BASE PLAN

Executive Summary

Introduction

The City of Fairfax Emergency Operations Plan (EOP) is a multi-disciplined, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the City. The EOP is implemented when it becomes necessary to mobilize the resources identified herein in order to save lives and protect property and infrastructure. The Plan provides guidance to City officials on procedures, organization, and responsibilities, and presents an integrated and coordinated local, State, and Federal response.

Approval and Implementation

- The Code of Virginia §44-146.19 (Emergency Services and Disaster Law), requires each local jurisdiction to prepare and regularly update a local emergency operations plan.

- Every four years, the Code requires the City to conduct a comprehensive review and revision of its emergency operations plan to ensure that the plan remains current. The revised plan shall be formally adopted by the City Council.

- The Director of Emergency Management, or his or her designee, is tasked and authorized to maintain and revise the EOP as necessary.

- This Emergency Operations Plan supersedes the previously approved Comprehensive Emergency Management Plan of June 2013 as updated.

Letter of Agreement

- The development of this plan was accomplished through coordination with all City agencies and those private, nonprofit, and volunteer organizations tasked in this plan.

- Each tasked organization in this plan has submitted a letter acknowledging and accepting plan responsibilities. Copies of these letters are on file in the City of Fairfax Office of Emergency Management.

Plan Development, Maintenance, and Distribution

Development

- The City of Fairfax Emergency Management Coordinator is responsible for developing, maintaining, and distributing the City of Fairfax EOP.

- The EOP has been developed by the Office of Emergency Management with assistance and input from City departments and partner organizations.

Maintenance

- This plan shall be considered a "living plan," and with each use, either by exercise, incident or anticipated event, this EOP shall be reviewed and updated as necessary by the Emergency Management Coordinator. Additional periodic reviews may be triggered by:
  - A change in operational resources (e.g., policy, personnel, organizational structures, management processes, facilities, and equipment) or;
  - A formal update of planning guidance or standards; or
  - A change in elected officials; or
  - Significant changes to the City's demographics or hazard or threat profile.

- Examination and review will be conducted annually by the Office of Emergency Management with assistance and input from City Departments and partner organizations and will reflect changes in implementing procedures, improved emergency preparedness capabilities, and deficiencies identified for corrective action. The plan will be reviewed to incorporate new State, Federal, and regional guidelines or directives and/or to address significant operational changes. Revisions will include additions of new or supplementary material or deletions of outdated information.

- At a minimum, the EOP is comprehensively reviewed and updated (as necessary), adopted by the City Council, and promulgated by the City Manager in accordance with Commonwealth of Virginia requirements every four years or upon significant revisions to the document.

- All requests for changes will be submitted to the Emergency Management Coordinator for coordination, approval, and distribution. Any department or partner organization may propose and develop a change to the EOP, and is encouraged to do so. Before submitting proposals to the Emergency Management Coordinator, department officials will obtain the written approval from the appropriate department head.

- The primary agency will document this review through a record of notice to the Emergency Management Coordinator.

Distribution

- The EOP and approved changes will be available online and distributed electronically to all City departments, elected officials, partner organizations, and neighboring jurisdictions. A record of distribution will be maintained with the Office of Emergency Management.

- The EOP will be available to the public through the City of Fairfax website.

Notice and Record of Changes

- The Emergency Management Coordinator will prepare and distribute a notice of change when changes to the EOP occur. The notice of change will include an electronic copy of the revised EOP. All previous hard copies will also be replaced.

Table of Contents

BASE PLAN I
Executive Summary I
Introduction I
Approval and Implementation I
Letter of Agreement I
Plan Development, Maintenance, and Distribution II
Notice and Record of Changes III
Table of Contents V
Purpose 1
Scope and Applicability 1
Authorities 2
Federal 2
Commonwealth of Virginia 3
Local 3
References 3
Definitions 4
Situation Overview 6
Location and Geography 6
Climate 6
Education 7
Demographics 8
Transportation Infrastructure 9
Economy and Employment 9
Mitigation Overview 10
Hazard and Threat Analysis Summary 10
Planning Assumptions 11
Delegations of Authority 14
Concept of Operations 16
Direction, Control, and Coordination 16

Phases of Response Operations 19
Response Operational Objectives 20
Emergency Operations Plan/Emergency Operations Center Activation 21
Internal Notification and Warning 22
Emergency Support Functions 23
Emergency Operations Center 25
Declarations 31
Worker Safety and Health 36
Private Sector Coordination 37
Continuity of Operations (COOP) 38
Public Information, Notifications, and Warnings (External Communications) 39
Prevention and Protection 41
Special Considerations 41
Medical, Functional, and Access Needs 43
Children 44
Companion Animals 45
Organization and Assignment of Responsibilities 45
Information Collection, Analysis, and Dissemination 52
Communications 53
Administration 53
Finance 54
Logistics 55
Legal Considerations 57
Recovery Operations 58
Training and Exercises 63
EMERGENCY FUNCTIONS ANNEXES .....
SUPPORT ANNEXES .....
APPENDIX 1: Acronyms .....
APPENDIX 2: Definitions .....
APPENDIX 3: Sample Declaration of Local Emergency

Purpose

The EOP establishes a framework for an effective system of comprehensive emergency management, the purpose of which is to:

- Reduce the vulnerability of individuals, communities, and businesses to prevent loss of life, injury, or property damage resulting from natural, technological, criminal, or hostile acts;
- Prepare prompt and efficient response and recovery activities to protect lives and property affected by disasters;
- Respond to emergencies using all systems, plans and resources as necessary;
- Recover from crises by providing for the rapid and orderly implementation of restoration and rehabilitation programs for persons and property affected by emergencies; and
- Assist in anticipation, recognition, appraisal, prevention, and mitigation of urgent situations that may be caused or aggravated by inadequate planning for, and regulation of, public and private facilities and land use.

Scope and Applicability

The EOP:

- Applies to all natural or human-caused hazards that threaten the well-being of the residents and visitors, including populations with medical, access and functional needs, within the geographic boundary of the City of Fairfax. The plan, or portions thereof, may also apply when the City and other jurisdictions provide mutual aid support to emergency situations.
- Establishes a fundamental concept of operations for the comprehensive management of emergencies scalable to the size and scope of the incident.
- Defines the mechanisms to facilitate the delivery of immediate assistance, including the direction and control of local, intrastate, interstate, and federal response and recovery assets.
- Establishes lines of authority and organizational relationships for direction and control of emergency operations and shows how all actions will be coordinated.
- Establishes a method of operations that spans the direction and control of an emergency from initial monitoring through post-disaster response, recovery, and mitigation.

- Defines and assigns specific emergency roles and responsibilities to City departments and partner organizations.

- Describes how emergency operations will be conducted within the City and coordinated with neighboring and regional jurisdictions, the Commonwealth of Virginia, and the Federal Government.

- Outlines methods to coordinate with the private sector and voluntary organizations.

- Applies to all City departments that are tasked with roles and responsibilities within the EOP and recognizes the responsibility of each City department to respond when the size and scope of the incident requires it.

- Describes protection of people (including unaccompanied minors, individuals with limited English proficiency, individuals with disabilities, and others with accessibility requirements and functional needs) and property.

- Establishes the framework and general concept of emergency operations but must be supplemented with additional detailed planning efforts and documents. All City departments are required to develop and maintain administrative policies and procedures; preparedness, continuity, mitigation, and recovery plans; and job aids and tools necessary to effectively execute the assigned responsibilities.

Authorities

The Federal, Commonwealth, and Local authorities listed below establish the legal authorities under which this plan is developed and emergency operations are implemented.

Federal

- The Federal Civil Defense Act of 1950, Public Law 81-920, as amended.
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended.
- The Homeland Security Act of 2002.
- The Disaster Mitigation Act of 2000, Public Law 106-390.
- The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.
- “Emergency Services and Assistance,” Code of Federal Regulations, Title 44.
- Americans with Disabilities Act of 2010.
- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.

- National Response Plan (NRP), December 2004 and Notice of Change to the National Response Plan, May 25, 2006, updated and renamed to the National Response Framework (NRF), January 2008. Revised 2013
- National Incident Management System (NIMS), March 2004.
- Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003.

Commonwealth of Virginia

- "Commonwealth of Virginia Emergency Services and Disaster Law of 2000," Sections 44-146.13 to 44-146.28:1 Code of Virginia, as amended.
- "Virginia Post Disaster Anti-Price Gouging Act," Sections 59.1-525 to 59.1-529 Code of Virginia.
- Title 32.1, Section 48.05 to 48.017, Code of Virginia.
- Commonwealth of Virginia, Office of the Governor, Executive Order Number Six (2006), 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 When the Governor is Out of the Commonwealth of Virginia and Cannot Be Reached.
- Commonwealth of Virginia, Office of the Governor, Executive Order Number Sixty-Five (2004), Promulgation of the Commonwealth of Virginia Emergency Operations Plan.
- Commonwealth of Virginia, Office of the Governor, Executive Order Number Sixty-Nine (2004), Virginia Secure Commonwealth Initiative.
- 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.

Local

- Resolution R-05-66 by the City Council adopting the National Incident Management Systems (NIMS).
- Resolution R-17-08 by the City Council adopting the Northern Virginia Regional Hazard Mitigation Plan.
- Resolution R-05-67 by the City Council authorizing the execution of the National Capital Region Mutual Aid Agreement, dated December 12, 2005.

References

- Debris Management Plan, July 2014.
- Regional Emergency Coordination Plan, June 8, 2016.
- Unified Regional Snow Emergency Plan for the Metropolitan Washington Area, 2017.
- VDEM Statewide Mutual Aid Operations Manual, March 2010.
- Emergency Management Accreditation Program (EMAP) Standard, April 2016.

- Northern Virginia Regional Hazard Mitigation Plan, as updated.
- Northern Virginia Emergency Response System Plan.
- Northern Virginia Regional Evacuation Plan.
- Regional Emergency Operations Center Guidelines.
- Commonwealth of Virginia Emergency Operations Plan, as updated.
- Comprehensive Preparedness Guide (CPG) 101 v. 2.
- Fairfax Joint Local Emergency Preparedness Committee Hazardous Materials Emergency Response Plan, as updated.
- City of Fairfax Police Department General Order: Contingency/All Hazard Plan.

Definitions

The Code of Virginia and the City of Fairfax Code provide the following definitions:

- *Emergency* means any occurrence, or threat thereof, whether natural or manmade, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the residents or the environment of the Commonwealth or some clearly defined portion or portions thereof.

- *Emergency services* means the preparation for and the carrying out of functions, other than functions for which military forces are primarily responsible, to prevent, minimize and repair injury and damage resulting from natural or manmade disasters, together with all other activities necessary or incidental to the preparation for and carrying out of the foregoing functions. These functions include, without limitation, firefighting services; police services; medical and health services; rescue, engineering, warning services; communications, radiological, chemical and other special weapons defense; evacuation of persons from stricken areas; emergency welfare services; emergency transportation; emergency resource management; existing or properly assigned functions of plant protection; temporary restoration of public utility services; and other functions related to civilian protection. These functions also include the administration of approved State and Federal disaster recovery and assistance programs.

- *Emergency Support Function* The Federal Government, the Commonwealth of Virginia and many local governments organize much of their resources and capabilities – as well as those of certain private-sector and nongovernmental organizations – under Emergency Support Functions (ESFs). ESFs align categories of resources and provide strategic objectives for their use. During a response, ESFs are a critical mechanism to coordinate functional capabilities and resources provided by local, State, and Federal departments and agencies, along with certain private-sector and nongovernmental organizations. ESFs may

be selectively activated for incidents depending on the size, scope, and needs of the response dictated by the emergency or disaster situation in order to respond to incidents in a collaborative and cross-cutting manner. Federal, Commonwealth, and many local government ESFs are numerically ordered. The City of Fairfax continues to organize the emergency response functionally using similar ESFs as the Commonwealth and Federal governments. However the City has discontinued the use of the ESF numbering system to better align the functions within the incident command system organization of emergency operations.

- *Local emergency* means the condition declared by City Council when in its judgment the threat or actual occurrence of an emergency or disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship or suffering threatened or caused thereby; provided, however, that a local emergency arising wholly or substantially out of a resource shortage may be declared only by the governor, upon petition of the City Council, when he/she deems the threat or actual occurrence of such an emergency or disaster to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby; provided, however, that this should not be construed as prohibiting a local government body from the prudent management of its water supply to prevent or manage a water shortage.

- *Major disaster* means any natural catastrophe, including any: hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm or drought or regardless of cause, any fire, flood, or explosion, in any part of the United States, which, in the determination of the president of the United States is, or thereafter determined to be, of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act (P.L. 43-288, as amended) to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby and is so declared by him.

- *Manmade disaster* (aka human-caused) means any condition following an attack by any enemy or foreign nation upon the United States resulting in substantial damage of property or injury to persons in the United States and may be by use of bombs, missiles, shell fire, nuclear, radiological, chemical or biological means or other weapons or by overt paramilitary actions; terrorism, foreign and domestic; also any industrial, nuclear or transportation accident, explosion, conflagration, power failure, resources shortage or other condition such as sabotage, oil spills and other injurious environmental contaminations that threaten or cause damage to property, human suffering, hardship or loss of life.

- *Natural disaster* means any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, earthquake, drought, fire or other natural catastrophe resulting in damage, hardship, suffering or possible loss of life.

- *Resource shortage* means the absence, unavailability or reduced supply of any raw or processed natural resource, or any commodities, goods or services of any kind that bear a substantial relationship to the health, safety, welfare and economic well-being of the residents of the commonwealth.

- *State of emergency* means the condition declared by the Governor when in his/her judgment, the threat or actual occurrence of an emergency or a disaster in any part of the commonwealth is of sufficient severity and magnitude to warrant disaster assistance by the commonwealth to supplement the efforts and available resources of the several localities, and relief organizations in preventing or alleviating the damage, loss, hardship, or suffering threatened or caused thereby and is so declared by him/her.

Situation Overview

Location and Geography

- The City of Fairfax consists of an area of 6.28 square miles (4,019 acres), and is located in the center of both Fairfax County and the Washington, D.C. metropolitan area.

- Fairfax is located 15 miles west of Washington, D.C.; 106 miles north of Richmond; and 192 miles northwest of Norfolk. GIS grid coordinates for Fairfax are 38°51′9″N, 77°18′15″W.

- The City is located at the confluence of four major drainage divides and includes portions of the Accotink Creek, Pohick Creek, Pope's Head Creek, and Difficult Run watersheds. Floodplains in the City lie principally alongside the Accotink Creek tributaries and consist of either natural land surface or impervious surfaces associated with development.

- As of March 2017, the City had 488 acres of public open space, 70 miles of arterial and collector roads. The City also had 97 miles of sewer line and 182 miles of water line.

Climate

- The area has a moderate climate. July is the warmest month with an average high temperature of 88 degrees. January is the coldest month with an average temperature of 24 degrees.

- Average annual precipitation for the City is 42 inches and May is usually the wettest month.

Education

- The public school facilities are owned by the City; however, the City has entered a School Services Agreement with Fairfax County Public Schools to manage and operate facilities.

- The City School Board and Superintendent oversee this Agreement and are responsible for the management of the school buildings owned by the City. Key elements of the Schools Services Agreement include:
  - The Fairfax County School Board has administrative and operational control of City schools.
  - City students are educated predominately in City schools.
  - City and County School Boards meet annually.
  - City School Board members attend County School Board meetings.
  - City and County Superintendents consult, as needed, on topics to include: boundary changes and redistricting, school closings, selection of principals, citizen participation, special community needs, non-school activities, and complaints.
  - The City makes major capital improvements to City school buildings.
  - The County maintains City school buildings and may make minor improvements.
  - The City uses school buildings for non-school activities that do not interfere with use for school purposes.

- Public school enrollment at the following schools within the City jurisdiction boundaries totaled 3,100 students in 2017:
  - 1 high school – Fairfax High School
  - 1 middle school – Lanier Middle School
  - 2 elementary schools – Providence Elementary and Daniels Run Elementary

- Approximately 8 private independent schools also serve students within the City of Fairfax.

- George Mason University and Northern Virginia Community College are both higher education institutions located close to the City boundaries.

- George Mason University, the largest university in the Commonwealth of Virginia with an enrollment of nearly 34,000, is located adjacent to the City at the southern boundary. Along with various administrative offices, the Fairfax campus also contains such facilities as the Center for the Arts Complex, a 113,900-square-foot Recreation Sports Complex, and the Eagle Bank Arena, which seats approximately 10,000 people for sporting events, concerts, and other special events throughout the year.

- Northern Virginia Community College, the second largest multi-campus community college in the U.S., and the largest educational institution in Virginia, has an Annandale Campus immediately to the east of the city limits.

Demographics

- According to the U.S. Census Bureau, the 2010 population estimate for the City of Fairfax was 22,565. The 2016 population estimate is 24,164, reflecting a 7.2-percent increase from 2010.

- According to the 2010 U.S. Census, the City has an estimated 8,470 households with 2.58 persons per household. The home ownership rate is approximately 70 percent.

- The City of Fairfax is composed of a diverse population. The 2010 U.S. Census reports the composition as follows:

		2010 Census	% of population
Age	Persons under 18	4,592	20%
	Persons 18 and over	17,973	80%
	Persons age 20-24	1,810	10%
	Persons age 25-34	3,266	18%
	Persons age 35-49	4,853	27%
	Persons age 50-64	4,501	25%
	Persons age 65 and over	3,088	17%
Gender	Female	11,442	51%
	Male	11,123	49%
Race	American Indian and Alaska Native	111	.5%
	Native Hawaiian and Other Pacific Islander	14	.06%
	Black	1,071	4.75%
	Asian	3,432	15%
	White	15,706	70%
	Persons reporting two or more races	908	4%
	Other	1,323	5.9%

Table 1: City of Fairfax Composition based on United States Census 2010 Reports

Transportation Infrastructure

- The City stands at the crossroads of major north-south and east-west highways in Fairfax County and is located midway between Washington Dulles and Washington National Airports.

- The City of Fairfax lies at the center of a suburban landscape that includes major employment and population centers linked by traditional transportation routes and crisscrossed by more recently built facilities such as the Capital Beltway, the Metrorail system, and the Fairfax County Parkway.

- The city's CUE Bus system provides regularly scheduled, low-cost service to George Mason University, shopping centers, and other locations within the City of Fairfax. The system also serves as a feeder network to the Vienna/Fairfax-GMU Metrorail Station.

- The City is responsible for maintenance of all public streets within its boundaries. The City's Sign & Signal Crew is responsible for maintaining all traffic control devices necessary for the safe and orderly movement of traffic into and throughout the City. This crew is tasked with overseeing all traffic signals, traffic signs and pavement markings within the city limits, and three VDOT traffic signals adjacent to the City.

- The intersection of US-50 and US-29 is located within the City of Fairfax. The two major highways join together to form Fairfax Boulevard for approximately 2.8 miles before separating. VA-123 and VA-236 both pass through the City. VA-236 is named Main Street in Fairfax City and then becomes Little River Turnpike once its boundary is crossed upon entrance into Fairfax County. In addition, I-66 is located along the northern border of the City.

- Although these stations are located outside City limits, Fairfax is served by the Vienna station of the Washington Metropolitan Area Transit Authority (commonly referred to as Metro), the Burke Centre station of Virginia Railway Express, and Amtrak.

- The City road network also supports multiple routes of the Washington Metropolitan Transportation Authority's MetroBus service, which provides more than 400,000 trips each weekday, serving 11,500 bus stops in the District of Columbia, Maryland, and Virginia.

Economy and Employment

- According to 2016 Virginia Employment Commission statistics, the City's labor force was 19,064 employees working in the City for 1,734 employers. The unemployment rate in 2016 is 3 percent, which is below the Virginia average at 4 percent.

- The table below depicts the labor force by occupation sector:

Management, business, science, and arts occupations	34.7%
Retail trade occupations	19.1%
Service occupations	18.8%
Health care and social assistance occupations	17.2%
Government occupations	5.7%
Natural resources, construction, and maintenance occupations	3.1%
Production, transportation, and material moving occupations	1%
Other	0.4%

Table 2: City of Fairfax Labor Force based on Virginia Employment Commission Census of Employment and Wages, December 2016 report

Mitigation Overview

- The City must be prepared to respond to, recover from, and reduce the vulnerability to hazardous incidents. One of the most effective tools a community can use to reduce vulnerability is a local hazard mitigation plan that officials develop, adopt, and update, as needed. The City of Fairfax participated in the planning and has adopted the *Northern Virginia Regional Hazard Mitigation Plan, 2017*. The plan establishes the broad community vision and guiding principles for addressing hazard risk, including the development of specific mitigation actions designed to eliminate or reduce identified vulnerabilities.

Hazard and Threat Analysis Summary

- The City of Fairfax, within the Northern Virginia region, is vulnerable to a wide range of natural and human-caused hazards, which threaten the safety of residents and have the potential to damage or destroy both public and private property, disrupt the local economy, and impact the overall quality of life of individuals who live, work, and play in the region.

- The *Northern Virginia Regional Hazard Mitigation Plan* (adopted April 2017) identifies the natural hazards and their associated risks that threaten the City of Fairfax and the Northern Virginia region. Hazards were ranked using a semi-quantitative scoring system that involved grouping the data values (normalized to account for inflation) based on statistical methods. This method prioritizes hazard risk based on a blend of quantitative factors extracted from the National Climactic Data Center (NCDC) and other available data sources. The parameters considered include:

    - Historical occurrence;
    - Vulnerability of population in the hazard area; and

- Historical impact, in terms of human lives and property and crop damage.

- The conclusions drawn from the qualitative assessments, combined with final determinations from the Mitigation Planning Committee, were categorized for a final summary of hazard risk for the City of Fairfax. It should be noted that although some hazards are classified as posing low risk, their occurrence at varying or unprecedented magnitudes is still possible.

- The table below summarizes the qualitative assessment of the identified hazards and the degree of risk assigned to each hazard based on historical data, anecdotal data, and input from the Mitigation Planning Committee.

High	Medium-High	Medium	Medium-Low
Flood Wind Tornado Winter weather	Drought	Earthquake Wildfire	Landslide Karst

Table 3: City of Fairfax Qualitative Assessment of Identified Hazards

Planning Assumptions

- Nothing in this EOP alters or impedes the ability of Federal, State, or local departments and agencies to carry out their specific authorities or perform their responsibilities under all applicable laws, Executive Orders, and directives.

- The government of the City of Fairfax is responsible for maintaining the EOP and response and recovery capability to protect the lives and property of its residents and visitors from the effects of human-caused and natural disasters. The City will commit all available resources to save lives, minimize property and environmental damage, and conduct emergency response and recovery operations.

- The City government must continue to function throughout a disaster or emergency situation. Depending upon the scope and magnitude of the incident, concurrent implementation of Continuity of Operations Plan (COOP)/Continuity of Government (COG) operations may be necessary. All City departments are encouraged to maintain a current COOP.

- This plan has been developed to address “all hazards” that threaten the City of Fairfax by providing the response framework and guidance for any emergency or disaster situation that occurs. The organization and concept of operations is designed to allow flexibility and discretion through command and control of the incident, using the concepts of the Incident Command System (ICS). Emergency operations will be managed in accordance with the National Incident Management System (NIMS).

- The immediate response priority to an emergency or disaster situation of any size and scope will be saving lives and protecting property and critical infrastructure, while working to establish and maintain direction and control through the Emergency Operations Center, when activated.

- Emergencies of various type, size, intensity, and duration may occur within or near the jurisdictional boundaries of the City of Fairfax with or without warning. These emergencies can develop into disasters that affect the safety, health, and welfare of the population and cause damage or destruction to private and public property as well as the environment.

- In situations when warning is possible (e.g., severe weather), the agencies with emergency roles and responsibilities will conduct appropriate emergency notifications (internal and external) and take preparedness actions.

- Whenever an emergency alert or notification occurs, all City departments with emergency roles are expected to be prepared. Any time an emergency or disaster is deemed to be of major or expanding proportions where serious injury, loss of life, or significant damage is anticipated, ALL City departments are expected to be prepared and respond accordingly.

- City departments may be required to respond on short notice and at any time of the day or night to provide effective and timely assistance. It is the responsibility of each department to ensure staff are trained, prepared, and available to respond.

- Response operations may last for several hours, days, or weeks. Recovery operations may last for days, weeks, months, or years. City departments and organizations providing staff to the Emergency Operations Center (EOC) must have the capability to maintain operations 24 hours per day and 7 days a week (24/7) for the duration of the emergency.

- Response personnel and other employees may be impacted by and potentially become a casualty of the emergency situation, affecting their availability to execute their emergency responsibilities.

- During emergency situations, capabilities to respond to collateral and unrelated emergency situations must be maintained, further impacting availability of resources for the emergency incident.

- An emergency situation may escalate quickly and require the rapid mobilization and reallocation of available resources. The situation may even overwhelm the local resources and capabilities.

- In the event the emergency situation exceeds local emergency response capabilities, outside assistance may be requested, either through mutual aid support agreements with nearby jurisdictions and volunteer emergency organizations or through the Virginia EOC. However, often a local emergency must be declared and local resources must be fully committed before State and Federal assistance is available. Additionally, depending on the size and scope of the incident and/or concurrent incidents across a wide geographic area, resources may not be available in a timely manner. This may result in competition among residents and jurisdictions for scarce resources.

- Widespread power and communications outages may require the use of alternate methods of communication to deliver essential services and public information. Communications may be problematic due to demands exceeding capacities.

- Residents or visitors may have medical, access or functional needs and require assistance during an emergency. Each individual will have unique needs and thus require appropriate operational strategies including communication, registration, transportation, and sheltering.

- Preparedness activities are a critical component of emergency management. Achieving and maintaining effective citizen and community preparedness reduces the immediate demands on response organizations. Community preparedness requires the City to engage in continual public awareness and education programs to ensure residents and businesses will take appropriate advance actions to reduce their vulnerability and increase their readiness for emergency situations.

- Emergency preparedness is everyone's responsibility – residents and government employees should be informed of their personal preparedness responsibilities and educated on how to appropriately prepare for maintaining self-sufficiency in an emergency situation.

- Reimbursement for expenses incurred during disaster operations will be a priority for the City. Therefore, each City department and eligible private, non-profit, and volunteer organizations conducting response and recovery activities within the City will establish and implement procedures for documenting activities and expenses incurred in accordance with City, State, and Federal guidance to maximize the opportunities for reimbursement of costs.

Delegations of Authority

Authority of City Manager

- The Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended, and the Code of the City of Fairfax designate the City Manager as the Director of Emergency Management. The Assistant City Manager serves as the Deputy Director of Emergency Management.

- The Director of Emergency Management shall have authority to appoint a Coordinator of Emergency Management with the consent of the City Council.
- The Director of Emergency Management, or designee, is responsible for organizing emergency management and directing emergency operations through the regularly constituted government structure, and using equipment, supplies, and facilities of existing departments and organizations of the City to the maximum extent practicable.

- The Director shall prepare or appoint someone to prepare and update a City comprehensive emergency management plan.

- The Director may, in collaboration with other public and private agencies within the Commonwealth or other States or localities, develop or oversee the development of mutual aid agreements or reciprocal assistance in the case of an emergency or disaster too great to be handled unassisted.

- When a local emergency is declared, the Director of Emergency Management, or designee, is authorized to:
    - Control, restrict, allocate, or regulate the use, sale, production, and distribution of food, fuel, clothing, and other commodities, materials, goods, services, and resource systems that do not impact systems affecting adjoining political subdivisions.
    - Enter into contracts and incur obligations on behalf of the City necessary to combat such threatened or actual disaster, protect the health and safety of persons or property, and provide emergency assistance to the survivors of such disaster.
    - In exercising these powers, proceed without regard to time-consuming procedures and formalities prescribed by law (except mandatory constitutional requirements) pertaining to the performance of public work; entering into contracts, incurring obligations, employing temporary workers, renting equipment, purchasing supplies and materials, and expending public funds, provided such funds in excess of appropriations in the current approved budget are unobligated and available.

- The Director of Emergency Management will delegate authority to specific individuals in the event that he or she is unavailable or otherwise delegates his/her authority. The line of succession for the Director of Emergency Management is established to be:

- City Manager
- Assistant City Manager/Deputy Director
- Police Chief
- Public Works Director

- The Director and/or Coordinator of Emergency Management may designate a Deputy Coordinator(s) who shall be responsible to them, and shall carry out such tasks as designated by the Director and/or Coordinator.
- The Director of Emergency Management may designate other personnel when the nature of the emergency is such that a specific level or field of expertise is essential to direct operations.

Authority of On-Scene Commanders

- The Director of Emergency Management delegates authority to the Fire Chief, Police Chief, the Director of Public Works, and the Fairfax County Director of Health (Health Department) to appoint on-scene incident commanders using ICS in accordance with NIMS, and establish standard operating procedures (SOPs) to guide the management of emergency operations depending upon the type of incident.

- Upon arrival at an emergency, the senior responsible official on scene will establish “incident command” and designate a command post location in order to manage the emergency. Incidents that begin as a single agency response may evolve into an operation requiring a multi-agency response to meet actual or expected needs.

Authority of the Emergency Management Coordinator

- The Director of Emergency Management, or designee, delegates authority to the Emergency Management Coordinator to activate, staff, and manage the EOC. In the absence of the Coordinator, an acting Coordinator will be appointed to carry out his/her assigned duties and responsibilities.

Authority of City Department Directors

- The City Manager delegates authority to each City Department Director to carry out his/her assigned duties and responsibilities. In the absence of the Director, an Acting Director will be appointed to carry out the assigned duties and responsibilities. Each department will have a Continuity of Operations Plan that identifies lines of authority and succession within the department.

- The City Code directs the officers and personnel of all city departments, offices and agencies to cooperate with and extend any services and facilities to the Director of Emergency Management upon request.

Concept of Operations

- Each City department is responsible for ensuring fulfillment of applicable responsibilities for the specific emergency support function for which it is the primary or support department. This obligation includes resources and personnel; each department needs to be cognizant of its available equipment and the disposition of other physical resources, as well as ensure that personnel are aware of and trained on the department's responsibilities.

Direction, Control, and Coordination

- The Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended, stipulates that emergency services organizations and operations will be structured around existing constitutional government. The City of Fairfax organization for emergency operations consists of existing government departments and private emergency response organizations.

- Direction and control of emergency management is the responsibility of the City Manager as the designated Director of Emergency Management. The day-to-day emergency preparedness program has been delegated to the Emergency Management Coordinator. The Director, in conjunction with the Coordinator, will control emergency operations in time of emergency and issue instructions to other services and organizations concerning disaster preparedness.

- The Director of Emergency Management, or designee, has the constituted legal authority for implementing the Emergency Operations Plan and declaring a local emergency. A local emergency may be declared by the Director in consultation with the Emergency Management Coordinator. The declaration of a local emergency activates the EOP or parts thereof.

- The Director of Emergency Management or designee or the Emergency Management Coordinator will notify the Virginia Department of Emergency Management (VDEM) immediately upon the declaration of a local emergency.

- The Emergency Management Coordinator, or designee, monitors developing or threatening situations and determines when to recommend activation of the EOC. Any emergency situation requiring more than routine coordination and assistance and involving multiple departments and organizations may result in an activation of the EOC.

- The Director of Emergency Management, or designee, has the authority to order a full activation of the EOC whenever it is appropriate to coordinate the City departments' response to the incident. These circumstances may result in the Declaration of a Local Emergency.

- Departments and organizations will either be directed to provide a representative to the EOC or placed on alert. ESFs may be selectively activated by the Emergency Management Coordinator, or designee, to meet actual or anticipated requirements. Representatives must have the authority to make decisions and commit resources on behalf of their department or organization.

- The Director of Emergency Management, or designee, in coordination with the Policy Group and the City Attorney when necessary, will make policy decisions and actions necessary to ensure an effective and efficient response to emergency incidents.

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 operations for the full spectrum of emergencies.

- Most emergency situations are handled routinely by the Fire Department and Police Departments with response activities conducted at the field level. The ICS is routinely implemented to organize response to the emergency or disaster, incorporating the functions, principles and components of ICS (unified command, action planning, span of control, hierarchy of command).

- Once an emergency or disaster has occurred or is imminent, the responding department establishes on-scene incident command. This includes designating an Incident Commander (IC) and establishing an Incident Command Post (ICP). Depending upon the scope and magnitude of the event, the ICP may be a designated emergency vehicle or may evolve into a more formal facility as determined by the situation.

- The IC provides command and control, which includes planning, accountability, and carrying out a plan to mitigate the situation. As necessary, the IC may request additional resources through established mutual aid agreements with neighboring jurisdictions. The IC allocates resources assigned to the incident, including those activated through the local mutual aid agreement.

- In the event that multiple locations within the City are affected, an on-scene IC may be present at each of several separate incidents.

Unified Command

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

- In large-scale emergencies, Fire Department Officers and Police Commanders may establish a Unified Command Post (UCP) at or near the incident site. They will notify other agencies that need to be present at the UCP. They will jointly appoint command and general staff as necessary to carry out incident objectives.

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 (AC) organization.

- An AC is an organization established to oversee the management of multiple incidents that are being handled by an ICS organization or to oversee the management of large or multiple incidents.

- AC has the responsibility to set the overall strategy and priority, allocate critical resources according to the priorities, and to ensure that all incidents are properly managed and established objectives are achieved.

- In the event an AC is needed, the Police Chief or Fire Department Chief will ensure that appropriate coordination and consultation with the Emergency Management Coordinator is accomplished.

Multi-Agency Coordination System (MACS)

- The primary function of multi-agency coordination is to coordinate activities above the field level and to prioritize the incident demands for critical or competing resources, thereby assisting the coordination of the operations in the field.

- MACS consist of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system. For the purpose of coordinating resources and support among multiple jurisdictions, MACS can be implemented from a fixed facility or by other arrangements outlined within the system.

Emergency Operations Center (EOC)

- One of the most commonly used elements of the MACS is the EOC. In emergency situations that require additional resource and coordination support, the City EOC will be used. In some cases the EOC may also manage direction and control of the incident.

- Upon activation, communications and coordination will be established between Incident Command and the EOC. Additionally, the EOC will establish communication and coordination with neighboring jurisdiction EOCs and the Virginia EOC to coordinate response and recovery activities.

Department Operations Center (DOC)

- A department operations center (DOC) is a coordination point that focuses on a single department's internal incident management and response. An example would be a DOC set up by Public Works to manage a debris operation.

- City departments may choose to establish a DOC to coordinate their emergency management activities.

- The DOC will be linked to the EOC and actions will be coordinated through the departmental representatives in the EOC.

Phases of Response Operations

- The following three phases will be used by the City of Fairfax in conducting response operations:

    - **Increased Readiness**: For disasters or events with advance warning, such as a weather forecast, actions will be taken before the projected impact to save lives and protect property. During this phase, warning systems may be initiated, resources mobilized and positioned for immediate use, the EOC activated, and evacuations implemented as appropriate.

    - **Immediate Response**: During this phase, the emphasis will be on saving lives, controlling the situation, and minimizing the effects of the disaster. Immediate response activities are accomplished by City departments and organizations supported by local mutual aid resources and segments of the private sector. During this phase, an ICP and the EOC may be activated, emergency instructions issued to the public, and immediate response activities accomplished.

- **Sustained Response**: As the emergency continues, assistance is provided to those affected and efforts are made to reduce secondary damage. Regional and/or Statewide mutual aid and Federal assistance may be provided. Response support facilities may be established.

Response Operational Objectives

- The City of Fairfax must be prepared to respond quickly and effectively on a 24-hour basis to developing events. The primary goal of the City's response operation is to ensure a timely and effective response to the many consequences that may be generated by an emergency/disaster situation. When an incident or potential incident is first detected, a series of actions must take place to ensure an effective and efficient response operation.

- When an emergency/disaster incident is detected or is imminent, the first 72 hours before and after constitutes the critical timeline that defines an effective response operation. To ensure the effectiveness of the City's response, the following operational objectives and tasks may be initiated along a critical timeline in 24-hour intervals to ensure an effective response operation:

  - **-72 to 48 hours Before Incident Impact**
    - Activate a functional 24-hour City Warning Point to alert and notify all appropriate City officials and staff of an emergency/disaster situation.
    - Request that the Mayor issue an Executive Order proclaiming a Local Emergency and/or implementing the City of Fairfax EOP. The Emergency Management Coordinator should contact the Mayor. The Executive Order process may necessitate a continuing evaluation for the need to draft future Executive Orders.
    - Activate the public information system to ensure the appropriate media releases, live media broadcasts, and launch the City of Fairfax Citizen Information Line.
    - Ensure the activation and operational readiness of the City Emergency Operations Center. The EOC may be activated fully or partially depending on the incident and may be activated, by the Emergency Management Coordinator, before the Mayor issues an Executive Order.
    - Establish an incident monitoring and reporting process, e.g., technical data, situation and chronology of events reports, weather tracking, and related information.
    - Assess the availability of sufficient technical staff to support the Information and Planning Section.

  - **-48 to 24 hours Before Event Impact**
    - Activate a protective actions planning process to develop Incident Action Plans to guide response operations.
    - Determine the need to request a State Declaration of Emergency.

    - Implement plan to brief the Policy Group and other appropriate officials on the status of the situation.
    - Start conference call procedure to share information among the appropriate regional and State agencies and organizations to address protective action measures.
    - Begin monitoring protective action measures taken by regional jurisdictions, such as evacuation and sheltering.

  - **-24 hours to Event Impact**
    - Organize, if applicable, an “Impact-Area Tour” process for the Mayor and other appropriate officials.
    - Plan a process to establish re-entry procedures.
    - Implement Damage Assessment process.

  - **Event Impact to +24 hours After**
    - Initiate process to re-establish communications and determine disaster impact (i.e., life-threatening conditions, debris clearance, transportation, and security).
    - Determine the need to request outside assistance.

  - **+24 hours to +48 hours After Event Impact**
    - Initiation of Response / Recovery transition.

  - **+48 hours to +72 hours After Event Impact**
    - Implementation of processes to provide disaster assistance.

Emergency Operations Plan/Emergency Operations Center Activation

- The implementation of the EOP and activation of the EOC may occur simultaneously. The level of EOC and EOP activation will be based upon the severity and scope of the incident. The ESF established by this plan and the Hazard Specific Annexes may be selectively activated based upon initial or anticipated requirements.

- The EOP may be implemented by the Director of Emergency Management, the Emergency Management Coordinator or designee. Activation may be based upon weather warnings issued through the National Weather Service (NWS), incidents or threats reported by other sources such as the Regional Incident Communications and Coordination System (RICCS), or through incidents reported through 911 communications.

- Any department head may request that the EOC be activated to support emergencies being managed by their organization.

- The EOC may be activated at one of three levels depending upon the nature and scope of the incident or potential incident. The activation of the EOC could be a physical activation or

a virtual activation depending on the coordination requirements and/or safety conditions and personnel resources. The EOC may also be activated for a significant planned event in order to monitor activities and provide for an effective response if necessary. The Director of Emergency Management, or designee, in cooperation with the Emergency Management Coordinator, will designate the level of activation and will ensure appropriate notifications are completed.

- **Monitoring**: Monitoring activation provides for increased monitoring capability beyond normal daily operations and the EOC organization structure will typically be staffed with representatives from key response departments such as Fire Department and Police. Activities will focus on collecting, analyzing, and disseminating information and conducting appropriate contingency planning.

- **Partial:** Partial activation provides for an expanded EOC organization structure and will typically be staffed with select primary agencies and key support agencies that may be engaged in the emergency situation.

- **Full:** Full activation provides for a large EOC organization structure and will include most if not all primary and support departments and organizations identified within the EOP and may also include State and Federal representatives. At Full activation, the EOC may operate 24 hours a day.

- All departments and partner organizations are expected to provide a trained representative to the EOC with authority to make decisions and commit resources when requested.

Internal Notification and Warning

- All department point of contacts will be notified of the EOC activation by the Emergency Management Coordinator, or designee, through electronic messaging, email, the City website, social media and/or other available resources. City departments and organizations will notify their EOC representative(s) and other staff as appropriate though their internal notification process.

- The Director of Emergency Management, or designee, will notify the City Council of the activation of the EOC.

- Each ESF will be responsible for additional notifications necessary for emergency operations.

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

- The Emergency Management Coordinator or designee will advise the Virginia Department of Emergency Management of EOP implementation and EOC activation through the Virginia EOC.

Emergency Support Functions

The Federal Government, the Commonwealth of Virginia and many local governments organize much of their resources and capabilities – as well as those of certain private-sector and nongovernmental organizations – under ESFs, which align categories of resources and provide strategic objectives for their use. During a response, ESFs are a critical mechanism to coordinate functional capabilities and resources provided by local, State, and Federal departments and agencies, along with certain private-sector and nongovernmental organizations.

ESFs may be selectively activated for incidents depending on the size, scope, and needs of the response determined by the emergency or disaster situation in order to respond to incidents in collaborative and cross-cutting manner. Federal, Commonwealth, and many local government ESFs are numerically ordered. The City of Fairfax continues to organize the emergency response functionally using ESFs similar to those of the Commonwealth and Federal governments. However the City has discontinued the use of the ESF numbering system to better align the functions within the incident command system organization of emergency operations.

The matrix on the following page outlines the different ESFs, along with the primary and support agencies within the City.

City of Fairfax Emergency Support Functions			
City of Fairfax Emergency Support Functions	EOC Organization	Primary and Support Agencies	
		Primary	Support
Transportation	Operations Section: Infrastructure Branch	Public Works	Schools
Communications	Operations Section: Infrastructure Branch	Information Technology (IT)	Police Department
Public Works and Engineering	Operations Section: Infrastructure Branch	Public Works	Parks & Recreation
Firefighting	Operations Section: Public Safety Branch Firefighting/EMS Group	Fire Department	None
Information & Planning	Planning Section	Office of Emergency Management	Information Technology; Community Development & Planning; Real Estate Assessments Code Administration
Mass Care, Emergency Assistance, Housing, and Human Services	Operations Section: Human Services Branch Mass Care, Housing & Human Services Group	Human Services	Fairfax County Department of Family Services; Volunteer Fairfax; American Red Cross in the National Capital Area; Parks and Recreation
Logistics Management and Resource Support	Finance & Administration Section	Finance Department Personnel	Office of Emergency Management
Health & Medical Services	Operations Section: Human Services Branch Health & Medical Group	Fire Department	Human Services; County Health Department; Office of the Chief Medical Examiner
Search & Rescue	Operations Section: Public Safety Branch Search and Rescue Group	Fire Department and Police Department	None
Hazardous Materials	Operations Section: Public Safety Branch Hazardous Materials Group	Fire Department	Public Works; Risk Management; County Health Department; Fairfax County Fire and Rescue Department; Fairfax Joint Local Emergency Planning Committee
Agriculture and Natural Resources	Human Services Agriculture and Natural Resources Group	Health Department	Public Works; Historic Resources Office of Emergency Management; Virginia Department of Agriculture and Consumer Services
Energy	Operations Section: Infrastructure Branch Energy Group	Public Works	None
Public Safety and Security	Operations Section: Public Safety Branch Law Enforcement Group	Police Department	Fairfax County Office of the Sheriff; Fairfax County Police Department; George Mason Police
Long Term Community Recovery	Planning Section: Long-term Recovery Unit	Office of Emergency Management	ALL Departments
External Affairs	Command Staff	Community Relations	Fire Department; Police Department; Information Technology
Volunteers & Donations	Human Services Branch Volunteer and Donations Management Group	Parks & Recreation	Volunteer Fairfax
Animal Care	Operations Section: Public Safety Brach: Law Enforcement Group	Police Department	None
Military Affairs	N/A	N/A	N/A

Emergency Operations Center

- The EOC will serve as the direction and coordination facility for the City of Fairfax government during major emergencies and disasters for assignment of resources, establishing policies, and coordination and approval of all requests for assistance outside the City. The City of Fairfax maintains an alternate EOC site in the event the EOC is inaccessible or otherwise not operational.

- The major functions of the EOC are:

    - **Situation Assessment.** This assessment includes the collection, processing, and display of all information needed. This may take the form of consolidating situation reports, obtaining supplemental information, and preparing maps and status boards.

    - **Incident Priority Determination.** The EOC will establish the priorities among ongoing incidents within the City. Processes and procedures will be established to coordinate with Area or Incident Commands to prioritize the incident demands for critical resources. Additional considerations for determining priorities will include: life-threatening situations, threat to property, high damage potential, incident complexity, environmental impact, economic impact, and other criteria established by the EOC.

    - **Critical Resource Acquisition and Allocation.** Critical resources will be acquired, when possible, from City departments. Resources may need to be shifted to match the incident needs as a result of incident priority decisions. Resources available from incidents in the process of demobilization may be shifted, for example, to higher priority incidents. Resources may also be acquired from outside the affected area.

    - **Support for Relevant Incident Management Policies and Interagency Activities.** The EOC will coordinate, support, and assist with policy-level decisions and interagency activities relevant to incident management activities, policies, priorities, and strategies.

    - **Coordination with Others.** A critical part of the EOC process is establishing communication and coordination with surrounding jurisdictions, the State and Federal governments, partner organizations, and public and private sector resources.

    - **Coordination with Elected and Appointed Officials.** The EOC will have established policies and procedures to keep elected and appointed officials at all levels of government informed. Providing support and awareness for the officials is extremely important.

    - **Coordination of Data.** Through situation assessment department personnel implementing the multiagency coordination procedures may collect, collate, and disseminate incident and operational related information within their area of

responsibility as well as provide agency/jurisdictional contacts for media and other interested agencies.

- The EOC is organized using ICS principles and consists of a command staff and four sections: Operations, Logistics, Planning, and Finance and Administration. The figure below depicts the overall organization.

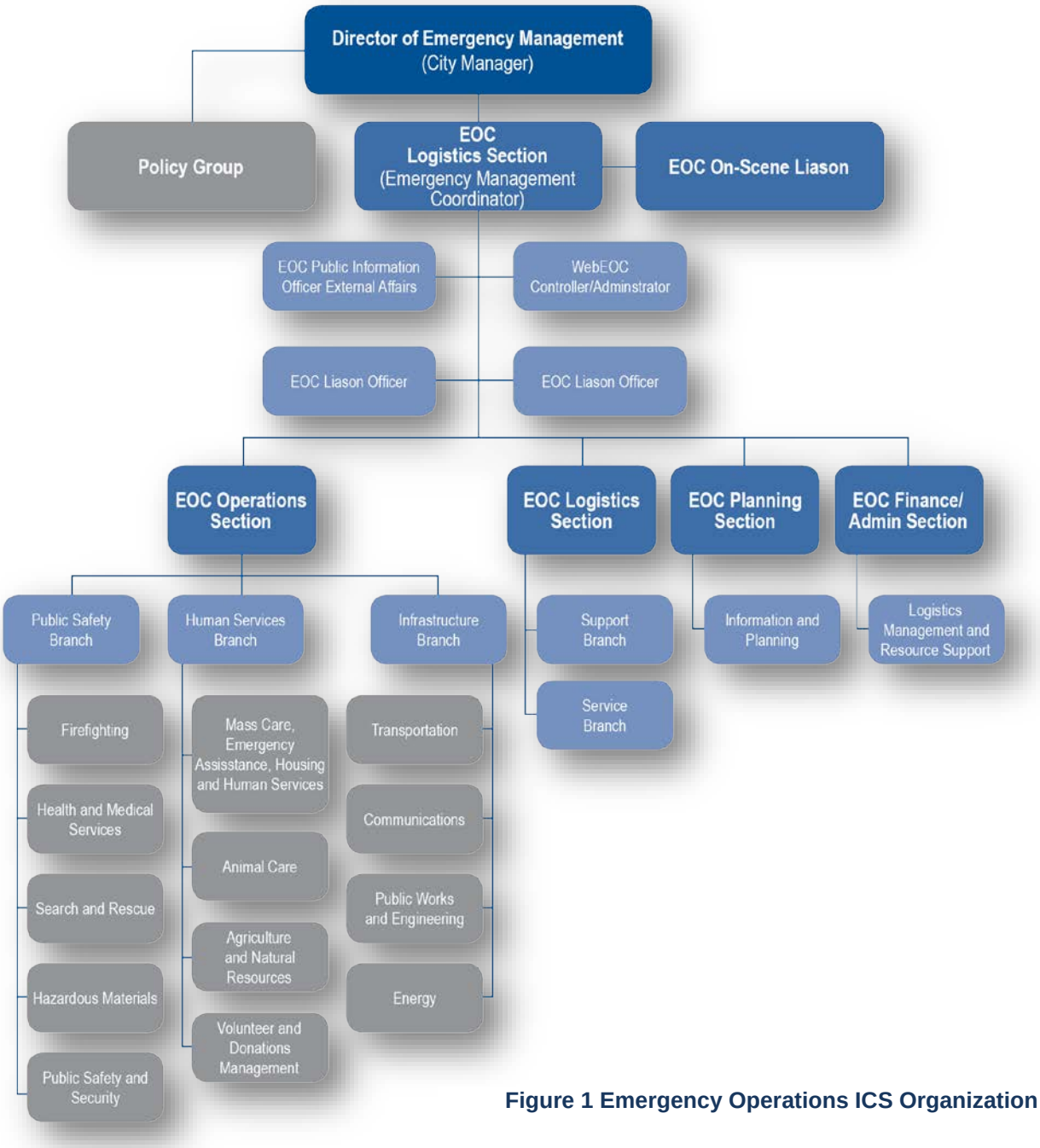

Figure 1 Emergency Operations ICS Organization

- Oversight of City-wide emergency operations will be managed by the Director of Emergency Management and the Policy Group. The organization structure for the management group is depicted below.

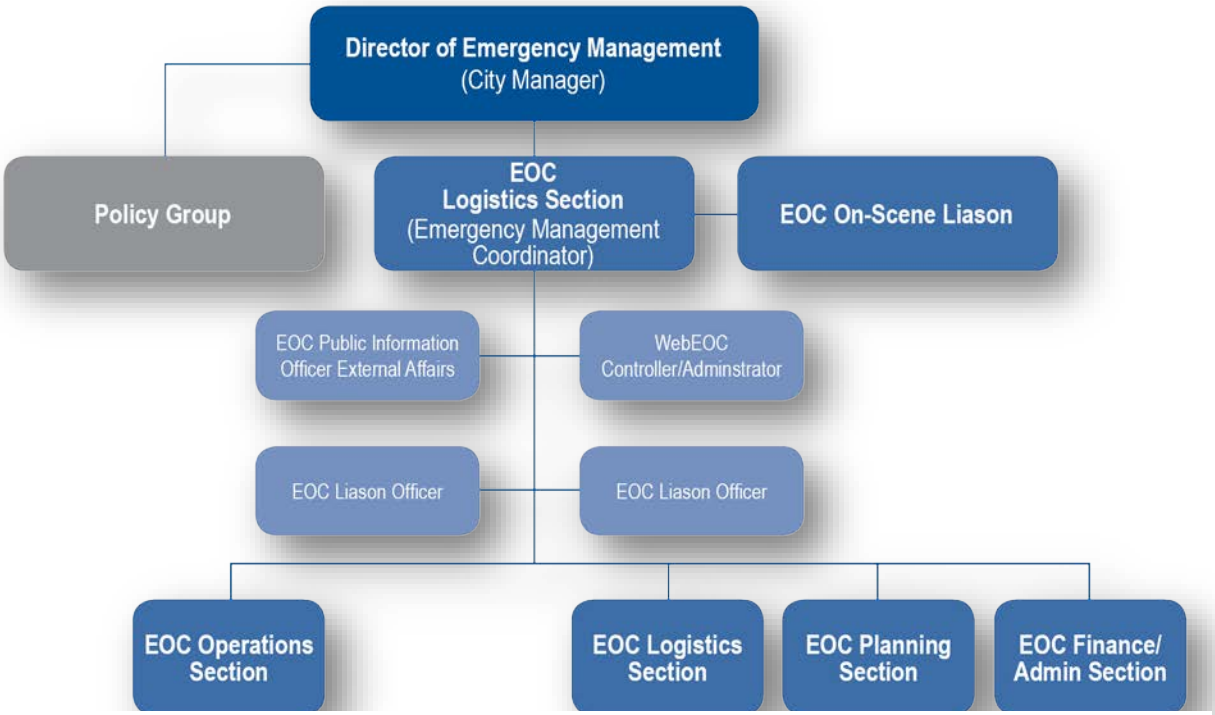

Figure 2 EOC Management and General Staff Organization Chart

- The **Policy Group** is composed of the City Manager, the Mayor, Council Members, and the City Attorney. The primary responsibilities of this Group include:
  - Establishing and promulgating emergency policy decisions.
  - Providing strategic direction and priorities for field operations.
  - Authorizing issuance of mandatory public evacuation orders.
  - Resolving incident related policy issues.

- The **EOC Manager** is appointed by the Emergency Management Coordinator and is responsible for the staffing and operations of the EOC. The EOC Manager directs the activities of the EOC staff and ensures that policies and priorities established by the Policy Group are implemented. He/she establishes the EOC objectives and directs, in consultation with the Policy Group, strategic and contingency planning efforts to address incident-related concerns and issues. The EOC Manager establishes the operational periods for the EOC and is the approving authority for the EOC Incident Action Plan.

- 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 Policy Group related to operations are implemented. The Operations Section is responsible for coordination of all response elements applied to the incident.

Figure 3 EOC Operations Section Organization

- 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 incident action planning process for the EOC and produces the EOC's Incident Action Plan (IAP). 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 situational changes in the field.

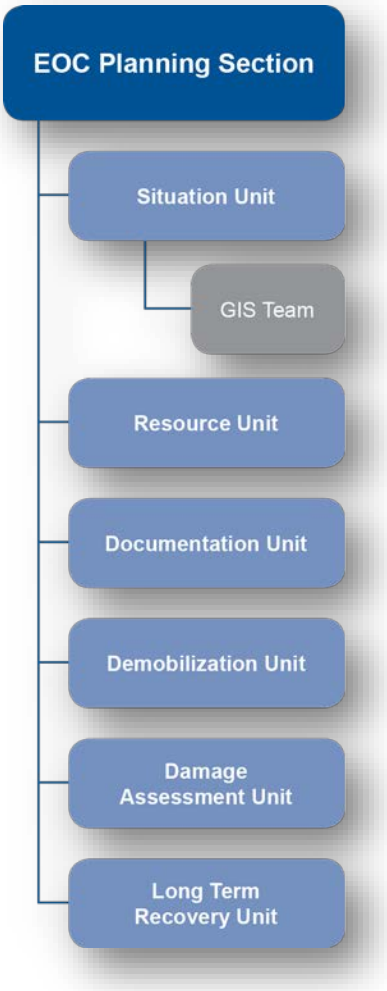

Figure 4 Planning Section Organization Chart

- 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 ongoing response and recovery operations.

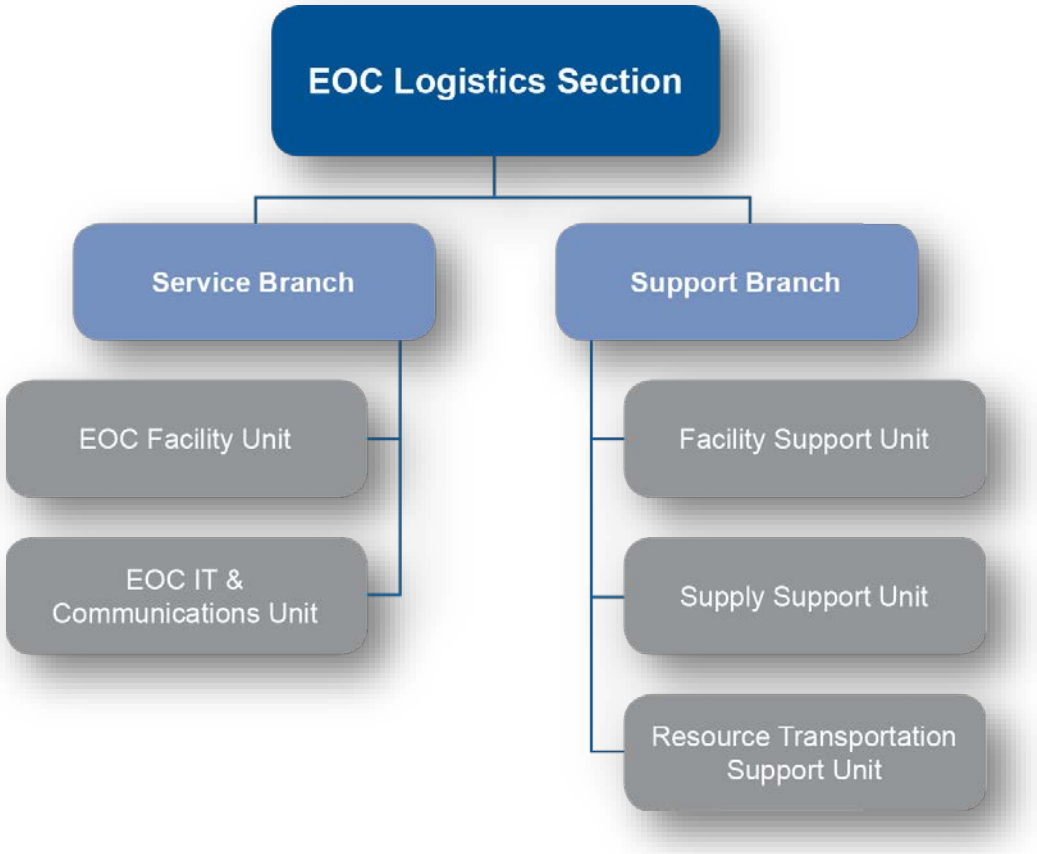

Figure 5 Logistics Section Organization Chart

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

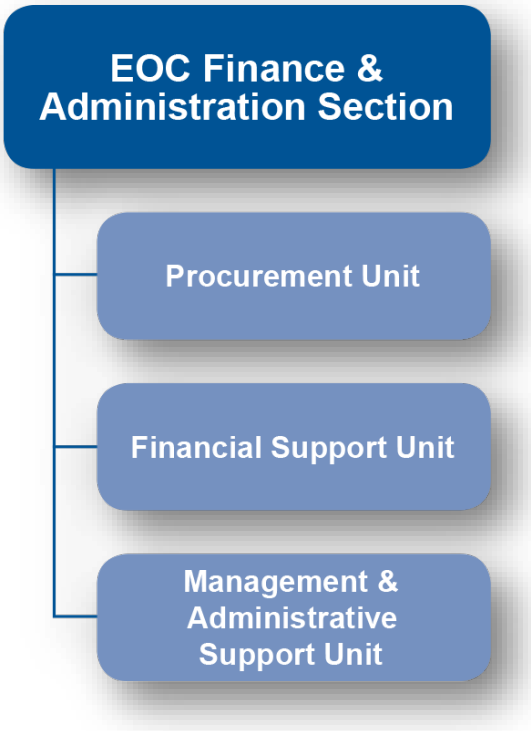

Figure 6 Finance and Administration Section Organization Chart

- The EOC will establish operational periods as a basis for the incident action planning process at the EOC. Typically, the operational periods are 12 hours long (i.e. 0700 to 1900 and 1900 to 0700) during 24-hour operations. The planning process is designed around identifying expected accomplishments over the next operational period. An EOC Action Plan will be produced for each operational period to communicate overall EOC objectives.

- The EOC will schedule and conduct an operational period (or shift change) briefing at the beginning of each operational period to ensure EOC staff are briefed on the operational elements of the IAP 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.

Declarations

Non-Declared Disasters

- The Director of Emergency Management, or designee, may direct City departments 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 designee, may redirect and deploy City resources and assets as necessary to prepare for, adequately respond to, and quickly recover from an emergency incident.

- For significant events, the EOC may be activated to monitor the situation, coordinate activities among departments, and to ensure that the City is positioned to rapidly respond to the incident.

Types of Declarations

- There are three types of emergency declarations that may apply to a disaster or emergency within the City of Fairfax, depending upon the scope and magnitude of the event: local, Commonwealth, and Federal.

    - **Local Declaration**: A local emergency declaration activates the Emergency Operations Plan, eliminates time-consuming procurement processes, and provides for the expeditious mobilization of City resources in responding to a major incident.

    - **Commonwealth Declaration**: A declaration of an emergency by the Governor of Virginia that includes the City of Fairfax provides the City 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.

    - **Federal Declaration:** The Governor of Virginia may request a Federal emergency or major disaster declaration. In the event that the City of Fairfax is included in the Federal declaration, the resources of Federal departments and agencies are available to provide resources and assistance to augment those of the City and the Commonwealth.

Local Emergency Declaration

- The Commonwealth of Virginia Emergency Services and Disaster Law of 2000, Sections 44-146.17 to 44-146.19c Code of Virginia, as amended, prescribes the authorities pertaining to the declaration of local emergencies.

- ‘‘Local emergency’’ as defined by the Commonwealth of Virginia Emergency Services and Disaster Law of 2000 means the condition declared by the local governing body when in its judgment the threat or actual occurrence of an emergency or disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship or suffering threatened or caused thereby; provided, however, that a local emergency arising wholly or substantially out of a resource shortage may be declared only by the Governor, upon petition of the local governing body, when he

deems the threat or actual occurrence of such an emergency or disaster to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship or suffering threatened or caused thereby; provided, however, nothing in this chapter shall be construed as prohibiting a local governing body from the prudent management of its water supply to prevent or manage a water shortage.

- The Director of Emergency Management, or designee, may declare a local emergency subject to later ratification, within 14 days of the declaration, by the City Council.

- A local emergency is declared when, in the judgment of the Director of Emergency Management, or designee, the threat or actual occurrence of an emergency or disaster is of sufficient severity and magnitude to warrant a coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused by the situation.

- Whenever a local emergency has been declared, the Director of Emergency Management may control, restrict, allocate or regulate the use, sale, production and distribution of food, fuel, clothing and other commodities, materials, goods, services and resource systems which fall only within the boundaries of that jurisdiction and which do not impact systems affecting adjoining or other political subdivisions, enter into contracts and incur obligations necessary to combat such threatened or actual disaster, protect the health and safety of persons and property and provide emergency assistance to the survivors of such disaster, and proceed without regard to time-consuming procedures and formalities prescribed by law (except mandatory constitutional requirements) pertaining to the performance of public work, entering into contracts, incurring of obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, and other expenditures of public funds, provided such funds in excess of appropriations in the current approved budget, unobligated, are available.

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

- When, in its judgment, all emergency activities have been completed, the City Council will take action to terminate the declared emergency.

- All City departments and partner organizations will receive notification of emergency declarations and terminations through established notification procedures.

Commonwealth State of Emergency

- A ‘‘State of Emergency’’ as defined by the Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended, means the condition declared by the Governor when in his judgment, the threat or actual occurrence of an emergency or a disaster in any part of the Commonwealth is of sufficient severity and magnitude to warrant disaster assistance by the Commonwealth to supplement the efforts and available resources of the several localities, and relief organizations in preventing or alleviating the damage, loss, hardship, or suffering threatened or caused thereby and is so declared by him.

- The Governor may declare a state of emergency to exist whenever, in his or her 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 Commonwealth of Virginia Emergency Services and Disaster Law of 2000, Sections 44-146.17 to 44-146.19C Code of Virginia, as amended, prescribes the authority and implications of a declaration of a state of emergency by the Governor.

- The Governor’s Declaration of a State of Emergency provides for the expeditious provision of assistance to local jurisdictions, including use of the Virginia Army and Air National Guard.

Federal Emergency and Major Disaster Declarations

- Under the provisions of the Robert T. Stafford Act, the Governor may request the President 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.

- The Major Disaster or Emergency Declaration designates the specific political subdivisions within the State (normally counties and independent cities) that are eligible for assistance.

Emergency Declaration

- “*Emergency,”* as defined by the Robert T. Stafford Act, means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

- 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 specific emergency needs or to help prevent a major disaster from occurring.

Major Disaster Declaration

- "*Major disaster,"* as defined by the Robert T. Stafford Act, means any natural catastrophe, including any: hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm or drought, or regardless of cause, any fire, flood, or explosion, in any part of the United States, which, in the determination of the President of the United States is, or thereafter determined to be, of sufficient severity and magnitude to warrant major disaster assistance under the Stafford Act (P.L. 93-288 as amended) to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby and is so declared by him.

- A Presidential Major Disaster Declaration puts into motion long-term Federal recovery programs, some of which are matched by State programs, designed to help disaster survivors, businesses, and public entities. There are three major categories of disaster aid available under a Major Disaster Declaration:

  - **Individual Assistance:** Aid to individuals and households.

    - **Disaster Housing** provides up to 18 months of temporary housing assistance for displaced persons whose residences were heavily damaged 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 U.S. 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, Social Security, and Veteran's benefits. Other State or local help may also be available.

  - **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.

- **Hazard Mitigation:** Funding for measures designed to reduce future losses to public and private property.

Worker Safety and Health

- Risk Management, within the Personnel Department, will work with City departments to coordinate the consolidation of responder safety and health-related guidance documents, regulations, and resources in one location. This information is provided to other agencies, responders, public health departments and emergency management agencies.

- Risk Management will work with other City Departments that develop and fund responder training to ensure their curricula are consistent in content and message for each level of responder (e.g., skilled support, operations level).

- Risk Management will coordinate with partner organizations to develop and disseminate information on the likely hazards associated with potential incidents and the preventive actions that can be taken to reduce or eliminate illnesses and injuries that may result from hazardous exposure.

- Risk Management or department specific Safety Officers will support worker safety by:
  - Providing occupational safety and health technical advice and support to the Incident Safety Officer either at the EOC, Joint Field Office (JFO), or Disaster Recovery Center (DRC);
  - Identifying and assessing health and safety hazards and analysis of the incident environment;
  - Managing, monitoring, and providing support and assistance in the monitoring of response and recovery worker safety and health hazards. The scope of actions include providing onsite identification, analysis, and mitigation of safety hazards; identification and analysis of the response and recovery worker health hazards by personal exposure monitoring, as needed, including task-specific exposure monitoring for chemical and biological contaminants and physical stressors (e.g., noise, heat, cold, ionizing radiation); and the evaluation of risks from prevalent and emergent hazards;
  - Assessing responder safety and health resource needs and identifying sources for those assets;
  - Coordinating and providing technical assistance to include industrial hygiene expertise, occupational safety and health expertise, engineering expertise, and occupational medicine.
  - Managing the development and implementation of a site-specific health and safety plan (HASP) and ensuring that plans are coordinated and consistent among multiple sites, as appropriate. The HASP outlines the basic safety and health requirements for workers integrated into the Incident Action Plans and other plans used by the response and recovery organizations.

- Managing, monitoring, and/or providing technical advice and support in developing incident personal protective equipment (PPE) program, including the selection, use, and decontamination of PPE and implementation of a respiratory protection fit-test program;
- Coordinating and providing incident-specific responder training;
- Collecting and managing data (exposure data, accident/injury documentation, etc.) to facilitate consistent data-formatting and data-sharing among response organizations;
- Providing psychological first aid during and after incident response and recovery activities;
- Providing responder medical surveillance and medical monitoring and, in conjunction with the Health Department evaluating the need for longer term epidemiological medical monitoring and surveillance of responders;
- Identifying, in coordination with the Virginia Department of Health, appropriate immunization and prophylaxis for responders and recovery workers;
- Providing technical assistance and support in the development and distribution of materials for the prevention, awareness, and abatement of safety and health hazards.
- Providing technical assistance and support for maintenance of psychological resiliency of response and recovery workers; and
- Coordination with State and Federal occupational safety and health agencies (Department of Labor/Occupational Safety and Health Administration) and ensuring compliance with all state and federal regulations.

Private Sector Coordination

- Active public-private sector coordination and cooperation through the emergency management cycle, beginning with planning, is a best practice recommendation common to the National Incident Management System (NIMS), the Standard of the Emergency Management Accreditation Program (EMAP), and for the private sector, the National Fire Prevention Association (NFPA) 1600 Standard for Disaster/Emergency Management and Business Continuity Programs. The City of Fairfax encourages cooperative relationships between City departments and private-sector organizations related to emergency prevention, preparedness, mitigation, response, and recovery activities.

- The Federal Government encourages processes that support informed cooperative decision making. It takes actions that engage the private sector at the strategic and operational levels to ensure:
  - Effective and efficient use of private-sector and government resources;
  - Timely exchange of information; and
  - Public and market confidence in times of crisis or catastrophe.

- The Federal Government encourages extensive two-way and multidirectional sharing between the public and private sectors of operational information and situational awareness relative to potential or actual incidents.

- Emergency Management, and others as appropriate, will engage the private sector to develop and apply processes, procedures, and communications protocols that support the sharing of operational information and situational awareness relative to potential or actual incidents.

- Critical Infrastructure/Key Resources organizations will be encouraged to organize sector-coordinating and information-sharing mechanisms suitable for their sectors or areas of concern.

- The City of Fairfax will encourage, and when possible provide support to, owners and operators of critical infrastructure whose disruption may have local or regional impact to develop appropriate emergency response plans and information-sharing processes and protocols tailored to the unique requirements of their respective sectors including integration with local, state, and federal government operations. These entities should validate, exercise, and implement security and business continuity plans to enhance their capability to maintain services.

- Private-sector involvement with the City of Fairfax during an incident is determined by the nature, scope, and magnitude of the incident. In some circumstances, priorities of incident management actions are developed through a partnership of local, State, and private-sector entities.

- Private-sector entities are responsible for the repair, restoration, and security of their property, and will first seek reimbursement for disaster losses from insurance or other sources. Federal disaster assistance may be available, primarily in the form of low-interest loans.

Continuity of Operations (COOP)

- A major incident or emergency could include death or injury of key City 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 leadership and government services is particularly important with respect to emergency services, direction of emergency response operations, and management of recovery activities. Under the Commonwealth of Virginia's 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, signed by each City Department head and maintained on file by the Office of Emergency Management, includes a provision that all departments maintain a

department-specific Continuity of Operations Plan (COOP), according to standards issued by the Emergency Management Coordinator and the overall City of Fairfax COOP.

- To ensure continuity of government, the following elements need to be addressed:
  - Line of succession (minimum of three backups/ successors or three qualified individuals trained for essential department 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 an alternate operating facility.

Public Information, Notifications, and Warnings (External Communications)

- During an emergency situation, it is essential that the public be provided with timely, accurate, and easily understood information on any protective measures that need to be taken to save lives and protect property. An emergency situation may occur with little or no warning.

- When a local emergency is declared and/or upon activation of the EOC, the City of Fairfax Community Relations Specialist will serve as the Public Information Officer (PIO) and will be the primary point of contact for release of information to the media. The PIO will coordinate with the EOC and will assume responsibility for public information as the lead for External Affairs.

- Any request for information by the media shall be referred to the EOC and/or the PIO. This does not preclude public safety PIOs from responding to media inquiries on the scene and coordinating with External Affairs.

- Other departments with technical expertise will provide assistance to the PIO to prepare appropriate protective action guidance and other emergency related information.

- The PIO will coordinate the release of information through the appropriate outlets. The PIO will also be responsible for arranging regular briefings for the media at a suitable time and location.

- The Virginia EOC has the primary responsibility of keeping the public informed when an emergency affects a widespread area. State-level emergency public information will be broadcast through the Integrated Public Alert and Warning System (IPAWS). .

- IPAWS is a modernization and integration of the nation's alert and warning infrastructure that will save time when time matters, protecting life and property. It provides an internet-based capability for Federal, State, territorial, tribal, and local authorities to use in order to issue critical public alerts and warnings. It improves alert and warning capabilities by

allowing alerting authorities to deliver their message from a single portal to multiple communication pathways including the Emergency Alert System (EAS), the Commercial Mobile Alert System (CMAS), National Weather Service Dissemination Systems (including NOAA Weather Radio) and other unique and future communication systems. IPAWS is not mandatory and does not replace existing alert methods, but instead offers new capabilities.

- The EAS is a national system jointly administered by the Federal Communications Commission, the Federal Emergency Management Agency, and the National Weather Service. It is designed to provide the President of the United States automatic access to U.S. broadcast and cable systems to speak directly to the nation in times of national disaster. The EAS system will be used as necessary within the City of Fairfax to disseminate appropriate emergency information.

- The National Weather Service issues watches and warnings regarding weather related threats that are disseminated through a variety of sources.

- The City website and social media resources will be used to provide emergency information to residents.

- The City of Fairfax has access to the RICCS managed by the Metropolitan Washington Council of Governments (MWCOG) as a means of receiving and distributing information to government officials about incidents with regional implications for the National Capital Region (NCR).

- The Washington Area Warning and Alert System (WAWAS) is a private telephone system also used by area operations centers to share emergency information.

- The City of Fairfax maintains an electronic messaging alert system that provides the capability to distribute notifications and emergency alerts to residents that have registered with the system via electronic mail, cellular phone, or pager using a text messaging system as well as through reverse 9-1-1 phone calls.

- The City maintains a government access channel that can be used for emergency notification purposes, Cityscreen-12 (Channel 12 on both the Cox Cable System and Verizon FiOS).

- The City of Fairfax utilizes a 24-hour telephone news line for notification to the public at 703-273-1776.

- The City uses other media available to the general public (including social media) for public notification.

Prevention and Protection

- The City of Fairfax Police Department is engaged with local, regional, state, and federal law enforcement and homeland security partners to maintain situational awareness, participate in information sharing networks,

- Effective terrorism preparedness is contingent on comprehensive information sharing. Information relevant to thwarting terrorism can be derived from a variety of channels, e.g., law enforcement, immigration, public health, and transportation, among others. That information has to be managed, translated, and transmitted to local and state officials through established networks and protocols to optimize anti-terrorism awareness, prevention, preparedness, response, and recovery capabilities.

- The identification of critical infrastructures is an essential element of an effective anti-terrorism program. Efforts must be taken to protect areas that could be exploited. Possible measures include security systems, improved communications, and access restrictions. Through appropriate public and private partnerships, Emergency Management, law enforcement, and others, will identify critical infrastructure entities and coordinate activities to protect critical infrastructures from terrorist attacks.

Special Considerations

- The Stafford Act and Post-Katrina Emergency Management Reform Act, along with Federal civil rights laws, mandate integration, and equal opportunity for people with disabilities.

- The City of Fairfax recognizes the varying and special requirements of individuals that require and utilize the assistance of family members, personal assistants, and/or service animals and is committed to ensuring that the physical and mental health needs of these individuals are appropriately addressed and that the individuals and assistance providers remain together to the maximum extent possible during evacuation, transport, sheltering, or the delivery of other services. Service animals shall be treated as required by law (e.g., the Americans with Disabilities Act of 1990).

- This plan is developed on the premise of non-discrimination and recognizes the need for reasonable modifications of policies, practices, and procedures to ensure nondiscrimination, with reasonableness judged in light of nondiscrimination principles applied in emergent circumstances. The following hallmark tenets of nondiscrimination laws are observed in all phases of emergency management:

    - Self-Determination – People with disabilities are the most knowledgeable about their own needs.
    - No “One-Size-Fits-All” Policy – People with disabilities do not all require the same assistance and do not all have the same needs. Many different types of disabilities affect

people in different ways. Preparations should be made for people with a variety of functional needs, including people who use mobility aids, require medication or portable medical equipment, use service animals, need information in alternate formats, or rely on a caregiver.

- Equal Opportunity – People with disabilities must have the same opportunities to benefit from emergency programs, services, and activities as people without disabilities. Emergency recovery services and programs should be designed to provide equivalent choices for people with disabilities as they do for people without disabilities. This includes choices relating to short-term housing or other short- and long-term disaster support services.
- Inclusion – People with disabilities have the right to participate in and receive the benefits of emergency programs, services, and activities provided by governments, private businesses, and nonprofit organizations. Inclusion of people with various types of disabilities in planning, training, and evaluation of programs and services will ensure that all people are given appropriate consideration during emergencies.
- Integration – Emergency programs, services, and activities typically must be provided in an integrated setting. The provision of services such as sheltering, information intake for disaster services, and short-term housing in integrated settings keeps people connected to their support system and caregivers, and avoids the need for disparate service facilities.
- Physical Access – Emergency programs, services, and activities must be provided at locations that all people can access, including people with disabilities. People with disabilities should be able to enter and use emergency facilities and access the programs, services, and activities that are provided. Facilities typically required to be accessible include: parking, drop-off areas, entrances and exits, security screening areas, bathrooms, bathing facilities, sleeping areas, dining facilities, areas where medical care or human services are provided, and paths of travel to and from and between these areas.
- Equal Access – People with disabilities must be able to access and benefit from emergency programs, services, and activities equal to the general population. Equal access applies to emergency preparedness, notification of emergencies, evacuation, transportation, communication, shelter, distribution of supplies, food, first aid, medical care, housing, and application for and distribution of benefits.
- Effective Communication – People with disabilities must be given information that is comparable in content and detail to that given to the general public. It must also be accessible, understandable and timely. Auxiliary aids and services may be needed to ensure effective communication. These resources may include pen and paper; sign language interpreters through on-site or video; and interpretation aids for people who are deaf, deaf-blind, hard of hearing or have speech impairments. People who are blind, deaf-blind, or have low vision or cognitive disabilities may need large print information or people to assist with reading and filling out forms.
- Program Modifications – People with disabilities must have equal access to emergency

programs and services, which may entail modifications to rules, policies, practices, and procedures. Service staff may need to change the way questions are asked, provide reader assistance to complete forms, or provide assistance in a more accessible location.

- No Charge – People with disabilities may not be charged to cover the costs of measures necessary to ensure equal access and nondiscriminatory treatment. Examples of accommodations provided without charge to the individual may include ramps; cots modified to address disability-related needs; a visual alarm; grab bars; additional storage space for medical equipment; lowered counters or shelves; Braille and raised letter signage; a sign language interpreter; a message board; assistance in completing forms or documents in Braille, large print or audio recording.

- The plan shall include, but not be limited to, responsibilities of all local agencies and shall establish a chain of command, and a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in § 19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies.

Medical, Functional, and Access Needs

- The City of Fairfax maintains a service agreement with Fairfax County Department of Family Services for the provision of social and mental health services. Because of the overall mission and capabilities of human services agencies, they are typically identified as the primary agency or lead in the provision of mass care and sheltering services.

- The City has taken measures to address sheltering capabilities such as identifying and entering into an agreement with a facility within the City boundaries that can be used as an emergency shelter, as City-owned facilities do not have the resources or capacity necessary for sheltering operations.

- The City's direct sheltering capabilities for a disaster of such magnitude to necessitate shelter operations for a significant number of people is minimal. The City will rely on existing agreements with the Fairfax County Department of Family Services and the American Red Cross of the National Capital Region to provide mass care and shelter services.

- Residents or visitors with medical, access and functional needs may include the elderly, children, people with disabilities, as well as those who live in institutional settings, are from diverse cultures, have limited or no English proficiency, or are transportation disadvantaged.

- People with medical, access and functional needs may require assistance in one or more functions including, but not limited to, maintaining independence, communications, transportation, supervision, and medical care.

- Residents or visitors with medical needs are those who have a health condition and cannot manage independently in a shelter or evacuation center and require assistance in performing activities of daily living and/or require care for the monitoring of a health condition. Physical conditions that require equipment that uses electricity may come under this definition, although the individuals may regularly perform activities of daily living without human help.

- The City will develop and maintain policies and procedures to serve these populations to facilitate the delivery of service during an emergency or disaster.

- The Public Works and Transportation Department, as the primary agency for Transportation, will be responsible for coordinating transportation to and from shelters for individuals with medical and access needs.

- Human Services, in compliance with the contract with Fairfax County Family Services, as the primary agency for Mass Care, Emergency Assistance, Housing, and Human Services will develop and maintain plans and procedures to ensure shelter accommodations are suitable for people with access, functional and medical needs.

- The Emergency Management Coordinator, in coordination with the Public Information Officer, will be responsible for ensuring information is communicated during all four phases of emergency management using an array of technologies.

- The Fire Department, as the primary agency for Firefighting and Emergency Medical Services, and the Health Department, as the primary agency for Public Health and Behavioral Health Services, will be responsible for establishing procedures to address the needs of those with medical conditions.

Children

- The City of Fairfax recognizes the varying and special requirements of children and is committed to ensuring that their physical and mental health needs will be appropriately addressed. Children will stay with their families or caregivers to the maximum extent possible during evacuation, transport, sheltering, or the delivery of other services in emergency situations.

Companion Animals

- The Pets Evacuation and Transportation Standards Act of 2006 (PETS Act) amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency.

- Any disaster that threatens humans, threatens animals too. Whether it is a natural or human-caused disaster, caring for animals, either domesticated or wild, will pose special challenges. Depending on the circumstances and nature of the emergency, it may be necessary to provide water, shelter, food, and first aid for more animals than anticipated facilities can house or handle.

- A companion animal is generally defined as “any dog, cat, or other domesticated animal normally residing and cared for in or near the household of the owner of that animal.”

- Animal protection planning will ensure proper care and recovery for animals and people during emergencies. In compliance with the PETS Act, these plans will include measures to identify housing and shelter; communicate information to the public; and proper animal care, reunification, fostering, adoption, or in the case of wildlife, release.

- Animal evacuation and sheltering will be conducted in conjunction with human evacuation and sheltering efforts. Animals should be sheltered near their owners to the extent possible; however, owners should be expected to provide food, water, husbandry, and exercise for their pets during the time they are in emergency shelters when it is determined safe to do so.

Organization and Assignment of Responsibilities

Each department and organization with a role in the implementation of the EOP must be familiar with the EOP to ensure efficient and effective execution of emergency responsibilities. Each must develop and maintain departmental emergency plans, procedures, guidelines, and job aids to effectively meet their assigned emergency responsibilities.

Primary and support agencies for the ESFs are responsible for maintaining and updating the annexes in which they have roles and responsibilities with assistance from the Office of Emergency Management. Annexes should be reviewed annually, no later than June 1 of every year, and proposed updates to the annexes coordinated with all support agencies prior to submission to the Emergency Management Coordinator.

City of Fairfax Emergency Support Functions Regional, State and Federal Cross-walk						
City of Fairfax Emergency Support Functions	EOC Organization	Regional Emergency Support Function	Commonwealth Emergency Support Function	Federal Emergency Support Function	Primary and Support Agencies	
					Primary	Support
Transportation	Operations Section: Infrastructure Branch	ESF 1 Transportation	ESF 1 Transportation	ESF 1 Transportation	Public Works	Schools
Communications	Operations Section: Infrastructure Branch	ESF 2 Communications, Infrastructure	ESF 2 Communications	ESF 2 Communications	Information Technology (IT)	Police Department
Public Works and Engineering	Operations Section: Infrastructure Branch	ESF 3 Public Works and Engineering	ESF 3 Public Works and Engineering	ESF 3 Public Works and Engineering	Public Works	Parks & Recreation
Firefighting	Operations Section: Public Safety Branch Firefighting/EMS Group	ESF 4 Firefighting	ESF 4 Firefighting	ESF 4 Firefighting	Fire Department	None
Information & Planning	Planning Section	ESF 5 Information and Planning	ESF 5 Emergency Management	ESF 5 Emergency Management	Office of Emergency Management	Information Technology; Community Development & Planning; Real Estate Assessments Code Administration
Mass Care, Emergency Assistance, Housing, and Human Services	Operations Section: Human Services Branch Mass Care, Housing & Human Services Group	ESF 6 Mass Care	ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services	ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services	Human Services	Fairfax County Department of Family Services; Volunteer Fairfax; American Red Cross in the National Capital Area Parks and Recreation
Logistics Management and Resource Support	Finance & Administration Section	ESF 7 Resource Support	ESF 7 Logistics Management and Resource Support	ESF 7 Logistics Management and Resource Support	Finance Department Personnel	Office of Emergency Management
Health & Medical Services	Operations Section: Human Services Branch Health & Medical Group	ESF 8 Public Health and Medical Services	ESF 8 Public Health and Medical Services	ESF 8 Public Health and Medical Services	Fire Department	Human Services; County Health Department; Office of the Chief Medical Examiner
Search & Rescue	Operations Section: Public Safety Branch Search and Rescue Group	ESF 9 Search and Rescue	ESF 9 Search and Rescue	ESF 9 Search and Rescue	Fire Department and Police Department	None
Hazardous Materials	Operations Section: Public Safety Branch Hazardous Materials Group	ESF 10 Hazardous Materials	ESF 10 Oil and Hazardous Materials	ESF 10 Oil and Hazardous Materials Response	Fire Department	Public Works; Risk Management; County Health Department; Fairfax County Fire and Rescue Department; Fairfax Joint Local Emergency Planning Committee
Agriculture and Natural Resources	Human Services Agriculture and Natural Resources Group	ESF 11 Food	ESF 11 Agriculture and Natural Resources	ESF 11 Agriculture and Natural Resources	Health Department	Public Works;Historic Resources Office of Emergency Management; Virginia Department of Agriculture and Consumer Services

City of Fairfax Emergency Support Functions Regional, State and Federal Cross-walk						
City of Fairfax Emergency Support Functions	EOC Organization	Regional Emergency Support Function	Commonwealth Emergency Support Function	Federal Emergency Support Function	Primary and Support Agencies	
					Primary	Support
Energy	Operations Section: Infrastructure Branch Energy Group	ESF 12 Energy	ESF 12 Energy	ESF 12 Energy	Public Works	None
Public Safety and Security	Operations Section: Public Safety Branch Law Enforcement Group	ESF 13 Law Enforcement	ESF 13 Public Safety and Security	ESF 13 Public Safety and Security	Police Department	Fairfax County Office of the Sheriff; Fairfax County Police Department; George Mason Police
Long Term Community Recovery	Planning Section: Long-term Recovery Unit	ESF 14 Recovery and Mitigation	ESF 14 Recovery and Mitigation	ESF 14 Long-Term Community Recovery	Office of Emergency Management	ALL Departments
External Affairs	Command Staff	ESF 15 Media Relations and Community Outreach	ESF 15 External Affairs	ESF 15 External Affairs	Community Relations	Fire Department; Police Department; Information Technology
Volunteers & Donations	Human Services Branch Volunteer and Donations Management Group	ESF 16 Volunteers and Donations Management	ESF 17 Volunteers and Donations Management	N/A	Parks & Recreation	Volunteer Fairfax
Animal Care	Operations Section: Public Safety Brach: Law Enforcement Group	N/A	N/A	N/A	Police Department	None
Military Affairs	N/A	N/A	ESF 16 Military Affairs	N/A	N/A	N/A

General

- Officials at all levels of government share responsibility for the planning needed to minimize losses and provide relief from possible disasters. This shared responsibility includes the disaster preparedness and response capabilities of the City of Fairfax government, districts and independent authorities, regions, volunteer agencies, and State and Federal governments.

- Operational plans shall be developed for accomplishment of various emergency management program goals and objectives designed to effectively reduce hazards and to bring long-range recovery to distressed areas.

- In the event of a significant emergency incident, the City of Fairfax government will make every effort to continue to function and provide emergency and essential services.

Emergency operations will mirror day-to-day government operations to the extent possible. A COOP is in place to establish procedures for continuity of operations.

Mayor

- Receives regular situation status updates from the City Manager and is briefed as appropriate on policy issues related to the response and recovery operations.
- Coordinates with other elected officials at the local, regional and State level, including the Congressional Delegation.

City Council

- Establishes policy and provides guidance to the Mayor and senior staff.
- Reviews and ratifies local declarations of emergency.
- Receives regular situation status updates from the City Manager and is briefed as appropriate on policy issues related to the response and recovery operations.
- Hosts community meetings to ensure needs are being addressed and information is provided to residents.
- Maintains internal notification rosters and COOP.
- Promulgates the codes, regulations, and ordinances of the City, and provides the funds required to implement and enforce an effective response, recovery, and mitigation program.

City Manager (Director of Emergency Management)

- Serves as the designated Director of Emergency Management for the City of Fairfax and performs the functions identified in the Code of Virginia, City of Fairfax Code and this Plan.
- Appoints, with the consent of the City Council, the Emergency Management Coordinator to manage the day–to-day functions of emergency management.
- Directs activation of the City's COOP, as necessary, in order to maintain essential City operations.
- Organizes and directs emergency operations through the regularly constituted City government using equipment, supplies, and facilities of existing departments and organizations to the maximum extent practicable.
- Develops or causes the development of mutual aid or reciprocal assistance agreements with other public and private agencies within the Commonwealth, other States, or localities within other States, as necessary.
- Directs and reallocates, when necessary, City assets and resources during an emergency.
- The Director of Emergency Management may assume command of an incident or appoint incident commanders to carry out his or her directives.

Assistant City Manager/Deputy Director

- Will assume responsibilities of Assistant City Manager and Deputy Director as required by succession or assignment.

Emergency Management Coordinator

- The Emergency Management Coordinator is appointed by the City Manager.
- Develops and coordinates emergency management plans governing the immediate use of all facilities, equipment, staff, and other resources of the City for the purposes of minimizing or preventing damage to persons and property, and for restoring government services and public utilities necessary for public health, safety, and welfare.
- Ensures the timely activation, staffing, and management of the Emergency Operations Center.
- Coordinates with State and Federal authorities and other political subdivisions as necessary to ensure effective disaster preparedness and response capabilities.
- Coordinates the recruitment of volunteer personnel to provide assistance during disasters and emergencies.
- Coordinates with other public and private agencies engaged in emergency management activities.
- Develops and maintains the City of Fairfax Continuity of Operations Plan in cooperation with all city departments.
- Develops and maintains a Hazard Mitigation Plan for the city in cooperation with all city departments.
- Develops and maintains the City's Emergency Operations Plan and ensures it establishes a chain of command and delineates responsibilities of City departments.
- Coordinates damage assessment activities within the City and submission of required reports to VDEM.
- Coordinates with State and Federal authorities in the aftermath of an emergency or disaster to ensure the maximum available support for recovery and assistance for persons and businesses.
- Coordinates the submission of all requests for statewide mutual aid.
- Negotiates and enters into, in coordination with the Director of Emergency Management, mutual aid agreements dealing with adjacent jurisdictions and relief organizations, such as the American Red Cross of the National Capital Region.
- Facilitates an after-action assessment of the disaster/emergency incident and/or exercises to determine what actions can be taken to mitigate future disaster effects and to identify areas for improvement. Maintains a corrective action program that records and monitors "lessons learned" and "corrective actions."
- Develops a schedule for and conducts training to ensure that all persons with specific responsibilities under the EOP understand their duties and are capable of performing their duties.
- Coordinates resources for the Director of Emergency Management and performs all other duties assigned by the Director in the response to an emergency or disaster.
- Works with the City Council to ensure that requirements for infrastructure replacement are consistent with current best practices to ensure the maximum assistance from the federal

government in the event that public facilities must be reconstructed or replaced in the aftermath of a disaster or emergency.

- Provides an annually updated emergency management assessment to the State Coordinator of Emergency Management on or before July 1 of each year.

City Department and Organizations

- City department heads are responsible for managing their departments and organizations on a day-to-day basis in accordance with the authority granted to them by the City Council, Mayor, City Manager, or Commonwealth law. In the event of a significant emergency, they will be expected, to the extent possible, to carry out their day-to-day assigned duties as well as those outlined in the EOP Base Plan and ESF and Hazard Specific Annexes.

- The general emergency preparedness responsibilities of all City government organizations and non-government organizations include:
  - Perform assigned roles and responsibilities identified in this plan.
  - Implement the Emergency Operations Plan concepts, processes, and structures when carrying out assigned roles and functional responsibilities.
  - Conduct operations in accordance with the National Incident Management System, applicable Homeland Security Directives, the Commonwealth of Virginia Emergency Operations Plan, and the National Response Framework.
  - Conduct planning and preparedness activities designed to prepare department staff to accomplish assigned emergency preparedness, response, and recovery responsibilities.
  - Familiarize and train all personnel with their emergency responsibilities and procedures on a regular basis.
  - Develop and maintain supporting plans, operational procedures, functional annexes, and checklists to accomplish assigned responsibilities.
  - Conduct and participate in planning and training in cooperation with identified primary and support agencies and Emergency Management.
  - Maintain financial records in accordance with guidance from the Finance and Administration Department, Emergency Management, and other applicable City procedures.
  - Establish, maintain, and exercise emergency notification procedures.
  - Develop and maintain an inventory of department resources applicable to accomplishing assigned emergency functions.
  - Provide senior representatives to the Emergency Operations Center, command post, or other identified emergency locations when activated and requested with appropriate authority to commit personnel and resources on behalf of the department.
  - Participate in approved drills, tests, and exercises.
  - Maintain an approved department-specific Continuity of Operations Plan in accordance with guidelines and standards, including identifying and preparing an alternate site(s) for the efficient relocation of operations.

- Maintain a three-tier (or greater) line of succession for the department's senior position(s) with authority to make decisions for committing organizational resources.
- Safeguard vital records including computer digital data at all times.
- Where appropriate, establish stand-by contracts for services, equipment, and other resources with private industry in consultation with the Finance and Administration Department.
- Establish mutual aid agreements to maintain liaison with surrounding municipal, county, nonprofit, and private sector counterparts as appropriate.
- Periodically review and update all emergency plans, policies, and procedures.

- The roles of each department are identified in the ESF annexes to this Plan. In addition, other responsibilities for departments during emergency operations in the City of Fairfax may be assigned depending on the type, scope, and needs of the incident.

Partner Organizations

- The City of Fairfax has established relationships with organizations that provide support services to the government and residents of the City either on a daily or as-needed basis. During emergency operations it may be necessary to coordinate with these organizations for information sharing or the provision of services.

- Roles and responsibilities of key partner organizations have been identified in the ESF and Hazard/Incident Specific annexes where necessary. Other organizations will be engaged on an as-needed basis depending on the type, scope, and needs of the incident.

Regional

- The NCR is not an operational entity. However, the MWCOG champions emergency planning, training, and exercises among the NCR jurisdictions.

- MWCOG is a not-for-profit organization representing local governments in the District of Columbia, Suburban Maryland, and Northern Virginia. The MWCOG members are the elected officials from 19 local governments in the NCR plus area delegation members from the Maryland and Virginia legislatures, the U.S. Senate, and the U.S. House of Representatives.

- The COG includes a Human Services and Public Safety Policy Committee and National Capital Region Emergency Preparedness Council (NCREPC). The NCREPC oversees and implements the Regional Emergency Coordination Plan (RECP) and coordinates the activities of the various Regional Emergency Support Function (RESF) working groups. The City of Fairfax is actively engaged in these activities.

Commonwealth of Virginia

- The Commonwealth of Virginia maintains the Commonwealth of Virginia Emergency Operations Plan (COVEOP) which establishes the framework for how emergency operations will be conducted within the Commonwealth including assigning emergency roles and responsibilities to State agencies and delineating the coordination and communication mechanisms between the local jurisdictions and the State.

- The City of Fairfax will coordinate with the Commonwealth for information sharing and requesting resources when all local resources have been exhausted. Each ESF within the City EOC will coordinate with its state counterpart ESF at the Virginia EOC when necessary. Additionally, City departments will coordinate directly with their State counterpart agencies based on established requirements and procedures.

Federal

- The National Response Framework (NRF) presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies – from the smallest incident to the largest catastrophe. The NRF defines the key principles, roles, and structures that organize the way we respond as a Nation. It describes how communities, tribes, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. The NRF is always in effect, and elements can be implemented at any level at any time.

Information Collection, Analysis, and Dissemination

- The Planning Section in the EOC will be responsible for collection, analysis, and dissemination of incident-specific information through a variety of mechanisms including situation status reports, briefings, email communication, maps, graphics, and WebEOC.

- Information and Planning will establish the essential elements of the information and reporting schedule.

- All ESFs will be responsible for maintaining current situational awareness and reporting requested information accurately and in a timely manner. Critical information will be disseminated in a timely manner independent of reporting schedules.

- Each ESF will be responsible for establishing the necessary communication and coordination mechanisms with supporting and partner organizations for information sharing and situational awareness.

- Information related to the incident and other information such as personal protective actions or recovery activities will be coordinated with the PIO (External Affairs) and disseminated to the public.

Communications

- The communications infrastructure may be impacted by the emergency situation. Additionally, communications may be problematic due to demands exceeding capacities. It can be anticipated that normal means of communication in the affected areas will either be disrupted or incapacitated. This will require the use of alternate methods of communication to deliver essential services and public information.

- The Communications function in the EOC will be responsible for establishing and maintaining internal City communications systems.

- The EOC Manager and Information and Planning will be responsible for establishing communications with surrounding jurisdictions, the Virginia EOC, and Federal agencies as appropriate.

- City public safety agencies maintain interoperable radio communications as established through the National Capital Region Tactical Interoperability Communications Plan as well as with the State Interdepartmental Radio System.

Administration

Reporting and Documentation

- Documenting actions taken during response and recovery is important to create a historical record of the event, recover reimbursable costs, document when and why decisions were made, under what circumstances, and what actions were taken, and provide data for after action reviews, planning, mitigation and preparedness purposes.

- Each ESF, EOC representative and each department is responsible for documenting actions and expenditures for the duration of the incident.

- The Planning Section in the EOC is responsible for collecting and collating all reports.

- The Finance and Administration Section of the EOC is responsible for collecting and collating all financial documentation.

- WebEOC is a web-based crisis information management system that provides secure real-time information sharing. It is used by the City of Fairfax and other NCR jurisdictions to manage local and regional incidents. WebEOC logs provide a means to share pertinent information and create a historical record of actions.

- Periodic Situation Reports and Incident Action Plans will be created when the EOC is activated. Each ESF will be required to provide requested information in accordance with the established reporting schedule.

After Action Reporting

- 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. For issues to be addressed, they need to be identified and documented.

- All departments and partner organizations will participate in the after-action review process and submit issues and recommended solutions to the Emergency Management Coordinator for review and consolidation.

- The Emergency Management Coordinator or designee may schedule and facilitate an after-action review meeting to verify and document issues for further review and corrective action. Primary ESF agencies should conduct after-action reviews with their support agencies to identify ESF-specific issues or concerns that will be monitored through the corrective actions process.

- A formal after-action report may be developed for significant incidents, planned events, or exercises. Corrective actions for the identified deficiencies or areas for improvement will be developed.

- Departments will be assigned responsibility for developing recommended solutions, identifying a timeline for completion, and implementing the corrective actions.

- The Emergency Management Coordinator will be responsible for managing the corrective action program by documenting issues and tracking the status of resolutions. Open actions will be reviewed as determined appropriate.

Finance

- All agencies participating in response and recovery operations will maintain accurate records that substantiate their response and recovery actions, to include costs and obligations for resources utilized.

- The City of Fairfax may be eligible to apply for reimbursement of disaster-related expenses either through the State or the Federal government. It is important that accurate records are readily available to support requests for recovery assistance from the State or Federal government.

- Specific guidance for documentation will be provided through the Finance and Administration Section in the EOC. Information that may be required includes, but is not limited to:
  - Purchase orders
  - Invoices
  - Vouchers
  - Payroll information
  - Hours worked and work locations.

Logistics

Resource Ordering and Management

- In a disaster or emergency situation, any resources or assets in control of the City will be made available to resolve the situation. Requests will be made by the Incident Commander (IC) to the EOC. If additional resources are required, procurement will be processed via Logistics Management and Resource Support.

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

  - Personnel, staff, equipment, and facilities belonging to the City.
  - Resources available from neighboring jurisdictions through local mutual aid agreements.
  - Resources available from the private sector through acquisition/purchasing.
  - Resources of the Commonwealth of Virginia including the National Guard.
  - Mutual aid resources from other States through the Emergency Management Assistance Compact (EMAC).
  - Mutual aid available through the Statewide Mutual Aid Program.
  - Resources available from the Federal government under the National Response Framework.

- If City resources are exhausted, the EOC will submit the request to the State or request mutual aid assistance from outside jurisdictions within the State or other local jurisdictions within the National Capital Region. Note that this provision does not apply to existing “automatic” aid/mutual aid agreements.

- Unique and specialized resources will be requested from local vendors or the State to resolve the situation.

- All costs associated with resource procurement will be documented for recovery of expenses incurred, regardless of the source.

- All requests for outside assistance must be made to the EOC when a declared “Local State of Emergency” exists, so that City-wide requests can be tracked and prioritized. Information and Planning at the EOC is responsible for tracking resource requests on behalf of the EOC.

- If State resources are exhausted, VDEM will request outside assistance from the Federal government provided that a Federal declaration of an emergency or major disaster is in place.

- Support by military units may be requested through State EOC provided that a State of Emergency Declaration including the City of Fairfax is in place. Military forces, when made available, will support and assist local agencies, and may receive from the City Manager or his or her designated representative, mission-type requests, to include objectives, priorities, and other information necessary to accomplish missions.

Mutual Aid and Memoranda of Understanding

- The Virginia Emergency Services and Disaster Law of 2000, as amended, authorizes the City Manager, as the Director of Emergency Management, in collaboration with other public and private agencies within the Commonwealth of Virginia or other States or localities within other States, to develop mutual aid or reciprocal assistance agreements in case of a disaster that is too great to be handled unassisted.

- Emergency assistance may be made available from neighboring jurisdictions in accordance with mutual aid agreements. Emergency resources may be sent from the City of Fairfax to assist adjoining jurisdictions. Such assistance will be in accordance with existing mutual aid agreements or, in the absence of official agreements, as directed by the City Manager, or designee, when it is determined that such assistance is necessary and feasible.

- The City coordinates the deployment of fire and rescue resources with neighboring jurisdictions through written mutual aid agreements. The City of Fairfax maintains a Mutual Firefighting and Rescue Assistance Agreement with Fairfax County that establishes an automatic regional fire and rescue response system between the two jurisdictions.

- The City of Fairfax has adopted the National Capital Region Mutual Aid Agreement that provides a framework for mutual aid among the 19 NCR jurisdictions. Requests for mutual aid assistance under the auspices of this agreement will be coordinated through the EOC. Individual City departments will request assistance accordingly.

- The City has also adopted the Virginia Statewide Mutual Aid Agreement operated by the Virginia Department of Emergency Management as a supplement to day-to-day local mutual aid agreements. Requests for statewide mutual aid will be coordinated by Emergency Management in accordance with the Statewide Mutual Assistance Manual.

- Mutual aid assistance from other States is available through the EMAC. A Governor's Proclamation of a State of Emergency must be in place to request EMAC assistance. Information and Planning at the EOC will process and manage requests for EMAC assistance in accordance with procedures established by VDEM.

- City Departments may establish additional local mutual aid agreements as necessary to carry out their assigned roles and responsibilities following a disaster or emergency.

Legal Considerations

- Chapter 33 Sec. 33-21 of the City of Fairfax Code states:
  (a) Neither the city, nor the agents or representatives of the city, nor any individual, receiver, firm, partnership, corporation, association, or trustee, nor any of the agents thereof, engaged in any emergency services activities, in good faith carrying out, complying with or attempting to comply with this chapter or any other rule or regulation promulgated pursuant to the provisions of this chapter, shall be liable for the death of, or any injury to, persons or any damage sustained to persons or property as a result of such activities. The provisions of this section shall not affect the right of any person to receive benefits to which he would otherwise be entitled under the Commonwealth of Virginia Emergency Services and Disaster Law (Code of Virginia, § 44-146.13 et seq.), the Workers' Compensation Act (Code of Virginia, § 65.2-100 et seq.), or under any pension law, nor the right of any such person to receive any benefits or compensation under any act of Congress.

  (b) Any person owning or controlling real estate or other premises who voluntarily and without compensation grants the city a license or privilege, or otherwise permits the designation or use of the whole or any parts of such real estate or premises for the purpose of sheltering persons, of emergency access or of other uses relating to emergency services during an actual or impending disaster shall not be civilly liable for the death of, or injury to, any persons on or about such real estate or premises under such license, privilege or other permission, or for loss of or damage to the property of such person.

  (c) If any person holds a license, certificate or other permit issued by any state or political subdivision thereof evidencing the meeting of qualifications for professional, mechanical or other skills, the person may gratuitously render aid involving that skill in the city during a disaster; and such person shall not be liable for negligently causing the death of, or injury to, any person or for the loss of or damage to the property of any person resulting from such gratuitous service.

(Ord. No. 2008-04, 3-11-2008)

Recovery Operations

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 survivors transitions 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 Office of Emergency Management (OEM)is the lead for coordinating recovery operations and developing a plan for long-term recovery and will assume incident command upon the approval of the Director of Emergency Management, or designee.

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

- Short-term recovery is generally any activity to return vital life-support systems and critical infrastructure to minimum operating standards. Short-term recovery operations will begin during the response phase and will focus on rapid debris removal and cleanup, and a coordinated restoration of essential services such as electricity, water, and sanitary systems. Generally, the existing command and ESF structures established by this plan will be used to manage short-term recovery.

- Long-term recovery includes any activity designed to return life to normal or an improved state such as business resumption, employment, and rebuilding efforts. The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of public facilities, and recovery of disaster response costs. The major objectives of long-term recovery include:

    - Coordinating delivery of social and health services;
    - Improving land use planning;
    - Restoring local economy to pre-disaster levels;
    - Recovering disaster response costs; and
    - Effectively integrating mitigation strategies into recovery planning and operations.

- The City of Fairfax may be eligible to apply for reimbursement of disaster-related expenses either through the Commonwealth of Virginia or the Federal government. Recovery assistance that will be available will depend upon whether or not the City 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 City departments and various voluntary organizations.

- In the event of a Federal disaster or emergency declaration, Federal and State officials will establish and co-locate at a JFO that will serve as the hub for the coordination of disaster assistance and recovery programs throughout the Commonwealth for all declared jurisdictions. OEM as the lead for Long Term Recovery will provide coordination with VDEM on implementation and management of the recovery programs. Other City departments will provide support as appropriate.

- 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, or designee, may establish a Recovery and Restoration Task Force to serve as an advisory group on long-term recovery and restoration issues, policies, and activities.

Damage Assessment

- Damage assessment is a critical element of recovery operations; it determines the impact of the disaster, identifies resource needs, and, as appropriate, justifies requests for State and Federal assistance. The damage assessment also provides a basis for determining priorities for repair and restoration of essential facilities.

- The Damage Assessment Coordinator, with assistance from other City departments, is responsible for damage assessment. Department heads are responsible for assessing damage to their resources and in their area of expertise. Within the EOC, the Planning Section is responsible for the collection, analysis, and distribution of damage assessment information.

- Damage assessment includes the collection of information on the status of critical infrastructure, such as electric power generation and distribution, telecommunications, transportation, medical services, water supply and distribution, sanitary services, and information on the number and types of residential, commercial, and/or industrial structures that have been damaged or destroyed. The collection of this information requires the support of multiple City departments and ESFs.

- The damage assessment process begins with the on-scene public safety personnel. Responders will immediately begin collecting damage information on the numbers and types of injuries and fatalities, environmental hazards, street and bridge access, damage to buildings, downed power lines, and damage to critical infrastructure. This information will be provided to the Incident Commander or his/her designee for use in managing the incident, establishing priorities, and determining the need to request additional resources.

- There are three types of damage assessments that will be conducted as needed throughout the incident: rapid assessment, initial damage assessment, and preliminary damage assessment.

    - **Rapid Assessment (RA), also referred to as Windshield Survey:** A quick survey of the area impacted by a disaster or emergency to ascertain the scope of the event and to determine immediate life-threatening situations and imminent hazards. The RA is conducted by the Fire and Police Departments, supported by other on-scene public safety personnel. A Rapid Assessment is normally accomplished within 24 hours of the incident.

    - **City facility and systems assessment:** Departments will be responsible for assessing and providing a consistent and comprehensive survey of City facilities to identify the current status of the buildings and their components, and report on building systems and major damage that has occurred, if any. The systems that will need to be assessed include, but are not limited to:
        - Civil/site systems
        - Architectural/general building systems
        - Mechanical/electrical systems
        - Structural systems.

    - **Initial Damage Assessment (IDA):** An initial and/or detailed evaluation and inspection of residential and commercial structures damaged by the incident. IDAs are conducted by City departments for their respective areas of responsibilities and by the Damage Assessment Team if mobilized. An IDA normally will commence within 12 to 24 hours following an incident.

    - **Preliminary Damage Assessment (PDA):** A survey of the affected area(s) by Federal and State officials to assess the scope and magnitude of damage to determine if Federal assistance may be required. A PDA is initiated by a request from the State to FEMA. Generally, a PDA is conducted prior to an official request by the Governor for the declaration of an emergency or major disaster by the President. Depending upon the types of damages, PDA teams will be organized to assess damage to private property (Individual Assistance - the Federal program that provides disaster housing, grants and loans to aid individuals and households) or public property (Public Assistance – the Federal program that provides aid to local and state governments to help pay the cost of rebuilding a community's damaged infrastructure), or separate teams to assess both. The City, through the EOC, will provide administrative and logistical support for the PDA process. Data collected by the City damage assessment process will be provided as appropriate to the joint State and Federal PDA teams.

- The objectives of damage assessments are as follows:
  - Determine the immediate needs and priorities of disaster survivors.
  - Evaluate the damage to housing, businesses, lifelines, and critical facilities.
  - Develop initial cost estimates of damage to housing, businesses, lifelines, and critical facilities.
  - Identify obstacles or interruptions to emergency operations or impediments to relief efforts.
  - Identify secondary threats such as unsafe buildings still occupied or areas at risk to rising floodwaters.
  - Estimate the economic impact of the disaster including damages to commerce and industry.
  - Monitor public health.
  - Determine the resources needed to respond to the disaster and identify the gaps that need to be filled from outside sources.

- The departments with assigned damage assessment responsibilities will develop appropriate internal procedures to accomplish their assigned tasks. City departments will work together at the EOC to gather and share information regarding the status of critical infrastructure to maximize the use of specialized resources and to provide a basis for requesting assistance. Information will be provided to the damage assessment coordinator for consolidation and analysis.

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, government, 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 survivors.

- The Small Business Administration (SBA) provides low-interest loans and can provide assistance with both physical and economic losses as the result of a disaster or 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 City may be eligible for a variety of Federal disaster assistance programs.

- A wide variety of voluntary relief organizations also provide assistance for individuals and families including, among others, the American Red Cross of the National Capital Region and the Salvation Army.

- The FEMA public assistance program requires a state of emergency proclamation, and a Federal declaration of a major disaster that specifically authorizes public assistance for the City of Fairfax.

- 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 Individual Assistance Program is jointly administered by VDEM and FEMA, and serves individuals and families affected by the disaster. This program requires that a Federal major disaster declaration is in effect, and that the Individual Assistance Program has been authorized for the City.

- This Program is designed as a supplement to other assistance that may be available, such as private insurance or disaster assistance loans offered through SBA. Individual Assistance may be available to individuals and households, and can be in the form of 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 “tele-registration” number.

Unmet Needs

- Unmet needs are any disaster-related losses experienced by the victim that cannot be provided for by the programs available from the City, State, or Federal agencies due to the victim’s ineligibility for such services or goods.

- During the recovery phase, a collaborative effort is established between the government and the private nonprofit community to address the issue of unmet needs.

- During the recovery phase, Long Term Recovery may establish an Unmet Needs Coordination Committee to address this issue. The purpose of this committee will be to identify and resolve emergency and long-term disaster-related unmet needs that cannot be met through traditional programs or resources.

Training and Exercises

- A comprehensive training and exercise program is essential for the effective implementation of the Emergency Operations Plan. The Emergency Management Coordinator is responsible for the overall coordination of disaster-related training and exercises within the City.

- A Training and Exercise Plan Workshop should be conducted annually to develop or update the City of Fairfax Training and Exercise Plan. The Training and Exercise Plan will include priorities, the target capabilities that the City will train and exercise, and a multi-year schedule.

- The Emergency Operations Plan should be exercised in some capacity on an annual basis. The Emergency Management Coordinator is responsible for establishing a Training and Exercise Plan that will include the scheduled training and exercise activities for the City.

- Exercises will be evaluated so that shortcomings in the plans, training, coordination, and operational procedures can be identified and corrected through a Corrective Action Program.

- Each department with assigned roles and responsibilities in this Plan will ensure that staff members are trained for their emergency roles and responsibilities and provided the opportunity to participate in exercises. Departments will maintain a roster of trained staff.