be notified by OEM.

- The Presidential Declaration will stipulate the types of Federal assistance authorized for the County.
VIII. Concept of Operations

This section outlines Fairfax County’s concept of operations for responding to emergency events. It provides background information on the National Incident Management System and the Incident Command System, identifies authorities for emergency response, defines command and control structures and lines of authority, describes the roles and organization of the EOC, and outlines how emergency operations will be conducted under the EOP.

Fairfax County government has the primary responsibility for emergency operations within its borders and will commit available resources to save lives, stabilize the incident, and minimize property damage. In the event of a significant emergency, the immediate response priority will be life safety, incident stabilization, and property conservation.

A. National Incident Management System (NIMS):

By resolution on November 21, 2005, Fairfax County adopted the federally-mandated National Incident Management System (NIMS) as the County standard for incident management. NIMS incorporates the Incident Command System (ICS) as the national standard for incident management. The EOP has incorporated these concepts with the Base Plan, Emergency Support Functions, and other annexes as appropriate.

NIMS defines standard means and establishes requirements for processes to describe, inventory, mobilize, track, and recover resources over the life cycle of an incident. These components are not covered in the EOP but in specialized annexes and agency standard operational guidelines.

B. Emergency Support Functions:

Emergency Support Functions are the grouping of governmental and pre-designated private sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following an incident or emergency.
The Fairfax County EOP is organized using ESF Annexes. It organizes the various departments, agencies, private sector companies, and voluntary organizations into 15 Emergency Support Functions to facilitate planning and coordination prior to an incident and to achieve an effective emergency response and recovery.

Each ESF has an assigned coordinating agency and designated cooperating agencies. The coordinating agencies are designated because they either have statutory responsibility or the prerequisite expertise and resources due to their programmatic or regulatory responsibilities.

The coordinating agency is responsible for all pre-incident planning and coordination to ensure that all ESF agencies are prepared to provide resources and perform assigned operational roles.

The coordinating agency is responsible for developing and maintaining the ESF annex to the EOP as well as developing operating procedures. The annex will be developed in accordance with OEM guidelines.

ESFs will be activated as needed to support actual or anticipated requirements and will provide representatives to the County EOC upon activation.

Within the EOC, the ESFs are assigned to the Senior Policy Group, the EOC command staff, and the Operations, Logistics, Planning, and Finance and Administration Sections.

More detailed information on each of the ESFs is provided in the corresponding functional annex (see Section Four of this Plan).

C. **Emergency Support Function and Incident Command System Integration:**

The Fairfax County EOP uses the Emergency Support Function structure established by the National Response Framework and used by the State to organize their EOP and EOC. This structure provides a coordinating and collaboration tool that aligns well with County agency and department missions and provides a coordinating agency with management oversight.
for the particular ESF. The organization of the Emergency Operations Plan using ESFs also provides a basis for coordination with the State and Federal government which are organized using the same structure.

When the EOP is activated and the ESFs are operationalized, the Incident Command System provides for the flexibility to assign ESFs and other stakeholder resources according to their capabilities, taskings, and requirements to augment and support staffing in the EOC. It also creates a parallel structure, mirroring the field structure, which allows for better coordination of and support to on-scene incident commanders.

D. Incident Command System:

The Incident Command System is an emergency management system designed to enable effective and efficient management of incidents by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. The ICS is widely applicable to organize both short-term and long-term field and EOC operations for the full spectrum of emergencies.

The initial responsibility for implementing ICS rests with the first responders. Upon arrival at the scene of an incident, the senior responder(s) will establish incident command and designate a command post location to manage the emergency.

The Incident Commander (IC) is the individual responsible for all incident activities including the development of incident objectives, approving on-scene strategies and tactics, and the ordering and release of on-scene resources. The IC is delegated overall authority and responsibility for conducting incident operations. In the EOC, this person is termed the EOC Commander (EOCC) with overall authority and responsibility for conducting EOC operations in support of the incident.

Command Staff typically includes:

- **Public Information Officer (PIO):** The PIO has responsibility for all interaction between Command and the media and who coordinates the release of information on the incident situation and response efforts from Command to the media.
- **Safety Officer (SOFR):** The SOFR has responsibility for monitoring
safety conditions and developing measures to ensure the safety of all assigned personnel.

- **Liaison Officer (LOFR):** The LOFR is the person who acts as the on-scene contact point for representatives of assisting agencies assigned to the incident. A Liaison Officer may designate one or more assistants from either the same or another assisting agency or jurisdiction.

General Staff typically includes the following positions:

- **Planning Section:** The Planning Section is responsible for gathering information and intelligence critical to the incident and providing this information to incident management personnel. This section is also responsible for developing and documenting the Incident Action Plan (IAP) that identifies overall incident objectives and strategies.

- **Operations Section:** The Operations Section is responsible for all tactical activities in direct support of the reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations.

- **Logistics Section:** The Logistics Section is responsible for all support requirements needed to achieve an effective response to the incident.

- **Finance/Administration Section:** The Finance/Administration Section is established when incident management activities require finance and administrative support services. The chief of this section is responsible for recording personnel time and attendance; all financial management matters pertaining to the event, handling injury claims and compensation; and recording, tracking, and analyzing cost data for the overall incident.

ICS Command Structure:

The incident command organizational structure develops in a top-down, modular fashion that is based upon the size and complexity of the emergency (see Figure below). As needed, separate functional elements can be established, each of which can be further sub-divided, if needed. For example, the Operations Section can be expanded to include branches, divisions, groups, and specialized resources as required to effectively manage the incident.
Responsibility for the establishment and expansion of the ICS organization in ultimately rests with the on-scene Incident Commander who bases the organization on the requirements of the situation. As incident complexity increases, the organization expands from top down as functional responsibilities are delegated.

The Incident Commander may appoint additional staff and support positions as necessary depending upon the nature, scope, and complexity of the emergency or other requirements.

E. Emergency Operations Center (EOC):

The EOC serves as a multi-agency coordination center for Fairfax County, and, as appropriate, the towns of Clifton, Herndon, and Vienna, during major emergencies and disasters for assignment of resources, establishing policies, and coordination and approval of all requests for assistance outside the County.

The EOC will establish operational periods as a basis for the action planning process at the EOC. Typically, the operational periods are 7:00 a.m. to 7:00 p.m. and 7:00 p.m. to 7:00 a.m. during 24-hour operations. The planning process is designed around identifying expected accomplishments over the next operational period. An Emergency Operations Center Action Plan (EOC-AP) will be produced for each operational period to communicate overall EOC objectives.
The EOC schedules and conducts an operational period (or shift change) briefing before each operational period to ensure EOC staff are briefed on the operational elements of the EOC-AP and are aware of the objectives that are expected to be accomplished.

Operations within the EOC will be organized and conducted with established operational procedures, checklists, and job aids.

The EOC structure provides for further subdivision of the operations, planning, logistics, and finance and administration sections into branches and groups depending upon the complexity of the operations and to maintain a manageable span of control.

The **Senior Policy Group** includes the County Executive, appropriate Deputy County Executives, the Police and Fire Chiefs, the Director of Public Affairs, the Health Director, the Director of Public Works and Environmental Services, the County Attorney, and the Coordinator of Emergency Management. Other entities may be added as appropriate, depending on the incident or event. The primary responsibilities of this group include:

- Establishing and promulgating emergency policy decisions.
- Providing strategic direction and priorities for field operations.
- Providing direction to agencies performing emergency activities.
- Authorizing issuance of public evacuation recommendations.
- Resolving resource and policy issues.

- **The EOC Command Staff** is responsible for the staffing and operations of the EOC. The EOC Command Staff directs the activities of the EOC staff and ensures that policies and priorities established by the Senior Policy Group are implemented. The EOC Command Staff establish the EOC objectives and direct, in consultation with the Senior Policy Group, strategic and contingency planning efforts to address incident-related concerns and issues. The EOC Commander establishes the operational periods for the EOC and is the approving authority for the EOC Action Plan.

EOC Command Staff includes:
- **EOC Commander (EOCC):** The EOCC is responsible for all operations within the EOC.

- **Public Information Officer (PIO):** The PIO is responsible for interfacing with the public and media and providing incident-specific information.

- **Safety Officer (SOFR):** The SOFR monitors EOC operations and advises the EOC Command Staff on all matters of safety for EOC operations staff and support teams.

- **Liaison Officer (LOFR):** The LOFR serves as the point-of-contact on behalf of the EOCC for representatives from other government agencies, non-governmental organizations (NGO), and private sector entities. Depending upon the nature of the incident, OEM may provide a Liaison Officer (OEM Duty Officer) to assist the Incident Commander (IC) with agency coordination of other County agencies, non-governmental organizations, private sector representatives, and state, regional, and federal officials.

- The **EOC Operations Section** provides support to field operations directed towards reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal conditions. This section also ensures that policy and resource decisions of the Executive Group related to operations are implemented. The operations section is responsible for coordination of all response elements applied to the incident.

- The **EOC Planning Section** collects, analyzes, displays, and disseminates information related to the incident and the status of operations. This section also collects and maintains information on the status of all resources assigned by the EOC to field operations. The section is also responsible for facilitating the action planning process for the EOC and produces the EOC-AP. The Planning Section functions as the primary support for strategic level decision making at the EOC including preparing situation reports and briefings, map displays, collecting and consolidating damage assessment information, and developing plans necessary to address changing field events.

- The **EOC Logistics Section** is responsible for the acquisition and movement of supplies, equipment, and personnel in support of the response operations in the field. This section also will provide for the
establishment of operating facilities needed to support on-going response and recovery operations.

- The **EOC Finance and Administration Section** provides policy guidance and establishes procedures to authorize the commitment and payment of funds for resources or services ordered through the EOC. This section tracks and processes payment of vendor purchases, contracts, and other payments, and ensures that an accurate accounting of the cost of responding to the incident is maintained.

The EOC structure provides for further subdivision of the four sections into branches and groups depending upon the complexity of the operations and to maintain a manageable span of control.

**F. Participating Towns in Fairfax County:**

The Towns of Herndon and Vienna are included under this EOP, and are responsible for maintaining their own emergency response plan to further detail operations within their boundaries. During an emergency or disaster that impacts one of the Towns, Fairfax County will coordinate with them as appropriate.

By signing this Plan, the Towns of Herndon and Vienna agree to be active participants in all of the phases of emergency management laid out earlier in this plan and are guided by the mandates of this Plan. As detailed in their emergency response plans, they will activate their own EOCs to coordinate response within their boundaries and liaise with the Fairfax County EOC.

**G. Unified Command:**

Unified Command will be used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish common objectives and strategies under a single Incident Action Plan (IAP).

In large-scale emergencies, a unified command post may be established at or near the incident site. They will notify other agencies that need to be
present at the unified command post. They will jointly appoint command and general staff as necessary to carry out incident objectives.

**H. Incident Complex:**

An Incident Complex refers to two or more individual incidents located in the same general area that are assigned to a single Incident Command or Unified Command. When an Incident Complex is established over several individual incidents, the general guideline is that the previously identified incidents would become branches within the Operations Section. This provides more potential for future expansion if required.

**Incident Complex: Structure**

![Diagram of Incident Complex Structure]

Typically, each separate incident is organized as a Branch, allowing for future expansion if required.

**I. Area Command:**

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. When multiple organizations are operational, it may be necessary to establish an Area Command organization. Area Commands are particularly relevant to incidents that are typically not site-specific, are not immediately identifiable, are geographically dispersed, and evolve over longer periods of time (e.g., public health emergencies, earthquakes, tornadoes, or civil disturbances). Area Command has the responsibility to set overall strategy and priority, allocate critical resources according to the priorities, and ensure that all incidents are properly managed and established objectives are achieved. In Fairfax County, depending upon the scope, magnitude, and complexity of the event, the EOC or another fixed facility may function as the Area Command. In the event an Area
Command is needed, County agency and department leadership will ensure that appropriate coordination and consultation with the Director of Emergency Management is accomplished.

**J. Multi-agency Coordination System (MCS):**

The Multi-agency Coordination System (MCS) defines the operating characteristics, interactive management components, and organizational structure of cooperating incident management entities engaged at the federal, state, regional, and local level through mutual-aid agreements and other assistance arrangements.

Generally, a Multi-agency Coordination Center (MACC) is established when incidents cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios. The Director of Emergency Management will approve the establishment of a MACC and will appoint the MACC Coordinator. A MACC is a fixed site facility with responsibility for establishing priorities among the incidents and allocating resources accordingly.

**K. Joint Information System (JIS):**

The JIS refers to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations. Within Fairfax County, a Joint Information Center (JIC) may be established to provide public information during emergency operations.
The Fairfax County Office of Public Affairs is the coordinating agency for establishing and staffing a JIC under the JIS.

L. Department Operation Centers (DOCs):

County departments and agencies may establish Department Operation Centers (DOC) staffed by agency personnel to support emergency operations and provide assistance to agency personnel assigned to the EOC. In these circumstances, the individual at the EOC serves as a liaison to the DOC. As missions and tasks are assigned by the EOC, they are conveyed to the DOC for implementation. DOCs will coordinate their activities with the EOC to reduce duplication and confusion. It is the responsibility of each agency to notify the EOC of the DOC’s operating status. DOC functions will include managing agency resources, managing administrative functions relevant to the incident, coordinating exchange of equipment, enhancing agency continuity of operations, and conducting expedient training.

M. Authority of On-Scene Commanders:

The Director of Emergency Management delegates authority to the Fire and Rescue Chief, Police Chief, Sheriff, Director of Public Works and Environmental Services, and Director of Health to appoint on-scene incident commanders and establish standard operating procedures to guide management of emergency operations. The senior official on scene will establish incident command and designate a command post location to manage the emergency. Incidents that begin as a single agency response may evolve into an operation requiring a multi-agency unified response to meet actual or expected needs.

N. Continuity of Operations Plans (COOP):

A major incident or emergency could include death or injury of key County officials, the partial or complete destruction of established facilities, and the destruction of vital public records essential to the continued operations of the government. It is essential that law and order be preserved and government services maintained.
Continuity of government and government business is particularly important with respect to emergency services, direction of emergency response operations, and management of recovery activities. Under the Commonwealth of Virginia concept of mutual aid, local officials remain in control of their jurisdiction’s emergency operations while additional resources may be provided from other local, state, or federal sources. A key aspect of this control is the continued capability to communicate official requests, situation reports, and other emergency information throughout the event.

The Letter of Agreement to this Plan includes a provision that all departments and agencies maintain an agency-specific Continuity of Operations Plan (COOP) according to standards issued by OEM.

To ensure continuity of government, the following elements need to be addressed:

- Line of succession (minimum three “deep”) for essential agency positions.
- Pre-delegation (in writing) of emergency authorities to key officials.
- Provision for the safeguarding of vital records and systems.
- Protection of facilities and personnel.
- Provision for relocation to alternate operating facilities.

O. Resource Ordering and Management:

The following are sources or potential sources for resources that may be available to the County in responding to disasters and emergencies:

- Personnel, staff, equipment, and facilities belonging to Fairfax County.
- Resources available from neighboring jurisdictions through local mutual aid agreements.
- Resources available from the private sector through acquisition/purchasing or MOU’s.
- Resources of the Commonwealth of Virginia including the National Guard through the Virginia Emergency Operations Center (VEOC).
- Mutual aid resources from other states via the Emergency Management Assistance Compact (EMAC), through the VEOC.
- Intrastate mutual aid available through the Statewide Mutual Aid
• Resources available from the Federal government under the National Response Framework (NRF), after the Governor’s Declaration of Emergency.

If existing County resources and automatic mutual aid resources are exhausted, the EOC will submit a request through the statewide mutual aid listserv to request assistance outside jurisdictions within the commonwealth. Formal requests for assistance shall be directed to the VEOC. Note that this provision does not apply to existing “automatic” aid/mutual aid agreements.

The VEOC Unit in the Logistics Section in the Fairfax County EOC is responsible for making VEOC resource requests on behalf of the EOC Commander. In the event that the VEOC Unit is not staffed, the Logistics Section Chief is responsible for resource requests.

Support by military units may be requested by Logistics through the VEOC provided that a Governor's State of Emergency Declaration including Fairfax County is in place. Military forces, when made available, will support and assist local agencies through the Office of Emergency Management, and may receive mission-type requests to include objectives, priorities, and other information necessary to accomplish established objectives.

The figure below depicts the flow of resource requests and assistance during significant incidents where Commonwealth and Federal resources are available through the appropriate emergency and disaster declarations.
Fairfax County is susceptible to both natural and man-made hazards and threats such as floods, hurricanes, hazardous material incidents, and acts of terrorism that may necessitate an evacuation of nearby residents, businesses, and other facilities in order to save and protect lives.

Fairfax County defines three stages for evacuations:

1. **Selected:** An evacuation event limited to a specific building or neighborhood requiring a limited number of residents to be evacuated and possibly sheltered.
2. **Staged:** An evacuation event requiring multiple neighborhoods or communities to be evacuated and possibly moved to various shelter sites within the County.

3. **Full-Scale:** An evacuation event requiring all persons within an entire geographical area to be evacuated to multiple locations outside the County.

Q. **Access and Functional Needs:**

Residents or visitors who have access or functional needs may require additional assistance before, during and after an emergency in functional areas, including but not limited to: maintaining independence, communications, transportation, supervision, and/or medical care. People with medical needs may have health conditions that prevent them from managing independently in a shelter or evacuation center, and may require assistance in performing activities of daily living and/or require care for the monitoring of a health condition. People with physical conditions that require the use of durable medical equipment that uses electricity may come under this definition even though the individual may regularly perform activities of daily living without caregiver or family assistance. People with functional needs are typically not medically dependent, but could be vulnerable, at-risk, or hard to reach in the event of an emergency. People with functional needs typically are able to regularly perform activities of daily living without caregiver or family assistance, and are usually able to manage independently in a shelter or evacuation center.

Residents or visitors with access or functional needs may need assistance with transportation, communications, and registering for shelters and typically require strategies designed to meet their needs before, during or after an emergency. Fairfax County will communicate critical emergency information to county residents and visitors during all phases of emergency management using an array of accessible technologies. To facilitate the delivery of emergency services, Fairfax County has developed, implemented and maintains Medical Needs Registry. During EOC activations, this registry can be polled to determine if any assistance may be necessary. Before, during and after an emergency, the County will provide accessible transportation to and from County shelters. Should residents or visitors with access or functional needs use a service animal, Fairfax County will ensure that the specific service animal will remain
with the individual during County supplied transportation and sheltering activities, consistent with ADA regulations.

The Office of Public Affairs (OPA), as the coordinating agency for External Affairs-ESF 15, will provide communications consultation to OEM to develop methods of advertising and promotion to recruit county residents for the medical needs registry. In addition, OPA will provide assistance to OEM for their public outreach and education campaigns designed to prepare populations with medical and/or functional needs for emergencies.

To ensure that Fairfax County is able to provide shelters accessible for people with access or functional needs, the Department of Family Services has developed the county Shelter Plan that is consistent with ADA regulations, as an ancillary to Mass Care, Emergency Assistance, Housing and Human Services Support-ESF 6. Once the determination is made by the Incident Commander and/or the Coordinator of Emergency Management to open a shelter, the Department of Family Services will establish and operate the shelter(s) in accordance with their established plan(s).

The Department of Transportation, as coordinating agency for Transportation–ESF 1, will assist with coordinating accessible transportation for individuals with access and functional needs to and from shelters or other locations, as necessary.

R. Transition to Recovery:

Although there is no clear line between the response and recovery phases, the command and control, coordination, and resources to serve disaster victims will transition from immediate needs to a more deliberate process of program delivery. Recovery activities may include coordination with the state and federal government for administering state and federal assistance.

Generally, the termination of the local declaration of emergency and/or the closing of the EOC will signal the formal transition to the recovery phase. The Director of Emergency Management may designate a
coordinating agency for recovery and/or appoint a Recovery Coordinator to oversee recovery operations.

The formal transition from response to recovery and the transfer of incident command will be announced to all departments and agencies using existing notification protocols and procedures.

**IX. Recovery Operations**

**A. General:**

Once the immediate threat to life and property has passed and appropriate response operations conducted, steps will be taken to ensure the rapid recovery of the affected communities. Recovery operations may begin concurrently with response operations or may represent a continuation of actions initiated during the response phase.

Recovery actions are implemented in an effort to recover a community from the effects of an emergency event. For Fairfax County, the recovery process will follow the National Disaster Recovery Framework (NDRF) which divides recovery into three phases: short-term, intermediate, and long-term. The Fairfax County Pre-Disaster Recovery Plan (PDRP) will provide the concept and coordination for this effort. It should be noted that the community as a whole may advance through the different recovery phases at one pace, while discrete recovery functions may advance at rates that differ from the community as a whole and from other recovery functions.

- Short-term recovery is initiated as soon as possible following the disaster, if not immediately. That is, it typically overlaps with emergency response, as well as with intermediate recovery. It consists of health and safety needs (beyond immediate rescue), the assessment of the scope of damages and needs, the restoration or interim provision of basic infrastructure, and the mobilization of recovery organizations and resources including restoring essential services.

- The intermediate recovery phase may begin within days of a catastrophic event, and may last weeks or months afterward, depending on the severity of the disaster. It therefore overlaps with
short-term and long-term recovery. This phase involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional – if not pre-disaster – state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

- Long-term recovery is generally defined as “any activity designed to return life to normal or to an improved state.” Long-term recovery involves rebuilding or relocating damaged or destroyed social, economic, natural, and built environments and moves toward self-sufficiency, sustainability, and resilience to future disasters.

- The long-term recovery phase begins once the community is in a position to begin planning for permanent reconstruction and revitalization of the impacted area, and it may last for multiple years, even as other functions of the community return to normal. Some long-term recovery activities should begin almost immediately after an incident, because policy and planning associated with long-term decision-making should be used to inform certain responses as well as short-term and intermediate-term actions.

This EOP addresses many aspects of short-term recovery. The Fairfax County Pre-Disaster Recovery Plan (PDRP), as a separate stand-alone plan, intends to supplement actions described in the EOP and situate them within a recovery context, because actions taken and decisions made during response and short-term recovery should be expected to have significant implications for later recovery phases. Activation of the PDRP will take place during the transition from response to short-term recovery.

The Pre-Disaster Recovery Plan, in conjunction with the Northern Virginia Regional Hazard Mitigation Plan, will incorporate appropriate mitigation actions and strategies for maximizing available state and federal assistance.

Fairfax County may be eligible to apply for reimbursement of disaster-related expenses either through the Commonwealth of Virginia or the federal government. It is critical that departments and agencies document disaster-related expenditures.
Availability of recovery assistance will depend upon whether or not Fairfax County is included in a state and/or federal emergency or disaster declaration. In the event there is no state or federal declaration, recovery assistance will include what is provided through County departments and agencies and various voluntary organizations. The County may open one or more Service and Information Centers to provide social services, information, and referrals to affected residents. When a single Service and Information Center is established, it may also serve as the command location for the incident during recovery operations.

If the scope and complexity of the incident warrant establishing more than one Service and Information Center, the Fairfax County Recovery Center (if activated) or the Office of Emergency Management may serve as the primary point for coordination and support for those facilities along with the recovery operations.

In the event of a federal disaster or emergency declaration, federal and state officials will establish and co-locate at a Joint Field Office (JFO) that will serve as the hub for the coordination of disaster assistance and recovery programs throughout the Commonwealth for all declared jurisdictions. The Commonwealth of Virginia Emergency Operations Plan provides detailed information on recovery operations under federal declarations.

OEM will be the primary point of coordination with VDEM on implementation and management of the recovery programs within Fairfax County. Other County departments and agencies will provide appropriate support as outlined in this plan.

The disaster recovery process may continue for an extended period of time depending upon the scope and magnitude of the incident and the complexity of the recovery process. The Director of Emergency Management may establish a Recovery and Restoration Task Force to serve as an advisory group on long-term recovery and restoration issues, policies, and activities.

Incident command will be transferred as response and short-term recovery operations are completed. The Director of Emergency Management will designate the Recovery Coordinator for recovery operations and establish command at an appropriate location depending upon the scope and magnitude of the incident. All departments and
agencies with roles and responsibilities under the EOP will be notified and provided relevant contact information.

County departments and agencies will provide support to the Recovery Coordinator, Incident Commander, and EOC Commander as outlined in this EOP and the Fairfax County Pre-Disaster Recovery Plan.

B. Disaster Assistance Programs:

The types of disaster assistance will vary depending upon the level of emergency and/or disaster declarations. Disaster assistance programs are designed to meet the needs of four distinct groups: individuals and families, businesses, governments, and nonprofit organizations.

- Individuals may receive loans or grants for real and personal property, dental, funeral, medical, transportation, unemployment, sheltering, and rental assistance depending upon the extent of the damage. The State Recovery Task Force program assists the local government to ensure that needed assistance is provided to disaster victims.

- The U.S. Small Business Administration (SBA) provides loans to many types of businesses and can provide assistance with both physical and economic losses as the result of a disaster of emergency.

- Funds and grants are available to government and certain nonprofit organizations to repair, reconstruct, and mitigate the risk of future damage. The Commonwealth Emergency Relief for Localities program is designed to assist local governments that suffer uninsured damages to public property.

- Under a Presidential Major Disaster Declaration, individuals, businesses, and the County may be eligible for a variety of disaster assistance programs.

- Assistance for individuals and families is also provided by a wide variety of voluntary relief organizations including, among others, the American Red Cross and the Salvation Army.
C. **FEMA Public Assistance Program:**

- The FEMA public assistance program requires a local emergency declaration, a state of emergency proclamation, and a federal declaration of a major disaster that specifically authorizes public assistance for Fairfax County.

- This program provides public assistance to state agencies, local governments, political subdivisions of local governments, and certain private nonprofit organizations.

- This assistance can cover debris removal and/or emergency protective measures taken during the response phase as well as repair and restoration of damaged facilities. It also includes certain mitigation actions.

- The FEMA public assistance program consists of two types of work: emergency and permanent. Emergency work has two categories and permanent work has five as detailed in Tables 1.IX.1 and 1.IX.2 below:
Table 1.IX.1. Emergency Work

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
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<tbody>
<tr>
<td>A- Debris Removal</td>
<td>Provides for removal of debris and wreckage resulting from a major disaster or emergency. Eligible work includes debris removal from public roads and streets, including rights of way, other public property, and, in special cases, private property.</td>
</tr>
<tr>
<td>B- Emergency Protective Measures</td>
<td>Provides reimbursement for emergency protective measures to save lives, remove health and safety hazards, and protect property.</td>
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Table 1.IX.2. Permanent Work

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
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<tbody>
<tr>
<td>C- Road Systems</td>
<td>Roads, bridges, traffic controls, streets, and culverts.</td>
</tr>
<tr>
<td>D- Water Control Facilities</td>
<td>Dikes, levees, dams, drainage channels, and irrigation systems.</td>
</tr>
<tr>
<td>E - Public Buildings and Equipment</td>
<td>Public buildings, supplies or inventory, vehicle or other equipment, transportation systems, and higher education facilities.</td>
</tr>
<tr>
<td>F- Public Utilities Systems</td>
<td>Stormwater drainage systems, sanitary, sewer, light, and power facilities.</td>
</tr>
<tr>
<td>G- Other</td>
<td>Parks and recreational facilities.</td>
</tr>
</tbody>
</table>

- The FEMA public assistance program is administered by VDEM. A grant is provided to the Commonwealth and sub-grants are authorized to eligible applicants within the Commonwealth.

- The Commonwealth of Virginia EOP provides detailed information on the management of the public assistance program.

D. **FEMA Individual Assistance Program:**

- The basic purpose of the Individual Assistance Program is to serve individuals and families affected by the disaster. This program requires that a federal major disaster declaration is in effect and the individual assistance program authorized for the County.

- This program is jointly administered by VDEM and FEMA as outlined in Appendix 5 of the Commonwealth of Virginia EOP, Volume 2.

- This program is designed as a supplement to other assistance that may be available such as private insurance or disaster assistance loans offered through the U.S. Small Business Administration.
• Individual Assistance may be available to individuals and households and can be a grant, temporary housing (such as travel trailers), low interest loans, services (such as crisis counseling), and eligibility for programs not normally available unless there is a federal disaster declaration. Individuals register to receive federal disaster assistance by calling the FEMA toll-free registration number.

• Commonwealth and federal officials may establish one or more Disaster Recovery Centers (DRC) within a federally declared jurisdiction where one-on-one assistance can be provided to disaster victims. DRCs are typically located in public buildings and provide for face-to-face interaction between disaster victims and representatives from federal, state, and local government with resources to provide direct assistance and appropriate referrals. OEM will coordinate support from the County necessary to establish and operate a DRC. Support agencies to Long Term Community Recovery-ESF 14 will provide assistance, as appropriate.

E. Unmet Needs:

• Unmet needs are any disaster-related losses experienced by the victim that cannot be provided for by the programs available from the local jurisdiction, commonwealth, or federal agencies due to the victim’s ineligibility for such services or the goods or services. During the recovery phase, a collaborative effort is established between the government and the private nonprofit community to address the issue of unmet needs.

F. After-Action Review:

• After-action reviews are essential for identifying issues that impeded operations or innovative approaches that were introduced during the response and recovery that may be applicable to future incidents. In order for issues to be addressed they need to be identified and documented.

• All departments and agencies will participate in the after-action review process and submit issues and recommended solutions to OEM for review and consolidation. Coordinating ESF agencies will conduct after-action reviews with their cooperating agencies to identify ESF-
specific issues or concerns that will be provided to OEM for tracking through the corrective actions process.

- OEM will provide guidelines and templates for agencies to use to identify issues or successes.

- In consultation with the Director of Emergency Management, OEM may schedule and facilitate an after-action review to verify and document issues for further review and corrective action.

- OEM will prepare and issue a formal after-action report for any incidents conducted under the EOP.

**G. Corrective Actions:**

- The after-action review process will be used to identify issues for corrective action. Corrective actions will be assigned through the Emergency Management Committee Training Committee to specific departments and agencies for review and resolution. OEM will manage the corrective action program by documenting issues and tracking the status of resolution.

- Assigned departments and agencies are responsible for developing recommended solutions and timelines for approval of the Emergency Management Committee Training Committee.

- Open actions will be reviewed quarterly.

**X. Hazard Mitigation**

**A. General:**

- The primary goal of mitigation is to reduce loss of life and property by lessening the impact of disasters. This is achieved through regulations, local ordinances, land use and building practices, and mitigation projects that reduce or eliminate long-term risk from hazards and their effects. Mitigation, by reducing the impacts of a disaster, will also lessen the demand for resources in the event of another disaster.

- In the event of a federal declaration of a major disaster for the Commonwealth of Virginia, Fairfax County may be eligible to apply
for hazard mitigation assistance under the federal Hazard Mitigation Grant Program (HMGP).

- The HMGP provides grants to state and local governments to implement long-term hazard mitigation measures after a major disaster declaration.

- Mitigation initiatives identified in the Northern Virginia Regional Hazard Mitigation Plan may be eligible for a HMGP grant.

- In addition, if Fairfax County is included in a federal major disaster declaration that includes public assistance, hazard mitigation funding may be available through the public assistance program under Section 406 of the Robert T. Stafford Act. Departments and agencies engaged in repair and restoration work should consider mitigation methods that will prevent or reduce damage in future incidents for potential funding as part this program. The public assistance program is managed by VDEM.

- OEM is responsible for coordinating County department and agencies participation in post-disaster hazard mitigation activities. Agencies involved in these activities will vary according to the specifics of each event.

- Eligible applicants include state agencies, local governments, and private nonprofit organizations which own or operate facilities providing essential government services.

**B. Project Eligibility:**

To be eligible for the HMGP, a project must:

1. Conform to the State Hazard Mitigation Plan.
2. Conform to environmental, historical, and economic justice issues.
3. Provide a long-term solution.
4. Demonstrate cost effectiveness.
5. Comply with program regulations.
6. Be consistent with overall mitigation strategies.
C. Hazard Mitigation Grant Program Process:

1. The HMGP, when authorized under a federal disaster declaration, is managed by the State Hazard Mitigation Officer (SHMO).

2. The SHMO, in coordination with other state departments and agencies, develops a mitigation strategy as an update to the state hazard mitigation plan. The strategy identifies mitigation opportunities and establishes priorities for funding.

3. The grant application process may be announced through press releases and applicant briefings scheduled by the SHMO.

4. OEM will contact all agencies for post-disaster mitigation activities and notify them of their role in these operations.
Section 2 – Appendices

Appendix A – EOC Organization Chart
Appendix B – Sample Formats and References
Appendix C – Succession of Authority
Appendix D – Glossary of Terms and Definitions
Appendix E – Acronyms

Section 3 – Support Annexes

Commodities Points of Distribution
Damage Assessment
Donations Management
Mass Fatality Incident Annex
Service Information Center
Volunteer Management

Section 4 – Emergency Support Functions

<table>
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<th>Title</th>
<th>Coordinating Agency</th>
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<tr>
<td>1 Transportation</td>
<td>Department of Transportation</td>
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<tr>
<td>2 Communications</td>
<td>Department of Information Technology</td>
</tr>
<tr>
<td>3 Public Works &amp; Engineering</td>
<td>Department of Public Works and Environmental Services</td>
</tr>
<tr>
<td>4 Firefighting</td>
<td>Fire and Rescue Department</td>
</tr>
<tr>
<td>5 Emergency Management</td>
<td>Office of Emergency Management</td>
</tr>
<tr>
<td>6 Mass Care, Emergency Assistance,</td>
<td>Department of Family Services</td>
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<tr>
<td>Housing, and Human Services</td>
<td></td>
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<tr>
<td>7 Logistics Management &amp; Resource</td>
<td>Department of Purchasing and Supply Management</td>
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<tr>
<td>Support</td>
<td></td>
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<tr>
<td>8 Public Health and Medical Services</td>
<td>Health Department</td>
</tr>
<tr>
<td>9 Search and Rescue</td>
<td>Fire and Rescue Department</td>
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<tr>
<td>10 Oil and Hazardous Materials</td>
<td>Fire and Rescue Department</td>
</tr>
<tr>
<td>Response</td>
<td></td>
</tr>
<tr>
<td>11 Agriculture and Natural Resources</td>
<td>Office of Emergency Management, Virginia Department of Agriculture and Consumer Services</td>
</tr>
<tr>
<td>12 Energy</td>
<td>Department of Public Works and Environmental Services</td>
</tr>
<tr>
<td>13 Public Safety and Security</td>
<td>Police Department</td>
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<tr>
<td>14 Long-Term Community Recovery</td>
<td>Office of Emergency Management</td>
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<td>15 External Affairs</td>
<td>Office of Public Affairs</td>
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