

**TOWN OF HERNDON, VIRGINIA
PUBLIC HEARING AGENDA
HERNDON COUNCIL CHAMBERS BUILDING
765 LYNN STREET
MARCH 24, 2020
7:00 P.M.**

1. Call to Order
2. Pledge of Allegiance to the Flag of the United States of America

GENERAL

3. Resolution 20-G-12, to adopt the Town of Herndon Emergency Plan dated June 2015 and to appoint an Emergency Management Coordinator for the Town
4. Resolution 20-G-13, to declare a State of Local Emergency and Disaster
5. Ordinance 20-O-23, to implement Emergency Procedures and Effectuate Temporary Changes to Address Continuity of Governmental Operations during Pandemic Disaster (COVID-19)

APPROVAL OF MINUTES

March 3, 2020	Town Council Work Session Draft Minutes
March 10, 2020	Town Council Public Hearing Draft Minutes
March 17, 2020	Town Council Work Session (meeting cancelled)

COMMENTS

6. Comments from the Town Manager
7. Comments from the Town Council

PUBLIC HEARINGS

8. Ordinance 20-O-24, to authorize the use of eminent domain for the acquisition of temporary and power utility easements on property owned by Valerie J. Winstead, as the Sole Successor Trustee of the Christobel B. Keathley Revocable Inter Vivos Trust under a certain Declaration of Trust and Agreement of Trust dated 22 September 1992, Tax Map #0162-02-0146 for public use by condemnation for transportation facility improvements to Van Buren Street from Spring Street to Herndon Parkway, Herndon
9. Ordinance 20-O-22, to approve the assignment of a Power Utility Easement to Virginia Electric and Power Company, a Virginia public service corporation, doing business in Virginia as Dominion Energy Virginia, acquired by the Town of Herndon for transportation facility improvements to Van Buren Street from Spring Street to Herndon Parkway, Herndon, Virginia, on property owned by Valarie J. Winstead, Trustee, Tax Map # 0162-02-0146 **(Public Hearing continued from the March 10th TCPH)**

CONSENT AGENDA

10. Resolution 20-G-14, to authorize the submission of a Creative Communities Partnership Grant Application/Virginia Commission for the Arts

Future Town Council Meetings

April 7, 2020	Town Council Work Session	7:00 p.m.
April 14, 2020	Town Council Public Hearing	7:00 p.m.
April 21, 2020	Town Council Work Session	7:00 p.m.
April 28, 2020	Town Council Public Hearing	7:00 p.m.



STAFF REPORT

Town Council
March 24, 2020

Title:

Resolution 20-G-12, to adopt the Town of Herndon Emergency Management Plan dated June 2015 and to appoint an Emergency Management Coordinator for the Town.

Staff Contacts:

Lesa J. Yeatts, Town Attorney
(703)787-7370
lesa.yeatts@herndon-va.gov

Description:

In June of 2015 the Town of Herndon Police Department prepared, established and published the “Town of Herndon Emergency Management Plan” (the “EMP”). The EMP designates the Chief of Police the Emergency Management Coordinator for the Town to be responsible for developing, maintaining, and distributing the EMP. The EMP provides for a comprehensive emergency management program that incorporates planning, preparedness, response, recovery and mitigation. As described in the Foreword:

“The Emergency Management Plan (E M P) for the Town of Herndon sets forth requirements and basic responsibilities for responding to disasters or unusual occurrences that directly impact the Town of Herndon. The plan directs that all Town departments develop and maintain viable Continuity of Operations Plans (COOP) to ensure that they are able to continue operations in the event their primary facility becomes unavailable or staffing levels are unduly impacted.”

In analyzing the Town’s preparations and readiness in response to Governor Ralph S. Northam’s Executive Order Fifty-One declaring a state of emergency for the Commonwealth of Virginia arising from the novel coronavirus (COVID -19) pandemic, Town staff discovered that the EMP was not formally adopted by the Town Council. Although not adopted, the Town and the County of Fairfax have been operating as if the EMP has been in full force and effect since June of 2015. Staff additionally discovered Resolution 07-G-74 which has been rendered invalid by the EMP and should be repealed.

In order for the Town to fully utilize the comprehensive emergency management planning in the EMP, the Town Council must approve the adoption of the EMP and formally appoint the Chief of Police as the Emergency Management Coordinator for the Town.

Fiscal Impact:

None.

Recommendation:

I recommend that the Town Council approve the Resolution as proposed.

Attachments:

1. Resolution
2. Town of Herndon Emergency Management Plan June 2015
3. Exhibit 07-G-74 Resolution

Prepared and Approved By:



Lesa J. Yeatts, Town Attorney

TOWN OF HERNDON, VIRGINIA

RESOLUTION

MARCH 24, 2020

Resolution- to adopt the Town of Herndon Emergency Management Plan dated June 2015 and to appoint an Emergency Management Coordinator for the Town.

BE IT RESOLVED by the Town Council for the Town of Herndon, Virginia, that:

1. The Town Council adopts the Town of Herndon Emergency Management Plan dated June 2015.
2. The Town Council appoints the Chief of Police as the Coordinator of Emergency Management for the Town.
3. Resolution 07-G-74 adopted June 26, 2007 is repealed.
4. This resolution shall be effective on and after the date of its adoption.

EMERGENCY MANAGEMENT PLAN

June 2015



Prepared by the
Town of Herndon Police Department
397 Herndon Parkway, Herndon, VA 20170
703-435-6837

herndon.police@herndon-va.gov

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Town of Herndon

Emergency Management Plan

Foreword

The Emergency Management Plan (EMP) for the Town of Herndon sets forth requirements and basic responsibilities for responding to disasters or unusual occurrences that directly impact the Town of Herndon. The plan directs that all Town departments develop and maintain viable Continuity of Operations Plans (COOP) to ensure that they are able to continue operations in the event their primary facility becomes unavailable or staffing levels are unduly impacted. Each department director must ensure that a Disaster Preparedness Response Plan, including continuity of operations guidelines, is available for each individual department. These individual department plans must address the unique security and preparedness requirements for each of the Town's department facilities.

The EMP is not intended as a stand-alone document but rather establishes the basis for more detailed planning by the individual departments. The EMP is intended to be used in conjunction with more detailed department plans and operating procedures.

The Town of Herndon has agreed to integrate its emergency management organization into the Fairfax County emergency management organization in accordance with the Fairfax County Emergency Operations Plan, 2011, and therefore agrees to the procedures and requirements under that plan. The Fairfax County Emergency Operations Plan, 2011, fulfills the Commonwealth of Virginia's requirement for each city and county to prepare and keep current an Emergency Operations Plan (EOP) to respond to disasters or large-scale emergencies. The Plan incorporates the National Incident Management System (NIMS) as the standard for emergency response operations, as adopted by Fairfax County resolution on Nov. 21, 2005, and the Town of Herndon incorporates the guidelines under NIMS as the Town standard as well.

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

Submitted by:
Colonel Maggie A. DeBoard, Chief of Police
Emergency Management Coordinator

Questions or comments concerning this document should be directed to:
Lieutenant Stephen Thompson
Herndon Police Department
703-435-6881 x2332

In the event of an emergency when there are crime victims involved as defined by §19.2-11.01 of the Code of Virginia the County of Fairfax will contact the Virginia Department of Virginia Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Contact Fund (VCICF) to deploy. Both entities will serve as the lead for coordinating services and assistance to the victims.

Contact information:

Criminal Injury Compensation Fund

Criminal Injuries Compensation Fund (CICF) Department
Virginia Workers' Compensation Commission
1000 DMV Drive
Richmond, VA 23220
CICF Toll Free: (800) 552-4007

CICF Ombudsman
(800) 552-4007 (normal business hours)
(804) 614-5567 (after hours)
CICF Assistant Director (alternate)
(804) 212-4232

Virginia Department of Criminal Justices Services

Training and Critical Incident Response Coordinator
1100 Bank Street
Richmond, VA 23219
Phone: (804) 840-4276
Fax: (804) 786-3414
Link: <http://www.dcjs.virginia.gov/research/reportemergency>
Phone during office hours: (804) 786-3973
After hours: (804) 921-6933

Agreement by all Department Heads

The Town of Herndon Emergency Management Plan is a multi-discipline, all-hazards plan that establishes a single, comprehensive framework for the management of major emergencies and disasters within the Town. The plan is implemented when it becomes necessary to mobilize the resources of the identified departments and agencies to save lives, and protect property and infrastructure. The plan assigns major roles and responsibilities to departments and agencies. The plan requires planning, training, and exercising prior to a real world event in order for the town to respond effectively. Agreement to this plan represents commitment by agency leadership.

All Town Department Heads agree to:

1. Perform assigned roles and responsibilities identified in this plan.
2. Implement the EMP concepts, processes, and structures when carrying out their assigned roles and functional responsibilities.
3. Conduct operations in accordance with the Incident Command System, applicable Homeland Security Directives, and the [National Response Framework](#).
4. Conduct planning and preparedness activities designed to prepare agency staff to accomplish assigned emergency response and recovery responsibilities.
5. Develop and maintain supporting plans, operational procedures, functional annexes (coordinating agencies), and checklists to accomplish assigned responsibilities.
6. Conduct planning and training in cooperation with other Town departments under the guidance of the Town Emergency Operations Coordinator.
7. Maintain financial records in accordance with Town procedures and financial guidelines.
8. Establish, maintain, and exercise emergency notifications.
9. Develop and maintain an inventory of agency/department resources applicable to accomplishing assigned emergency functions using WebEOC and other applicable databases.
10. Provide senior representatives to the Emergency Operations Center (EOC), command post, or other identified emergency locations when activated and requested.
11. Participate in approved drills, tests, and exercises.
12. Maintain an approved agency-specific Continuity of Operations Plans (COOP) in accordance with Town guidelines and standards, including identifying and preparing an alternate site(s) for the efficient relocation of operations.

13. Maintain a three-tier (or greater) line of succession for the agency/department's senior position with authority to make decisions for committing organizational resources.
14. Safeguard vital records including computer digital data at all times.
15. Establish stand-by contracts for services, equipment, and other resources with private industry.
16. Periodically review all emergency plans, policies, and procedures.
17. Familiarize and train all personnel with their emergency responsibilities and procedures on a regular basis.

Signatories

Arthur A. Anselene
Town Manager

Elizabeth M. Gilleran
Director of Community Development

William H. Ashton, II
Director of Information Technology

Lesa Yeatts
Town Attorney

Robert B. Boxer
Director of Public Works

Cindy S. Roeder
Director of Parks and Recreation

Anne P. Curtis
Chief Communications Officer

Tanya J. Kendrick
Director of Human Resources

Colonel Maggie A. DeBoard
Chief of Police

Mary K. Tuohy
Director of Finance

Gene A. Fleming
Director of Golf

Viki L. Wellershaus
Town Clerk

Plan Maintenance and Distribution:

The Chief of Police for the Town of Herndon has been appointed by the Town Council as the Emergency Management Coordinator for the Town and is responsible for developing, maintaining, and distributing the Town of Herndon Emergency Management Plan (EMP). The plan will be reviewed periodically as required to incorporate new state, federal, and regional guidelines or directives and/or to address significant operational issues. At a minimum, the EMP is significantly updated every four years in accordance with the scheduled update of the Fairfax County Emergency Operations Plan, which is updated in accordance with Commonwealth of Virginia requirements.

Changes will include additions of new or supplementary material or deletions of outdated information. No proposed change should contradict or override authorities or other plans contained in statute or regulation. All requests for changes will be submitted to the Chief of Police for coordination, approval, and distribution.

Coordinating Town departments and agencies are responsible for maintaining and updating their individual department or agency emergency plans. These plans should be reviewed annually. Proposed changes or updates to department plans will be coordinated with all other support agencies and submitted to the Chief of Police for review.

Any department may propose a change to the EMP and is encouraged to do so.

The Chief of Police will provide copies of the EMP to all departments and the Fairfax County Office of Emergency Management. An electronic version will be available on the Town of Herndon public website.

Section 1 – Base Plan:

I. Introduction:

- **Purpose:**

1. Provides a tool that will assist in reducing the loss of life and property of Town of Herndon residents due to natural or man-made disasters.
2. Guides strategic organizational behavior before, during, and following a significant emergency.
3. Establishes the legal and organizational basis for managing emergency operations in the Town of Herndon in response to natural or man-made disasters or emergencies.
4. Assigns emergency roles and responsibilities to Town departments and Fairfax County departments and agencies as well as partner organizations and agencies.
5. Establishes the planning mechanisms for managing emergency operations within the Town by mobilizing resources available from Town departments and Fairfax County departments and agencies, and partner organizations and agencies, as well as from the state and federal government.
6. Provides an outline to expedite the recovery from disasters and emergencies by providing planning for the rapid and orderly restoration of critical infrastructure and essential services.

- **Scope and Applicability:**

1. Provides concept of operations and organizational roles and responsibilities for events within the Town resulting in a local emergency.
2. Applies to Town of Herndon departments and partner organizations that have identified roles and responsibilities within the plan.
3. Establishes authority for direction and control of emergency operations.
4. States that the Town of Herndon has agreed to integrate its emergency management organization into the Fairfax County emergency management organization in accordance with the Fairfax County Emergency Operations Plan, and mandates that all Department Heads and Town employees coordinate emergency management in accordance with the Fairfax County Plan.
5. Is supplemented by function-specific operational plans.

6. Provides a general description of the Town of Herndon including the geography, demographics, and infrastructure.
7. Defines and assigns emergency roles and responsibilities to organizations and key positions for managing emergency operations in the Town.
8. Describes the concept of operations and legal authority for managing emergency events within the Town.

- **Authorities:**

1. Federal:

- a. The Federal Civil Defense Act of 1950, Public Law 81-920, as amended.
- b. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended.
- c. The Disaster Mitigation Act of 2000, Public Law 106-390.
- d. The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.
- e. "Emergency Management and Assistance, "Code of Federal Regulations, Title 44.
- f. Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.
 - 1) National Response Framework (NRF), Second Edition, May 2013.
 - 2) National Incident Management System (NIMS), December 2008.
- g. Homeland Security Presidential Directive 8, National Preparedness, March 30, 2011.

2. State:

- a. "Commonwealth of Virginia Emergency Services and Disaster Law of 2000," Sections 44-146.13 to 44-146.28:1 Code of Virginia, as amended.
- b. "Virginia Post Disaster Anti-Price Gouging Act," Sections 59.1-525 to 59.1-529 Code of Virginia.
- c. Title 32.1, Section 48.05 to 48.017 Code of Virginia.
- d. Commonwealth of Virginia, Office of the Governor, Executive Order Number Four (2002), Delegation of Governor's Authority to Declare a State of Emergency and to Call the Virginia National Guard to Active Service for Emergencies or Disasters.
- e. Commonwealth of Virginia, Office of the Governor, Executive Order Number Sixty-Five (2004), Promulgation of the

- Commonwealth of Virginia Emergency Operations Plan.
- f. Commonwealth of Virginia, Office of the Governor, Executive Order Number Sixty-Nine (2004), Virginia Secure Commonwealth Initiative.
 - g. Commonwealth of Virginia, Office of the Governor, Executive Order One Hundred and Two (2005), Adoption of the National Incident Management System and Use of the National Preparedness Goal for Preventing, Responding to and Recovery from Crisis Events in the Commonwealth.

3. Local:

- a. Code of Fairfax County, Chapter 14, Emergency Management (included in Appendix 1).
- b. Resolution by the Herndon Town Council authorizing the Town to participate in the Fairfax County Pre-Disaster Recovery Plan, January 5, 2012
- c. Resolution by the Herndon Town Council authorizing the Town to participate in and comply with the Fairfax County Emergency Operations Plan, June 26, 2007.
- d. Resolution by the Herndon Town Council adopting the National Incident Management Systems (NIMS), June 26, 2007.

• **Town Planning, Vision, Goals and Objectives:**

- 1. The Town of Herndon seeks to thrive in 2035 by honoring people, celebrating community spirit, enriching lives through arts and entertainment, championing business and technology and cultivating a sustainable environment. This is attained through the achievement of goals as outlined in the adopted 2035 Vision Plan and Goals resolution of November 11, 2014.
- 2. The Town of Herndon strives to have a comprehensive emergency management program incorporating planning, preparedness, response, recovery, and mitigation that is essential for the Town to achieve its emergency management vision.
- 3. The goal for the Town of Herndon is to develop and implement a program that meets or exceeds all the standards and target capabilities established by the National Preparedness Goal and the National Capital Region (NCR) Strategic Plan.
- 4. The goal for the Town of Herndon is to have an Emergency Management Plan that is in full compliance with all federal, state, and county guidelines and standards so that operations are conducted

within the national response system envisioned by the National Response Framework.

5. The Town of Herndon Emergency Management Plan provides clear guidelines, definitions, and operational concepts for the effective mobilization of resources in responding to and recovering from all disasters and emergencies regardless of cause.

- **References:**

1. Regional Emergency Coordination Plan, September 30, 2011.
2. Unified Regional Snow Emergency Plan for the Metropolitan Washington Area, as updated.
3. Commonwealth of Virginia Emergency Operations Plan, Volumes I-VIII, as updated.
4. State Mutual Aid Operations Manual, April 2010.
5. Emergency Management Accreditation Program (EMAP) Standard, 2014.
6. Northern Virginia Regional Hazard Mitigation Plan, as updated.
7. Federal Emergency Management Agency, National Incident Management System, February 2008.
8. National Capitol Region (NCR) Strategic Plan, October 2010.
9. Post Katrina Emergency Reform Act.

II. Facts and Figures about the Town of Herndon:

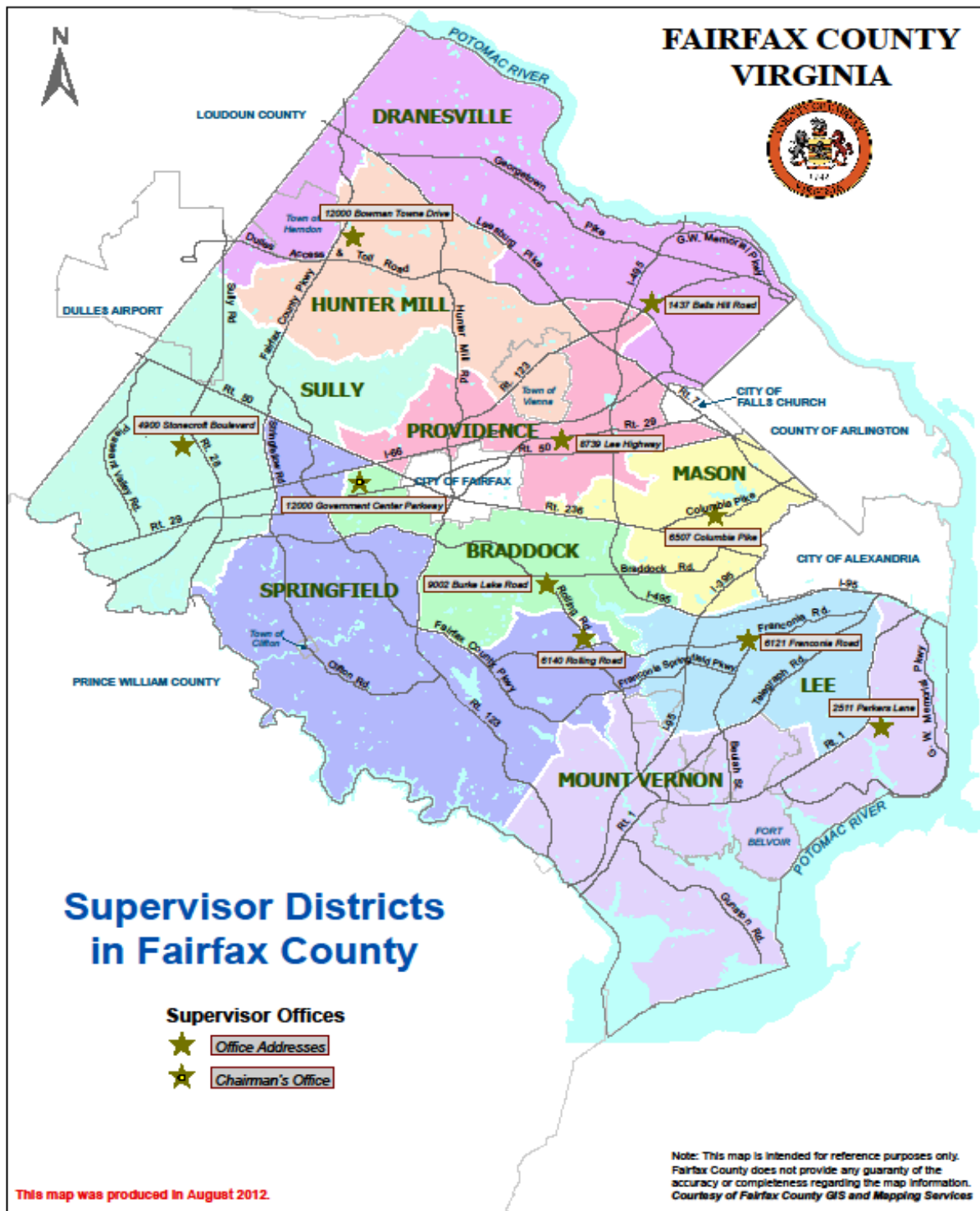
The Town of Herndon is situated in western Fairfax County, one of 19 jurisdictions referred to as the National Capital Region (NCR) as defined by the Metropolitan Washington Council of Governments (MWCOG). The Town also borders Loudoun County and as the third largest Town in Virginia, it is the crossroads between these growing and heavily populated areas. The Town comprises a total land area of 4.25 square miles but is densely populated. The January 1, 2015 population estimate for the town is 23,612 persons with 7,908 total dwelling units. Current estimates for 2020 are for the population to increase to 24,115 with dwelling units expected to grow to 8,462. The Town also has a large inventory of commercial property consisting of office, retail, service, hotel and warehouse facilities.

The National Capital Region (NCR)

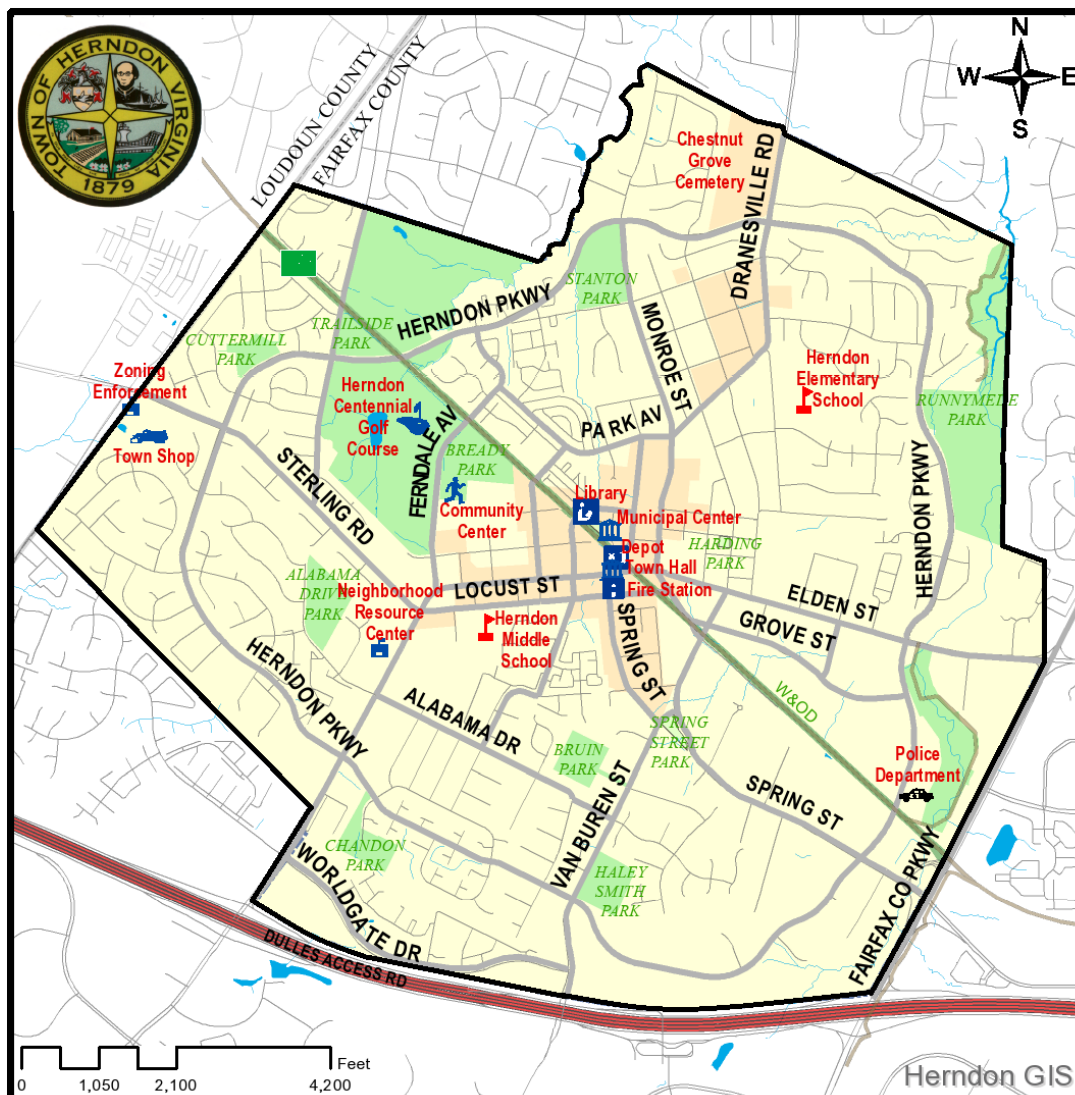


District of Columbia
Frederick County
Montgomery County
City of Gaithersburg
City of Rockville
Prince Georges County
City of Bowie
City of College Park
City of Greenbelt
City of Takoma Park
Arlington County
Fairfax County
City of Alexandria
City of Fairfax
City of Falls Church
Loudoun County
Prince William County
City of Manassas
City of Manassas Park
Town of Herndon

Fairfax County Supervisor Districts



Town of Herndon, VA



III. Planning Assumptions:

- In the event of a significant emergency, the immediate response priority will be life safety, incident stabilization and property conservation.
- Periodically, disasters, emergencies and events will occur within the Town requiring mobilization and reallocation of Town resources.
- The occurrence of one or more hazards could result in a catastrophic situation that could overwhelm local and state resources, and disrupt government functions.
- The Town of Herndon government has the primary responsibility for emergency operations within its borders and will commit available resources to save lives, stabilize the incident and minimize property damage.
- The Town will be prepared to carry out emergency response and recovery operations, utilizing local resources, unless the magnitude of the incident exceeds the capability of Town service delivery.
- Some emergencies or disasters will occur with enough warning that appropriate emergency notification will be achieved. Other situations will occur with little or no advance warning.
- Outside assistance may be available through mutual aid agreements with nearby jurisdictions, Fairfax County, the Metropolitan Washington Council of Government Mutual Aid Agreement, members of the Commonwealth of Virginia Statewide Mutual Aid Program, the Commonwealth of Virginia Emergency Operations Center, the Emergency Management Assistance Compact (EMAC), the National Disaster Medical System (NDMS), and the Federal Emergency Management Agency (FEMA). However, it is likely that outside assistance may not be available for at least 72 hours after the onset of the disaster, emergency or event.
- Town of Herndon residents, businesses, and industry will be expected to use their own resources and be self-sufficient for at least 72 hours following a significant disaster or event.
- Town of Herndon businesses and industry are expected to develop internal standard operating procedures for emergency operations including a

Continuity of Operations Plan (COOP) that provides for a line of succession for senior management and a means of internal communication.

- The effects of a disaster, emergency or event may extend beyond Town boundaries and many other areas of the Commonwealth may experience casualties, property loss, and disruption of normal life support systems.
- There may be competition among residents and communities for scarce resources and widespread power and communications outages may require the use of alternate methods of providing public information and delivering essential services. Communications may be problematic due to demands exceeding capacities.
- Upon request, the Commonwealth of Virginia or federal government will provide assistance if local capabilities are overwhelmed or local resources are exhausted.
- Emergency operations will be managed in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS), which is discussed in detail under Section VIII A.

IV. Emergency Management Plan (EMP) Implementation, Fairfax County Emergency Operations Center (EOC) Activation, and Emergency Notifications:

- **Activation of the EMP and EOC:**
 - The level of implementation of the EMP will be based upon the severity and scope of the incident. The Incident Command System integrated with Emergency Support Functions (ESF's) and various annexes established by this plan may be selectively activated based upon initial or anticipated requirements.
 - The EMP may be implemented by the Town Manager or the Town's Emergency Management Coordinator or his or her designees.
 - The Town Manager or Town Emergency Management Coordinator may request to participate with an activation of the Fairfax County EOC to support emergencies that are being managed in the Town of Herndon. Such a request will be made to the Director of Emergency Management for Fairfax County, or his or her designee.

- All Herndon department heads will be notified when the Town's EMP has been activated. Based on the critical nature of the event, representatives from the Town of Herndon may be assigned to represent the Town at the Fairfax County EOC during the activation.
- Upon notification, Herndon representatives assigned to the Fairfax County EOC shall report to the Fairfax County EOC at the appointed time and be prepared to carry out their roles and responsibilities. Town of Herndon representatives shall be prepared to staff the Fairfax County EOC until they are relieved by other personnel or the incident is terminated.
- The Town will participate in Fairfax County EOC events at one of three levels depending upon the impact on the Town of Herndon and scope of the incident or potential incident. The level of participation will be determined by the Coordinator of Emergency Management for the Town of Herndon in consultation with the Director of Emergency Management for Fairfax County or his or her designee.
 - o **Monitoring:** Provides for increased monitoring capability and will typically involve OEM staff and representatives from key response agencies such as the Fire and Rescue Department and the Police Department. Activities will focus on collecting, analyzing, and disseminating information and conducting appropriate contingency planning. The Town of Herndon may participate at this level by logging on to Web EOC from its DOC.
 - o **Partial Activation:** Provides for a select activation of ICS positions and Emergency Support Functions (ESFs) that may be or will be engaged in the emergency situation. The Town may assign representatives to the EOC or may choose to monitor activities via Web EOC from its DOC.
 - o **Full Activation:** Includes all ICS positions and the coordinating and cooperating agencies identified within the EMP. At this level, the Fairfax County EOC will operate 24 hours a day. The Town may choose to assign representatives to the Fairfax County EOC, depending on the ongoing or anticipated impact of the event on the Town of Herndon, and the Town will activate its DOC.

The Town of Herndon maintains an alternate site for convening a unified command and to monitor Web EOC activities under the category of DOC. The alternate site is located at 1481 Sterling Road. (See Section VIII. Concept of Operations, Town of Herndon Department Operations Center (DOC)).

- **Emergency Notifications to Town Departments, Emergency Responders, and Partner Organizations:**

- The Town of Herndon Police Communications Dispatch Center maintains a 24/7 monitoring and notification capability through the on-call Patrol Lieutenant. The lieutenant or senior police official on duty is responsible for making emergency notifications to department heads and senior staff when unanticipated emergencies occur. Ongoing or anticipated events and developments which allow for preplanning are brought to the attention of department heads and senior staff by the Coordinator of Emergency Management or his or her designee.
- The Herndon Police Communications Dispatch Center uses a state-of-the-art, computer-aided dispatch (CAD) system to process telephone calls and dispatch police in a timely manner. The Fairfax County (DPSC or 9-1-1 Center) operates the County dispatch facility for fire and emergency medical services, and forwards 911 calls to the Herndon Communications Dispatch Center for requests for police service.
- Each Town department identified under this EMP will pre-designate points-of-contact (POC) for the purpose of emergency notification to and from the Herndon Police Communications Dispatch Center. Each Town department will ensure that contact information for their department's POC is current in Police Department files. Each Town department must ensure that resources are available to implement 24/7 operations.
- The Public Information Office, as the coordinating department for External Affairs (ESF 15), will provide assistance to all departments in communicating with their employees during an emergency situation. The office will use all appropriate communication tools to ensure that information is conveyed to employees.
- All Town departments will develop, test, and maintain internal notification procedures and contact rosters as part of their Continuity of

Operations Plan (COOP).

- **External Notifications and Warnings:**

The Town of Herndon works in tandem with Fairfax County, the lead agency in emergency management/communications, to provide warnings and emergency information to the public through multiple communication modes. These include, but are not limited to:

- **The Emergency Alert System (EAS):** A national system jointly administered by the Federal Communications Commission, the Federal Emergency Management Agency (FEMA), and the National Weather Service. It is designed to provide the President of the United States automatic access to the nation's broadcast and cable systems to speak directly to the nation in times of national disaster.
- **An Emergency Information Hotline:** maintained by the Fairfax County Office of Public Affairs provides pre-recorded preparedness information residents will need during an emergency. During emergencies, the capabilities are expanded through the use of volunteer call takers operating 24 hours a day.
- **Fairfax Alerts:** the Fairfax County alert system provides emergency alerts to subscribers for geo-targeted locations throughout Fairfax County, including the Town of Herndon. Subscribers receive messages through email, cellphone, home phone, and text messages. Full information on *Fairfax Alerts* is available on the Fairfax County web site.
- The Fairfax County Website (<http://www.fairfaxcounty.gov>), Twitter (<http://twitter.com/fairfaxcounty>) and Facebook (<http://www.facebook.com/fairfaxcounty>) pages provide vital information to residents – particularly on preparing for disasters and emergencies. Additionally, the Town of Herndon's website and social media outlets – Town of Herndon website (www.herndon-va.gov), Twitter (www.twitter.com/herndonpolice) and Facebook (www.facebook.com/herndongov) - provide important links to county information as well as Herndon-specific alerts and information. The Town also issues alerts, county links, and Herndon-specific information or warnings via its "News You Can Use" email database.
- **Fairfax County Government Channel 16:** Provides residents with critical information during severe weather or other emergencies.

Current programming can be interrupted during emergencies to provide information and protective action directions to the public. The Channel 16 emergency message system provides the capability for “crawl messaging” for persons with hearing disabilities and audio instructions with descriptive messages for residents with visual disabilities. **The Town’s cable access channel, HCTV** (Cox channel 23, Verizon/FIOS channel 28) also provides updates and alerts.

- **The Emergency Notification Network (EMnet):** Emergency management information can be provided to the media through the Internet or satellite for immediate transmission to the general public. EMnet is a privately managed messaging network for the emergency management community. It is a satellite-based secure system that provides two way internet capabilities in the event the primary system is not available. Participants use the network to convey urgent messages and support documentation (reports, photos, information, etc.) within the emergency management community, as well as to create and issue Emergency Alert System (EAS) messages to broadcasters. EMnet also allows the Fairfax County OEM Duty Officer to see EAS messages which are originated by other organizations such as the National Weather Service that are issued to the County and other local jurisdictions.
- **Satellite Radio and local radio stations:** Fairfax County has agreements in place with satellite radio providers to broadcast emergency information on local information stations during disasters or emergencies.
- **Social and Medical/Functional Needs Registries:** Voluntary registries for residents with medical needs and organizations assisting those with access and functional needs, including but not limited to the elderly, unattended children under age 15, hard to reach residents who have transportation needs, and residents with cultural differences and those who do not use English as their first language. These registries provide an opportunity to furnish Fairfax County OEM with critical information so that response agencies can provide individual evacuation assistance, accessible transportation to and from shelters or evacuation points, and/or accessible emergency alert information, as necessary. Registration is accessible on the Fairfax County website and upon request for individual assistance. All registration information is kept strictly confidential and is not shared with any individual or

organization outside the emergency response effort. The registries are reviewed and updated on an annual basis, and are widely publicized through coordinated outreach programs, meetings, and media outlets.

- **Regional Incident Communication and Coordination System (RICCS):** A communications system managed by the Metropolitan Washington Council of Governments (MWCOG) for distributing information to government officials about incidents with regional implications for the National Capital Region (NCR). Fairfax County acts as a backup host for this system should the COG system become unavailable.
- **Variable Message Signs:** The Town of Herndon may use variable message signs along major roadways as another method for providing information and warnings to the public.
- **National Oceanic and Atmospheric Administration (NOAA) All-hazards radios:** All occupied County facilities have NOAA radios to provide real-time weather and Homeland Security information to staff and visitors.
- **Public Service Announcements (PSAs):** Provided by the Fairfax County Office of Public Affairs to County residents. The Office of Emergency Management, Department of Information Technology, Fire and Rescue Department, Police Department, Office of the County Attorney, Health Department, Department of Cable, Consumer Services and Amateur Radio Emergency Service, and departments from the Town of Herndon, when applicable, have identified key roles in the public information process (see Section 2 Emergency Support Functions ESF 15).

V. Emergency Roles and Coordination Responsibilities:

In the event of a disaster or emergency, the Town of Herndon government will continue to function and provide emergency and essential services. Emergency operations will mirror day-to-day government operations to the extent possible.

- **Town Mayor:**
 - Serves as, or appoints a chief spokesperson for the Town during emergency events.

- Confers with the Fairfax County Executive and other agency heads as appropriate on policy issues related to the response and recovery operations.
 - Coordinates with other elected officials at the regional and state level including the Congressional Delegation.
 - Performs duties assigned to other board members (see B below).
 - Confers with Herndon Town Council members, the Town Manager, the Town Attorney, and the Town's Public Information official on issues related to the Town's response and recovery efforts.
 - Assumes overall command of the Town government
- **Herndon Town Council:**
 - Collectively establish policy and provide guidance to the Town Manager and senior town staff.
 - Collectively reviews and ratifies local declarations of emergency.
 - Individually or collectively, may communicate with the public and provides guidance on responding to an emergency or disaster.
 - Individually, hosts community meetings to ensure needs are being addressed, and to provide information to residents.
 - Individually or collectively coordinates with other elected officials at the regional and state level including the Congressional Delegation.
- **Town Manager:**
 - Approves mutual aid or reciprocal assistance agreements with other public and private agencies within the Commonwealth or other states or localities within other states.
 - Directs and reallocates Town of Herndon assets and resources during an emergency.
 - Liaison and coordination with state and federal authorities and other political subdivisions as necessary to ensure effective disaster preparedness and response capabilities.
 - Executes orders of Mayor, Town Council or Fairfax County
 - Confers with Fairfax County Executives or other such officials from surrounding jurisdictions

- **Coordinator of Emergency Management:**

- The Chief of Police Serves as the Coordinator of Emergency Management for the Town of Herndon and performs the functions identified in the Herndon Emergency Management Plan.
- Appoints, with the consent of the Herndon Town Council, the Assistant Coordinator of Emergency Management to manage the day-to-day functions of emergency management.
- The Coordinator of Emergency Management may assume command of an incident or appoint incident commanders to carry out his/her directives.
- Develops and coordinates emergency management plans.
- Coordinates the establishment of a Town DOC and ensures staffing of the Fairfax County EOC by Town of Herndon employees during events which impact the Town.
- Directs and re-allocates Town assets and resources during an emergency, as advised by the Town Manager.
- Coordinates other public and private agencies engaged in emergency management activities within the Town of Herndon.
- Assists with the development of mutual aid agreements with other public and private agencies within the Commonwealth of Virginia or other localities.

- **Deputy Coordinator of Emergency Management:**

- The Deputy Coordinator of Emergency Management for the Town is appointed by the Chief of Police. In the event of a significant emergency, the Deputy Coordinator assists with the planning and coordination of activities relating to the emergency.
- Manage identified aspects of emergency events as directed by the Coordinator of Emergency Management.
- Liaison with NCR and Fairfax County Emergency Management agencies
- Assist with preparation of operations plans and forms for major Town events and emergencies

- **Town Departments and Support Groups:**

The general emergency preparedness responsibilities of all Town government departments are outlined in the Employee Agreement in this plan. The following is a partial list of duties and assigned responsibilities

for emergency operations in the Town of Herndon that may vary depending on type and scope of incident. The organization of Town departments under emergency support functions within the ICS structure is determined by Town department heads and the Town Manager, in consultation with the Coordinator of Emergency Management for the Town of Herndon. ESF specific functions and responsibilities are provided in the ESF functional annexes in Section 2 of this plan. Identified departments and agencies are expected to provide available staff and resources to support emergency operations, as requested. Town Department heads are charged with insuring that plans for their departments are in place to facilitate preparedness, response, recovery, and mitigation efforts on an ongoing basis.

- **Community Development:**

- o Serve as a cooperating agency for Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6 and Long Term Community Recovery-ESF 14.
- o Provide information on housing resources for use as emergency and/or long-term temporary housing.
- o Provide staff to assist when needed with mass care operations.
- o Assist with finding temporary housing for displaced public housing and rental program residents.
- o Assist in identifying housing resources for persons relocated to Fairfax County because of an emergency or disaster.
- o Assist in the operation of a Family Assistance Center, shelters, and other facilities, if necessary.

- **Finance:**

- o Serve as a cooperating agency to Logistics Management and Resource Support ESF-7, and Long Term Community Recovery-ESF-14, Serve as coordinating agency for Logistics Management and Resource Support -ESF 7 and cooperating agency for Public Health and Medical Services-ESF 8.
- o Provide safety officer(s) from the Risk Management Division to the EOC and other identified locations, as necessary.
- o Provide protective action guidance to employees through the Risk Management Division.
- o Provide financial management assistance including maintaining vendor files and payment of bills.

- o Manage distribution of ice, water, and other commodities, as requested.
- o Assist with the relocation of material donations, if necessary.
- o Maintain lists of vendors and suppliers of equipment, materials and services needed during disaster response and recovery actions.
- **Herndon Cable Television:**
 - o Serve as a cooperating agency to the following Groups: Communications-ESF 2, Long-term Community Recovery-ESF 14, and External Affairs-ESF 15.
 - o Ensure operation of the local emergency message system necessary to disseminate emergency information.
 - o Upon request, record media briefings.
 - o Provide technical assistance for video-teleconferencing and broadcasting.
 - o Provide consumer affairs services during recovery operations.
 - o Assist the Herndon Public Information Office with providing emergency preparedness information to the public.
- **Human Resources:**
 - o Serve as a cooperating agency to Emergency Management-ESF 5 and Long Term Community Recovery-ESF 14.
 - o With the Finance Department, provide assistance and or financial advice to Departments in the preparation and review of federal reimbursement forms, financial reports, and applications.
 - o In accordance with Finance Department guidelines, provide access to emergency funds for use by Town departments during the response and recovery phases.
- **Information Technology:**
 - o Serve as the coordinating agency for Communications-ESF 2 and as a cooperating agency to Emergency Management-ESF 5, Energy-ESF 12, Long Term Community Recovery-ESF 14, and External Affairs-ESF 15.
 - o Provide technical assistance to all Town Departments as required and activating and maintaining communications and information systems capabilities to support emergency operations.

- o Ensure radio, telephone, computing resources, and network communications capability essential to emergency operations are maintained and operational.
 - o Ensure emergency backup and contingency communications capability in the event normal communications are disrupted.
 - o Assist with recovery of electronic records and invoke recovery in accordance with the Town's Information Technology recovery and Continuity of Operations (COOP) plans.
 - o Ensure the protection of vital records kept at the Town Municipal Center and at other Town facilities through ongoing support processes for data backup, IT security measures, and standard procedures for firewall management, intrusion detection, anti-virus protection, and access control.
 - o Assist agencies with Geographic Information Systems (GIS) Technology services in supporting incident response, recovery, and mitigation activities.
 - o Provide authority and governance protocols for access to enterprise IT resources, systems, data, and facilities that house IT assets, and for invoking disaster recovery procedures on DIT-supported equipment and systems.
 - o Assist with providing emergency printing services and other printing as appropriate.
- **Neighborhood Resources (Fairfax County Coordination/Herndon Locations):**
 - o May serve as a cooperating agency to the following Groups: Transportation-ESF 1, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, and Long Term Community Recovery-ESF 14.
 - o Could be asked to assist with planning for persons with access and functional needs.
 - o May work with the Fairfax County Family Assistance Center (FAC) (if activated) or Service Centers by providing coordinated service planning to ensure FAC clients have access to appropriate human services.
 - o May be asked to provide information and referral services through the Neighborhood Resources Center.
 - o Could serve to provide liaison with community and faith-based organizations.

- o Possible outlet for the distribution of food and clothing to displaced persons at shelter centers and other identified locations.
- o May assist other agencies in efforts to help disaster victims obtain post-disaster assistance.
- **Office of the Town Attorney:**
 - o Serve as cooperating agency to Public Works and Engineering-ESF 3, Emergency Management-ESF 5, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Public Health and Medical Services-ESF 8, Public Safety and Security-ESF 13, Energy-ESF 12, and Long Term Community Recovery-ESF 14.
 - o Advise Town officials concerning legal responsibilities, powers, and liabilities regarding emergency operations and post-disaster and recovery assistance.
 - o Assist the Mayor, Town Council members, and Town Manager with maintaining continuity of government.
 - o Prepare, as appropriate, emergency ordinances (i.e., price gouging and curfews) and local declarations.
 - o Assist with the preparation of applications, legal interpretations, or opinions, and Town Council Resolutions regarding recovery and/or reimbursement.
 - o Assist in obtaining waivers and legal clearances needed to dispose of debris and materials resulting from an emergency or disaster.
 - o Assist with the implementation of isolation and quarantine orders and other court orders as needed.
- **Police Communications:**
 - o Function under applicable Emergency Support Functions (ESF) as established by the Fairfax County Office of Emergency Management.
 - o Provide emergency communications.
 - o In cooperation with the Town's Information Technology Department, manage primary and backup emergency communication equipment.
 - o Manage Computer Aided Dispatch services.
 - o Receive warning and notifications of actual or pending emergencies and make initial notifications as directed.

- **Police Department:**
 - o Serve as coordinating agency for Public Safety and Security ESF 13 and other applicable Emergency Support Functions (ESF) as established by the Fairfax County Office of Emergency Management.
 - o Provide law enforcement services.
 - o Initiate on-scene warning and alerting in cooperation with the Fire and Rescue Department.
 - o Provide traffic management and crowd control.
 - o Coordinate and assist in evacuation operations.
 - o Provide security of emergency site, evacuated areas, shelter areas, vital facilities, supplies, and other assigned locations.
 - o Coordinate and assist with ground search and rescue.
 - o Pickup, and provide temporary shelter to pets or coordinate pickup and sheltering with Fairfax County Animal Control.
 - o Assist other Town departments with preparedness planning including COOP preparation. Prepare standards and guidelines for developing, testing, and exercising agency-specific continuity of operations plans.
 - o Assist with damage assessments activities as needed.
 - o Maintain the Town's Emergency Operations Plan.
 - o Manage 24-hour monitoring of events that may affect the Town of Herndon and provide emergency alert and notifications.
 - o Assist Town departments by providing supplemental emergency training, simulations, and exercises necessary to prepare first responders and partner organizations to perform identified roles and responsibilities.
 - o Manage the NIMS Compliance Program necessary to establish Incident Command System (ICS) procedures to manage emergency operations during a disaster.
 - o Coordinate attendance at the Fairfax County EOC.
 - o In conjunction with other Town departments, submit state and federally required reports and records.
 - o Primary liaison with the Virginia Department of Emergency Management (VDEM) and the Virginia Emergency Operations Center (VEOC).
 - o Direct an after-action assessment of the disaster/emergency incident to determine what actions can be taken to mitigate future disaster effects.
 - o In cooperation with Public Works, and other departments as

- o appropriate, coordinate the development and implementation of hazard mitigation plans.
 - o Provide assistance to Town departments in the development and maintenance of agency operations plans relating to emergency support functions and their place in the Incident Command System structure.
 - o Coordinate the submission of all requests and responses for statewide mutual aid.
 - o Coordinate emergency management mutual aid agreements dealing with adjacent jurisdictions and relief organizations.
- **Public Information:**
 - o Serve as coordinating agency for External Affairs-ESF 15 and cooperating agency to Emergency Management-ESF 5.
 - o Coordinate the dissemination of approved emergency information to the public, Town employees, news media, elected officials and other stakeholders/organizations through a variety of tools, including but not limited to NewsWire, NewsLink, the County website, media relations, social media emergency information hotline, CEAN/EAN, etc.
 - o Serve as the “single voice” of Town government for the coordinated release of information during emergencies and anytime there are more than two agencies involved in an incident.
 - o Manage the operation of the emergency information hotline system.
 - o Monitors and responds to traditional media and social media outlets to identify trends and reduce dissemination of incorrect or misinformation.
 - o During ongoing emergencies, work closely with the Joint Information Center (JIC).
 - o Develop and coordinate the distribution of protective action guidance to the public.
- **Public Works:**
 - o Serve as the coordinating agency for Public Works and Engineering-ESF 3 and serve as a cooperating agency to Firefighting-ESF 4, Emergency Management-ESF 5, Logistics Management and Resource Support-ESF 7, Search and Rescue-ESF 9, Oil and Hazardous Materials Response-ESF 10,

Energy-ESF 12, and Long Term Community Recovery– ESF 14.

- o Monitor Town streams during storm emergencies.
- o Conduct damage assessment and mitigation on Town drainage systems during flood emergencies.
- o Conduct or assist with damage assessment of privately-owned residential and commercial structures; assist as requested with the structural evaluation of other buildings and structures, except for collapsed structures, where Fire and Rescue has the primary responsibility.
- o Ensure that inspected, damaged buildings are tagged as “Safe for Occupancy.” “Warning: This structure has been damaged and its safety is questionable,” or “Unsafe: Occupancy Prohibited.”
- o Provide property owners and contractors with assistance and information about the building code requirements during the recovery phase, as needed.
- o As appropriate, expedite the building permit and plan review process for the repair or demolition of damaged structures.
- o Maintain and implement a debris management plan and coordinate debris removal by government agencies and private contractor(s).
- o In cooperation with the Virginia Department of Health, inspect public and private water impoundment sites.
- o Provide emergency mitigation and damage assessment on the wastewater collection infrastructure.
- o Provide snow and ice removal from designated Town facilities, as appropriate.
- o Assist with filling requests for available heavy construction equipment, trucks, operators, and related construction supplies, as requested.
- o To the extent practicable, continue sanitary sewer and refuse collection services during an emergency.

- **Zoning Inspections:**

- o Serve as a cooperating agency for Public Works and Engineering-ESF 3, Emergency Management-ESF 5, and Long Term Community Recovery-ESF 14.
- o Provide assistance with damage assessment.
- o As prudent, expedite the building permit issuance process.

- **Partner Organizations and Agencies:**
 - **Fire and Rescue Department:**
 - o Serve as the coordinating agency for Firefighting-ESF 4 and Oil and Hazardous Materials Response-ESF-10; co-coordinating agency for Search and Rescue-ESF 9, and as a cooperating agency to Transportation-ESF 1, Communications-ESF 2, Public Works and Engineering-ESF 3, Emergency Management-ESF 5, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Logistics Management and Resource Support-ESF 7, Public Health and Medical Services-ESF 8, and External Affairs-ESF 15.
 - o Provide firefighting and fire suppression services.
 - o Request and manage mutual aid for fire and rescue operations.
 - o Coordinate and perform fire prevention and investigation services.
 - o Coordinate and establish an on-scene Incident Command Post and incident command activities.
 - o Provide emergency medical services/pre-hospital care, triage and transportation of victims.
 - o Conduct confined space search and rescue operations.
 - o Conduct collapsed structure search and rescue.
 - o Conduct trench search and rescue operations.
 - o Conduct water rescue, search and recovery.
 - o Assist with ground search and rescue operations.
 - o Provide for response and containment for oil and hazardous material incidents.
 - o Provide hazard identification.
 - o Determine need for evacuations – risk analysis, plume, and dispersion modeling.
 - o Determine need for reception centers and/or shelters.
 - o Manage decontamination of victims and responders.
 - o Coordinate and assist in evacuation operations, as necessary.
 - o Coordinate and perform search and rescue operations.
 - o Initiate on-scene warning and alerting.
 - o Conduct rapid windshield assessment survey to triage areas and determine priority areas for operations.
 - o Conduct or assist with structural damage assessment of privately-owned residential and commercial structures.

- **Fairfax County Public Schools**
 - o Serve as a cooperating agency to Transportation-ESF 1, Communications-ESF2, Public Works and Engineering-ESF 3, Mass Care, Emergency Assistance, Housing, and Human Services-ESF 6, Logistics Management and Resource Support-ESF 7 and Public Health and Medical Services-ESF 8.
 - o Provide for the emergency care of students and employees during normal school hours.
 - o If available, provide facilities for the reception and care of displaced persons.
 - o Provide available facilities for medical dispensing sites.
 - o If available, assist with mass feeding.
 - o If available, assist with transportation for displaced persons and emergency responders.
 - o If available, assist with transportation of persons with access and functional needs.
 - o Assist with damage assessment and debris removal.

- **Volunteer Organizations:**
 - Herndon Police Citizens Support Team (HPCST)
 - American Red Cross National Capital Region (ARC)
 - Chaplain Corps
 - Civil Air Patrol
 - Amateur Radio
 - Salvation Army
 - Interfaith Organizations
 - Voluntary Organizations Active in Disaster (VOAD)

- **Utility Partners:**
 - Northern Virginia Electric Cooperative (NOVEC)
 - Dominion Virginia Power
 - Washington Gas
 - Plantation Pipeline Company
 - Colonial Pipeline
 - Columbia Gas Pipeline
 - Fairfax Water Authority
 - Cox Communications
 - Verizon Utility Services

- **Transit Agencies:**
 - Washington Metropolitan Area Transit Authority (WMATA)
 - Metropolitan Washington Airport Authority (MWAA)
 - Fairfax Connector

- **State Agencies:**
 - Virginia Department of Emergency Management (VDEM)
 - Virginia Department of Transportation (VDOT)
 - Virginia State Police (VSP)
 - Virginia Department of Agriculture and Consumer Services (VDACS)
 - Virginia National Guard (VNG)
 - Commonwealth Office of the Chief Medical Examiner (OCME)
 - Virginia Department of Health (VDH)

- **Regional:**
 - Metropolitan Washington Council of Governments (MWCOG)
 - Northern Virginia Regional Commission (NVRC)

- **Federal:**
 - Department of Homeland Security (DHS)
 - Office of National Capital Region Coordination (NCRC)
 - Federal Emergency Management Agency (FEMA)
 - The Federal Bureau of Investigation (FBI)
 - The National Capital Regional Intelligence Center (NCRIC)
 - Department of Defense (DOD)
 - National Weather Service (NWS)

VI. *Phases of Emergency Management:*

- **Introduction**
 The Town of Herndon maintains a comprehensive emergency management program under the guidance of the Fairfax County Office of Emergency Management which provides emergency guidance and support on a 24 hour, 7 days a week basis. The Town's comprehensive emergency management program is organized to address the five phases of emergency management:

1. **Prevention:** Any activity taken in advance that reduces the

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

VII. Emergency Declarations:

- **Non-Declared Disasters:**

The Town Manager, or designee, may direct Town 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 Town of Herndon Coordinator of Emergency Management, or designee, may re-direct and deploy Town resources and assets as necessary to prevent, prepare for, adequately respond to, and quickly recover from an emergency incident.

For significant events in the Town of Herndon, the Fairfax County EOC may be activated to monitor the situation, coordinate activities among the departments and agencies, and to ensure that Fairfax County and the Town of Herndon are positioned to rapidly respond in the event of an emergency. The Town of Herndon may establish a department operations center (DOC) to monitor and coordinate the Town's response to events which are not declared emergencies. During such an event, the DOC may be used as a site for convening a Unified Command. (See Section VIII, Concept of Operations: Department Operations Centers (DOCs))

- **General Emergencies:**

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

1. **Local Emergency Declaration:** A local emergency declaration in Fairfax County may activate the Town of Herndon Emergency Management Plan if the Town is impacted by the emergency.

- The Commonwealth of Virginia - Emergency Services and Disaster Law of 2000, Sections 44-146.16 to 44-146.19 Code of Virginia, as amended and Code of Fairfax County, Chapter 14, Emergency Management, prescribe the authorities pertaining to the declaration of local emergencies.
- The County Executive is the Director of Emergency Management for Fairfax County and may declare a local emergency subject to later ratification by the Board of Supervisors. When the emergency impacts the Town of Herndon, the Town EMP will be activated.
- A local emergency in Fairfax County is declared when, in the judgment of the Fairfax County Director of Emergency Management, the threat or actual occurrence of an emergency or disaster is of sufficient severity and magnitude to warrant a coordinated response by the various County departments, agencies, and voluntary organizations.
- A local emergency in the Town of Herndon may be declared when, in the judgment of the Coordinator of Emergency Management, the threat or actual occurrence of an emergency or disaster in the Town of Herndon is of sufficient severity and magnitude to warrant a coordinated response by Town departments and volunteer organizations. This declaration may or may not coincide with a Fairfax County or State Declaration.
- The declaration of a local emergency by Fairfax County authorities activates the Fairfax County EOP, and when impacted, the Town of Herndon's EMP. Applicable provisions of these plans immediately take effect.

- For instances where a resource shortage (e.g., gasoline, heating oil) is substantially or wholly the cause of a local emergency, a local emergency can only be declared by the Governor based upon a request by the Fairfax County Board of Supervisors or the Herndon Town Council and Mayor, if the Town is impacted.
- When, in its judgment, all emergency activities have been completed, the Fairfax County Board of Supervisors will take action to terminate the declared emergency. In Herndon, the Coordinator of Emergency Management will notify the Mayor and Town Council when emergency activities have been completed so that a Town declaration may be terminated, if applicable.
- All Town departments and agencies will receive notification of emergency declarations and terminations from the Town's Coordinator of Emergency Management.

Samples of local emergency declarations are provided in Appendix 1

2. **State Declaration:** A declaration of an emergency by the Governor of Virginia that includes Fairfax County and the Town of Herndon provides the Town 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 needs. These requests for assistance are coordinated through the Virginia Emergency Operations Center or VEOC.
- The Commonwealth of Virginia Emergency Services and Disaster Law of 2000, Sections 44-146.13 to 44-146.28:1 Code of Virginia, as amended, prescribes the authority and implications of a declaration of a state of emergency by the Governor.
 - The Governor may declare a state of emergency to exist whenever, in his/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 Governor's Declaration of a State of Emergency provides for the expeditious provision of assistance to local jurisdictions, including use of the Virginia National Guard (Army and Air).

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

- Under the provisions of the Robert T. Stafford Act, the Governor may request that the President make a major disaster or emergency declaration for incidents that are (or threaten to be) beyond the scope of the state and local jurisdictions to effectively respond.
- A Presidential Major Disaster Declaration puts into motion long-term federal recovery programs, some of which are matched by state programs, and designed to help disaster victims, businesses, and public entities.
- An emergency declaration is more limited in scope and without the long-term federal recovery programs of a major disaster declaration. Generally, federal assistance and funding are provided to meet a specific emergency need or to help prevent a major disaster from occurring.
- The major disaster or emergency declaration designates the political subdivisions within the state (normally counties and independent cities) that are eligible for assistance. There are three major categories of disaster aid available under a major disaster declaration:

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

- **Disaster Housing** provides up to 18 months 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.

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

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

- **Other Emergency Declarations:**

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

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

(HHS) may declare, after consultation with public health officials, a public health emergency in the event of a significant outbreak of infectious diseases or bioterrorist attack.

- The U. S. Army Corps of Engineers may issue a disaster declaration in response to flooding or coastal storms.
- The Secretary of the U.S. Department of Agriculture may declare a disaster in certain situations in which a County sustained a production loss of 30 percent or greater in a single major enterprise. Note that this authority is not applicable to Fairfax County since there is very limited agricultural activity within the County.
- A federal On-Scene-Coordinator (OSC) designated by the Environmental Protection Agency (EPA), U.S. Coast Guard (USCG), or the Department of Energy (DOE), under the National Contingency Plan, has the authority to direct response efforts at the scene of a discharge of oil, hazardous substance, pollutants, or contaminants, depending upon the location and source of the release.

- **The Emergency Declaration Process:**

- Issuance of Proclamation – Upon recommendation of the Town Manager, the Mayor/Council may issue a proclamation that a local emergency exists in the Town of Herndon. The proclamation shall indicate the nature of the disaster, the area or areas threatened or affected, and the conditions creating the disaster or emergency.
- The local emergency declaration may be based upon reports of an actual event or on the forecast or prediction of emergency conditions. The Coordinator of Emergency Management is responsible for monitoring incidents and events which occur in the Town of Herndon. The Coordinator will provide information and support to the Town Manager, Mayor and Town Council in the process of declaring a local emergency.
- A local emergency may also be declared by the Fairfax County Director of Emergency Management with the later consent of the

Fairfax County Board of Supervisors. In the event the Board cannot convene due to the emergency or other exigent circumstances, the Director or, in his absence, the Deputy Director, or, in the absence of both the Director and Deputy, any member of the Board of Supervisors may declare the existence of a local emergency, subject to confirmation by the governing body at its next regularly scheduled meeting or at a special meeting within 14 days of the declaration, whichever occurs first.

- Whenever a local emergency has been declared by the Town of Herndon, the Town of Herndon Coordinator of Emergency Management will immediately notify the Virginia Department of Emergency Management (VDEM) through the state EOC (VEOC).
- A local emergency must be declared and local resources fully committed before state and federal assistance is requested.
- Within 24 hours of an emergency or disaster event, the Coordinator of Emergency Management will work with the Fairfax County OEM and submit a local situation report to the state EOC. For a significant incident, the situation report will be followed by an official Initial Damage Assessment (IDA) as soon as specific damage information is available, but not later than 72 hours after the peak of the event. The Office of Emergency Management is the coordinating County agency for coordinating damage assessments. The damage assessment process may begin with reports from the field through the Incident Commander(s) as well as windshield surveys conducted by the Fire and Rescue Department to quickly size up the incident. However, these efforts will be followed by a deliberate damage assessment process. The damage assessment annex provides additional information.
- The Coordinator of Emergency Management for the Town will work with OEM and continue to submit local situation reports at least once every 24 hours.
- Based upon the request of the Town of Herndon or the Fairfax County Director of Emergency Management or other available information, the Governor may declare a state of emergency. The Coordinator of Emergency Management will ensure that all

departments and agencies with responsibilities under this plan are notified through existing protocols and procedures.

- Once a determination is made by VDEM that the event is, or may be, beyond the capabilities of the Town, County and state, the Governor may request assistance from the Federal Emergency Management Agency (FEMA) to conduct a more thorough joint federal/state Preliminary Damage Assessment (PDA).
- A PDA is an on-site survey of the affected area(s) by federal and state officials to determine the scope and magnitude of damages caused by the event. Generally, a PDA is conducted prior to an official request by the Governor for a declaration of an emergency or major disaster by the President. OEM will provide assistance in facilitating the PDA process within the County.
- Depending upon the extent and scope of damages provided in the initial reports, PDA teams may be organized to assess damage to private property (Individual Assistance) and/or public property (Public Assistance).
- For events of unusual severity and magnitude, state and federal officials may delay the PDA pending more immediate needs assessment activities.
- The PDA process verifies the general magnitude of damage and whether federal assistance will be requested.
- Based upon the results of the PDA and consultations with FEMA, VDEM will prepare for the Governor's signature an official request for an emergency or major disaster declaration. Upon receipt of an approved Presidential Emergency or Major Disaster Declaration, all departments and agencies with roles and responsibilities under this plan will be notified by OEM.
- The Presidential Declaration will stipulate the types of federal assistance authorized for the County.

VIII. Concept of Operations:

This section outlines the Town of Herndon's concept of operations for responding to emergency events. It provides background information on the National Incident Management and Incident Command Systems, identifies authorities for

emergency response, and defines command and control structures and lines of authority and roles of Town employees during emergency operations under the Emergency Management Plan.

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

- **National Incident Management System (NIMS):**

By resolution on June 26, 2007, the Town of Herndon adopted the federally-mandated National Incident Management System (NIMS) as the Town standard for incident management. NIMS incorporates the Incident Command System (ICS) as the national standard for incident management. The Emergency Management Plan incorporates these concepts with the base plan and emergency support functions as appropriate.

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

- **Emergency Support Functions:**

In accordance with the Fairfax County EOP, The Town of Herndon Emergency Management Plan organizes its various departments, agencies, and voluntary agencies to compliment the 15 Emergency Support Functions (ESF) as established by the Fairfax County Office of Emergency Management to facilitate planning and coordination prior to an incident and to achieve an effective emergency response and recovery.

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

The coordinating agency is responsible for all pre-incident planning and coordination to ensure that all ESF agencies are prepared to provide

resources and perform assigned operational roles.

The coordinating agency is responsible for developing and maintaining the functional annex to the Fairfax County EOP. The Town's Emergency Management Plan is accomplished in accordance with the Fairfax County EOP design and Town departments respond where applicable for Emergency Support Functions as defined under the county plan.

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

Within the Fairfax County EOC, the ESFs are assigned to the Executive Group; the Fairfax County EOC Manager; and the Operations, Logistics, Planning, and Finance and Administration Sections. During an emergency, the Town of Herndon will facilitate the Fairfax County ESFs as directed by the Coordinator of Emergency Management for the Town of Herndon. See the Town of Herndon Emergency Support Function Assignments chart in **Section 2**.

More detailed information on each of the ESFs is provided in Section 4 of the Fairfax County Emergency Operations Plan.

- The **Senior Policy Group** includes the County Executive, appropriate Deputy County Executives, the Police and Fire Chiefs, including the Town of Herndon Police Chief if applicable, the Director of Public Affairs, the Health Director, the Director of Public Works and Environmental Services, the County Attorney and the Coordinator of Emergency Management. Other entities, including representatives from the Town of Herndon when applicable, may be added as appropriate, depending on the incident or event. The primary responsibilities of this Group include:
 - o Establishing and promulgating emergency policy decisions.
 - o Providing strategic direction and priorities for field operations.
 - o Providing direction to agencies performing emergency activities.
 - o Authorizing issuance of public evacuation recommendations.
 - o Resolving resource and policy issues.

- **EOC Command Staff** is responsible for the staffing and operations of the EOC. The EOC Command staff directs the activities of the EOC staff and ensures that policies and priorities established by the Executive Group are implemented. They establish the EOC objectives and direct, in consultation with the Senior Policy Group, strategic and contingency planning efforts to address incident-related concerns and issues. EOC Command establishes the operational periods for the EOC and is the approving authority for the EOC 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 Executive Group related to operations are implemented. The operations section is responsible for coordination of all response elements applied to the incident.
- **The EOC Planning Section** collects, analyzes, displays, and disseminates information related to the incident and the status of operations. This section also collects and maintains information on the status of all resources assigned by the EOC to field operations. The section is also responsible for facilitating the action planning process for the EOC and produces the EOAP. The Planning Section functions as the primary support for strategic level decision making at the EOC including preparing situation reports and briefings, map displays, collecting and consolidating damage assessment information, and developing plans necessary to address changing field events.
- **The EOC Logistics Section** is responsible for the acquisition and movement of supplies, equipment, and personnel in support of the response operations in the field. This section also will provide for the establishment of operating facilities needed to support on-going response and recovery operations.
- **The EOC Finance and Administration Section** provides policy guidance and establishes procedures to authorize the commitment and payment of funds for resources or services ordered through the EOC. This section

tracks and processes payment of vendor purchases, contracts, and other payments, and ensures that an accurate accounting of the cost of responding to the incident is maintained.

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

- **Incident Command System (ICS):**

The Incident Command System (ICS) 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.

The initial responsibility for implementing ICS initially rests with the local emergency services agencies (e.g., fire/rescue and police). Upon their arrival at the scene of an incident, the senior fire and/or police supervisor(s) will establish incident command and designate a command post location to manage the emergency.

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

Command Staff for an emergency event may typically include:

- **Public Information Officer (PIO):** The PIO is responsible for interfacing with the public and media and providing incident-specific information.
- **Safety Officer (SOFR):** The SOFR monitors operations and advises Command Staff on all matters of safety for the operations staff and support teams.
- **Liaison Officer (LOFR):** The LOFR serves as the point-of-contact on behalf of Command Staff for representatives from other government

agencies, non-governmental organizations (NGOs), and private sector entities. Depending upon the nature of the incident, a Liaison Officer may be assigned to assist the Incident Commander (IC) with agency coordination of other Town departments or non-governmental organizations, private sector representatives, and state, regional, and federal officials.

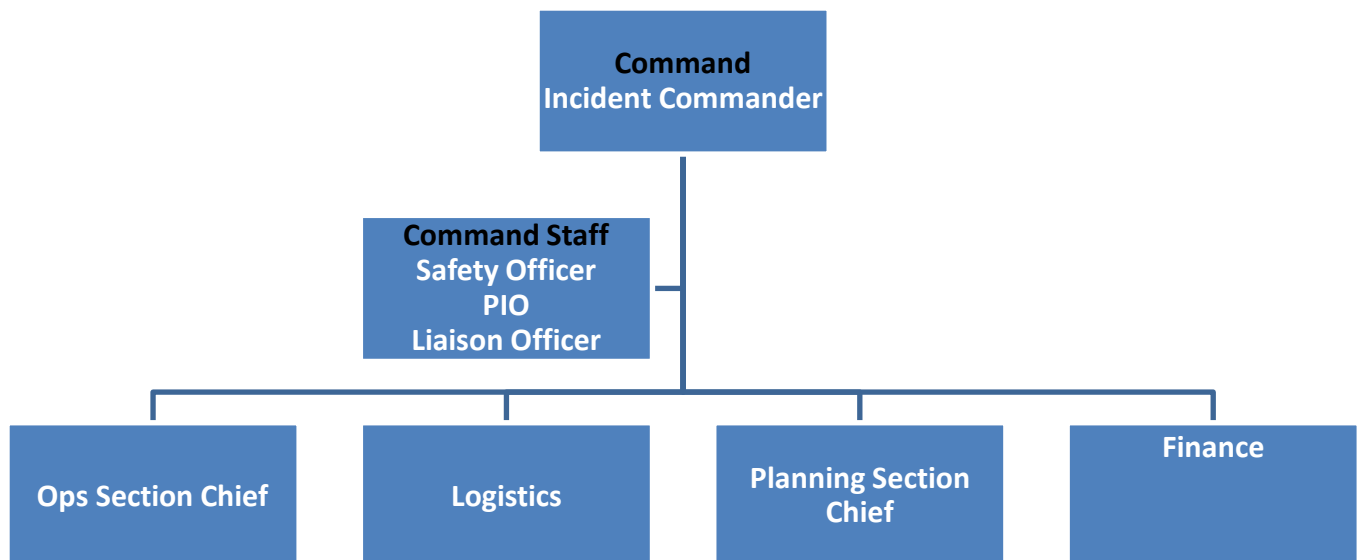
General Staff typically includes the following positions:

- **Planning:** The Planning Section Chief (PSC) is responsible for gathering information and intelligence critical to the incident and providing this information to the Command Staff and other incident management personnel. This section is also responsible for developing and documenting the EOC Action Plan (EOCAP) that identifies overall incident objectives and strategies.
- **Operations:** The Operations Section Chief (OSC) is responsible for all tactical activities in direct support of the reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations.
- **Logistics:** The Logistics Section Chief (LSC) is responsible for all support requirements needed to achieve an effective response to the incident. This includes ordering resources as needed from other jurisdictions, county, state and Federal, in support of the field operations.
- **Finance/Administration:** The Finance/Administration Section is established when incident management activities require finance and administrative support services. The chief of this section is responsible for recording personnel time and attendance, all financial management matters pertaining to the event, handling injury claims and compensation, and recording, tracking, and analyzing cost data for the overall incident.
- **ICS Structure**

The incident command organizational structure develops in a top-down, modular fashion that is based upon the size and complexity of the incident (see Figure below). As needed, separate functional elements can be established, each of which can be further sub-

divided, if needed. For example, the Operations Section can be expanded to include branches, divisions, groups, and specialized resources as required to effectively manage the incident. Responsibility for the establishment and expansion of the ICS organization ultimately rests with the IC who bases the organization on the requirements of the situation. As incident complexity increases, the organization expands from top down as functional responsibilities are delegated.

The IC may appoint additional staff and support positions as necessary depending upon the nature, scope, and complexity of the incident or the requirements identified by the IC.



- **Unified Command:**

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

In large-scale emergencies, fire-rescue and police commanders may establish a Unified Command Post at or near the incident site. They will notify other agencies that need to be present at the Unified Command Post. They will jointly appoint command and general staff as necessary to carry out incident objectives.

- **Area Command:**

When a single incident covers a large geographical area or there are multiple incidents, multiple local ICS organizations may be required. When multiple organizations are operational, it may be necessary to establish an Area Command organization. An Area Command 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. Area Command has the responsibility to set overall strategy and priority, allocate critical resources according to the priorities, and ensure that all incidents are properly managed and established objectives are achieved. For events where the Town of Herndon becomes involved in an area command, depending upon the scope, magnitude, and complexity of the event, the Fairfax County EOC or other fixed facility may function as the Area Command. In the event an Area Command is needed, the Town of Herndon Chief of Police will ensure that appropriate coordination and consultation with the Director of Emergency Management is accomplished.

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

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

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

- **Joint Information Systems (JIS):**

The JIS refers to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations. Within the Town of Herndon, a Joint Information Center (JIC) may be established to provide public information during emergency operations. The Herndon Public Information office and the Public Information Officer for the Herndon Police Department would work with the Fairfax County Office of Public Affairs to coordinate, establish, and staff a JIC under the JIS.

- **Department Operation Centers (DOCs):**

The Deputy Coordinator of Emergency Management for the Town will establish a location for a command center where department representatives and heads can meet and coordinate the Town's response to an emergency. This location is usually at Herndon Police headquarters, but depending on the nature of the event, any advantageous location may be established if monitoring capabilities are available. Under the heading of Department Operation Center (DOC), for the purposes of ensuring understanding, the Town DOC will be staffed by Town of Herndon representatives, including the Deputy Coordinator of Emergency Management, who will monitor ongoing operations and coordinate planning meetings or gatherings of Unified Command.

DOC functions will include managing agency resources, managing administrative functions relevant to the incident, coordinating exchange of equipment, enhancing agency continuity of operations, and conducting expedient training. If Town personnel are assigned to the Fairfax County EOC, they will maintain contact with the Town's DOC throughout an event, and be responsible for keeping representatives at the Town DOC

apprised of ongoing developments at the Fairfax County EOC.

Separate Town departments may establish satellite Department Operation Centers (DOCs) staffed by their personnel to support and coordinate the emergency operations unique to their department. Representatives from separate Department DOCs would then report to the main Town DOC for scheduled meetings and planning sessions, and provide updates on developments that are ongoing for the individual departments.

- **Authority of On-Scene Commanders:**

The Coordinator of Emergency Management delegates authority to on-scene incident commanders to establish standard operating procedures to guide management of emergency operations. Upon arrival at an emergency, the senior fire and/or police official on scene will establish incident command and designate a command post location to manage the emergency. Incidents that begin as a single agency response may evolve into an operation requiring a multi-agency response to meet actual or expected needs.

- **Continuity of Operations Plans (COOP):**

A major incident or emergency could include death or injury of key Town officials, the partial or complete destruction of established facilities, and the destruction of vital public records essential to the continued operations of the government. It is essential that law and order be preserved and government services maintained.

Continuity of government and government business is particularly important with respect to emergency services, direction of emergency response operations, and management of recovery activities. Under the Commonwealth of Virginia concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while additional resources may be provided from other local, state, or federal sources. A key aspect of this control is the continued capability to communicate official requests, situation reports, and other emergency information throughout the event.

The letter of agreement to this plan includes a provision that all Town departments maintain Continuity of Operations Plans (COOP).

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

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

- **Town of Herndon Department Operations Center (DOC)**

In preparation for, or in response to, a major incident or emergency, the Town of Herndon may initiate a response by establishing an Operations Center for the coordination of meetings, planning, ongoing monitoring, or other related management activities. Representatives at the DOC will establish Operational periods, establish objectives, designate assignments, and coordinate activities in accordance with ICS guidelines.

Members at the DOC will stay in contact with Town of Herndon staff members who have been assigned to the Fairfax County EOC, and ensure that ongoing communication occurs throughout the event. The DOC will be staffed by the Deputy Coordinator for Emergency Management or his or her designee throughout the duration of the event. Generally, the DOC will monitor WebEOC, local media outlets, and radio communications.

The DOC will also be the location for the key personnel assigned to support functions in the ICS organization. The location for the DOC is usually at Herndon Police headquarters.

- **Fairfax County Emergency Operations Center (EOC):**

The Fairfax County EOC will serve as the direction and coordination facility for the Fairfax County government during major emergencies and disasters for assignment of resources, establishing policies, and coordination and approval of all requests for assistance outside the County.

The Emergency Operations Center serves as a multi-agency coordination center with jurisdictional responsibility for Fairfax County and, as appropriate, the towns of Clifton, Herndon, and Vienna. Many of the departments and agencies represented at the EOC, including the Town of Herndon, will have a department operations center (DOC) that is off-site.

In these circumstances, the individual at the EOC serves as a liaison to the DOC. As missions and tasks are assigned by the EOC, they are conveyed to the DOC for implementation. DOCs will coordinate their activities with the EOC, to reduce duplication and confusion.

The EOC will establish operational periods as a basis for the incident action planning process at the EOC. Typically, the operational periods are 7:00 a.m. to 7:00 p.m. and 7:00 p.m. to 7:00 a.m. during 24-hour operations. The planning process is designed around identifying expected accomplishments over the next operational period. An Emergency Operations Center Action Plan (EOCAP) 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 EOCAP and are aware of the objectives that are expected to be accomplished.

Operations within the EOC will be organized and conducted with established operational procedures, checklists, and job aids. The EOC structure provides for further subdivision of the operations, planning, logistics, and finance and administration sections into branches and groups depending upon the complexity of the operations and to maintain a manageable span of control.

- **Resource Ordering and Management:**

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

- Personnel, staff, equipment, and facilities belonging to Fairfax County.
- Resources available from neighboring jurisdictions through local mutual aid agreements.
- Resources available from the private sector through acquisition /purchasing or MOU's.
- Resources of the Commonwealth of Virginia including the National Guard through the Virginia Emergency Operations Center (VEOC).
- Mutual aid resources from other states via the Emergency Management Assistance Compact (EMAC), through the VEOC.

- Intrastate mutual aid available through the Statewide Mutual Aid Program (SWMA).
- Resources available from the federal government under the National Response Framework (NRF), after Governor's Declaration of Emergency.

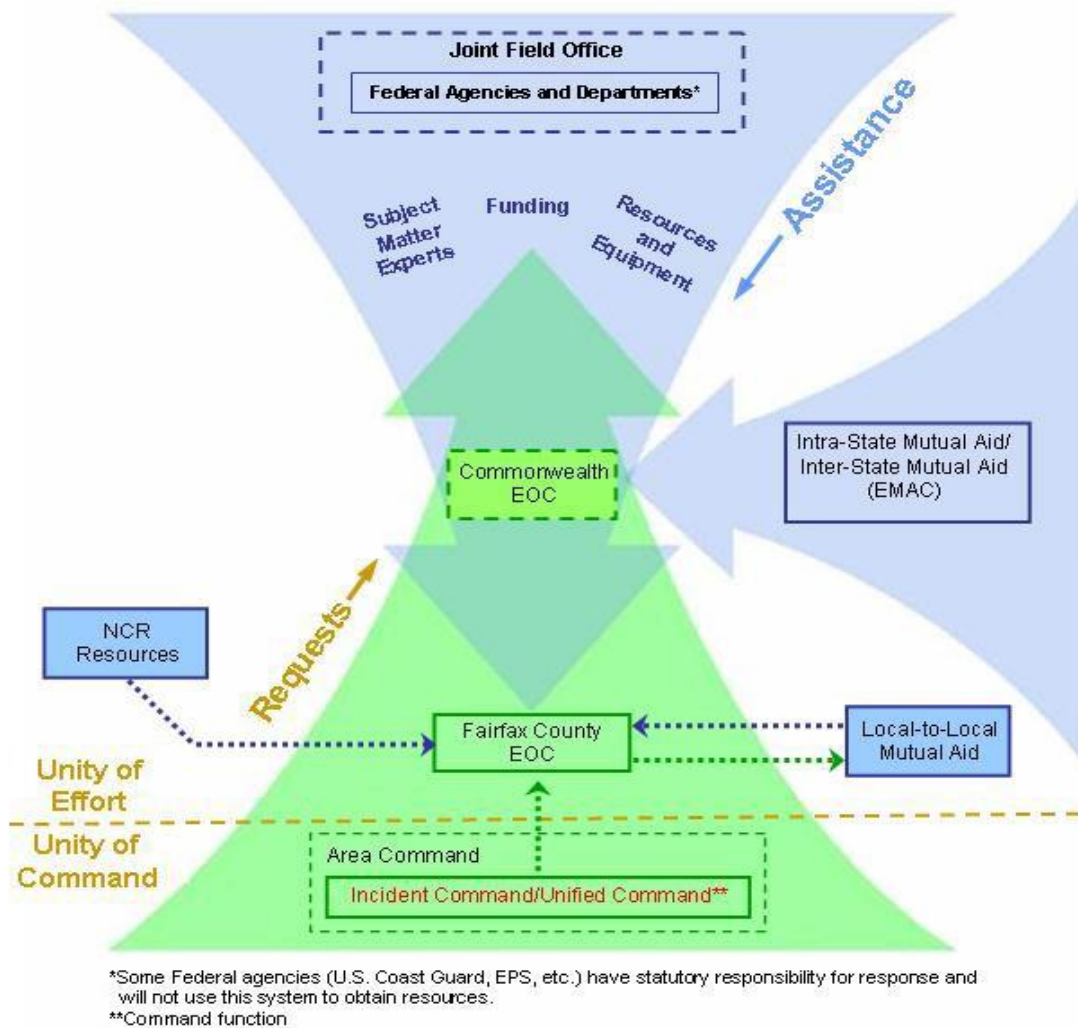
If existing Town of Herndon and Fairfax County resources and automatic mutual aid resources are exhausted, the Fairfax County EOC will submit a request through the statewide mutual aid list to request assistance from outside jurisdictions within the commonwealth. Formal requests for assistance shall be directed to the State EOC (VEOC). Note that this provision does not apply to existing "automatic" aid/mutual aid agreements.

The VEOC Unit in the Logistics section in the EOC is responsible for making VEOC resource requests on behalf of the EOC.

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

The figure depicts the flow of resource requests and assistance during significant events where State and federal resources are available through the appropriate emergency and disaster declarations.

Flow of Requests and Assistance During Large Scale Incidents



Resource Assistance Process

- **Evacuations:**

Fairfax County and the Town of Herndon are susceptible to both natural and man-made events such as floods, hurricanes, hazardous material incidents, and acts of terrorism that may necessitate an evacuation of nearby residents, businesses, and other facilities in order to save and protect lives.

The Town of Herndon defines three stages for evacuations:

1. **Selected:** An evacuation event limited to a specific building or neighborhood requiring a limited number of residents being evacuated and possibly sheltered.
2. **Staged:** An evacuation event requiring multiple neighborhoods or

communities being evacuated and possibly moved to various shelter sites within Fairfax County.

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

The evacuation and mass care annex to the Fairfax County Emergency Operations Plan outlines specific roles and responsibilities for planning and conducting evacuations.

- **Access and Functional Needs:**

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

Residents or visitors who have access or functional needs with transportation, communications, and registering for shelters require strategies designed to meet their access and functional needs before, during or after an emergency. Fairfax County will communicate with both population groups during all phases of emergency management using an array of accessible technologies. To facilitate the delivery of emergency services, Fairfax County has developed, implemented and maintains a Medical Needs Registry for both individuals and agencies who serve these population groups. During an EOC activation, these registries are polled to determine if any assistance may be necessary. Before, during and after an emergency, the County will provide accessible transportation and ADA compliant shelters, when necessary. Should residents or visitors with access or functional needs require the use of their service animal, Fairfax

County will ensure that the service animal will remain with the individual during County supplied transportation and sheltering activities, consistent with ADA regulations.

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

To ensure that Fairfax County is able to provide shelters suitable for people with access or functional needs, the Fairfax County Department of Family Services has developed Shelter Plans consistent with ADA regulations, as an ancillary to Mass Care, Emergency Assistance, Housing and Human Services Support-ESF 6.

Once the determination is made by the Incident Commander and/or the Coordinator of Emergency Management to open a shelter, the Fairfax County Department of Family Services will establish and operate the shelter(s) in accordance with their established plan(s), and these shelters will be available to Town of Herndon residents in need.

The Department of Transportation, as coordinating agency for Transportation-ESF 1, will assist with coordinating transportation for individuals with access and functional needs to and from shelters or other locations, as necessary. Town of Herndon residents with such needs are afforded the services of the Fairfax County Department of Transportation when such services are required during an emergency.

- **Multiple ICS Organizations:**

In the event that it is necessary to geographically sub-divide the County for purposes of establishing ICS management structures, the Board of Supervisor districts may be used. Although there are nine districts, the number of separate structures activated will be based upon the specific needs of the incident. (See Page 11)

- **Transition to Recovery:**

Although there is no clear line between the response and recovery phases, the command and control, coordination, and resources to serve disaster victims transitions from immediate needs to a more deliberative 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 Coordinator of Emergency Management for the Town of Herndon will direct recovery functions and appoint a new IC to oversee recovery operations.

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

IX. Recovery Operations:

- **General**

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

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

- **Short-term recovery** is initiated as soon as possible following the disaster, if not immediately. That is, it typically overlaps with

emergency response, as well as with intermediate recovery. It consists of health and safety needs (beyond immediate rescue), the assessment of the scope of damages and needs, the restoration or interim provision of basic infrastructure, and the mobilization of recovery organizations and resources including restoring essential services.

- **The intermediate recovery** phase may begin within days of a catastrophic event, and may last weeks or months afterward, depending on the severity of the disaster. It therefore overlaps with short-term and long-term recovery. This phase involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional – if not pre- disaster – state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.
- **Long-term recovery** is generally defined as “any activity designed to return life to normal or to an improved state.” Long-term recovery involves rebuilding or relocating damaged or destroyed social, economic, natural, or built environments and moves toward self-sufficiency, sustainability, and resilience to future disasters.

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

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

The Fairfax County Office of Emergency Management is the coordinating agency for recovery operations and developing a plan for long-term

recovery. The Pre-Disaster Recovery Plan, in conjunction with the Northern Virginia Regional Hazard Mitigation Plan will incorporate appropriate mitigation actions and strategies for maximizing available state and federal assistance. The ESF 14 annex provides some information concerning long term recovery planning.

Fairfax County and the Town of Herndon may be eligible to apply for reimbursement of disaster-related expenses either through the Commonwealth of Virginia or the federal government. It is critical that departments and agencies document disaster-related expenditures. Guidance for doing so is provided in the Financial Management Annex, published as a separate document.

Recovery assistance that will be available will depend upon whether or not Fairfax County and the Town of Herndon are included in a state and/or federal emergency or disaster declaration. In the event there is no state or federal declaration, recovery assistance will include what is provided through County departments and agencies and various voluntary organizations. The County may open one or more Service and Information Centers to provide social services, information, and referrals, to affected residents. When a single Service and Information Center is established, it may also serve as the command location for the incident during recovery operations.

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

In the event of a federal disaster or emergency declaration, federal and state officials will establish and co-locate at a Joint Field Office (JFO) that will serve as the hub for the coordination of disaster assistance and recovery programs throughout the commonwealth for all declared jurisdictions. The Commonwealth of Virginia Emergency Operations Plan, Volume 2, provides detailed information on recovery operations under federal declarations. The Fairfax County OEM will be the primary liaison with VDEM on implementation and management of the recovery programs within Fairfax County, and the Coordinator of Emergency Management for the Town of Herndon will coordinate such activities under the guidance of Fairfax County OEM.

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 for Fairfax County may establish a Recovery and Restoration Task Force to serve as an advisory group on long-term recovery and restoration issues, policies, and activities (see Emergency Support Function ESF 14).

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

Depending upon the magnitude of the incident, the Coordinator of Emergency Management for the Town of Herndon may elect to coordinate recovery operations with Town resources only.

- **Disaster Assistance Programs:**

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

- Individuals may receive loans or grants for real and personal property, dental, funeral, medical, transportation, unemployment, sheltering, and rental assistance depending upon the extent of the damage. The State Recovery Task Force program assists the local government to ensure that needed assistance is provided to disaster victims.
- The U.S. Small Business Administration (SBA) provides loans to many types of businesses and can provide assistance with both physical and economic losses as the result of a disaster 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 County may be eligible for a variety of disaster assistance programs.
- Assistance for individuals and families is also provided by a wide variety of voluntary relief organizations including, among others, the American Red Cross and the Salvation Army.

- **FEMA Public Assistance Program:**

- The FEMA Public Assistance Program requires a local emergency declaration, a state of emergency proclamation, and a federal declaration of a major disaster that specifically authorizes public assistance for Fairfax County.
- This program provides public assistance to state agencies, local governments, political subdivisions of local governments, and certain private nonprofit organizations.
- This assistance can cover debris removal and/or emergency protective measures taken during the response phase as well as repair and restoration of damaged facilities. It also includes certain mitigation actions (see Subsection 1.X).
- The Public Assistance Program consists of two types of work: Emergency and Permanent. Emergency work has two categories and permanent work has five as detailed in Tables 1.IX.1 and 2 below:

Table 1.IX.1. Emergency Work

Category	Definition
A- Debris Removal	Provides for removal of debris and wreckage resulting from a major disaster or emergency. Eligible work includes debris removal from public roads and streets, including rights of way, other public property, and, in special cases, private property.
B- Emergency Protective Measures	Provides reimbursement for emergency protective measures to save lives, remove health and safety hazards, and protect property.

Table 1.IX.2. Permanent Work

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

- The Public Assistance Program is administered by VDEM. A grant is provided to the state and sub-grants are authorized to eligible applicants within the state.
- The Commonwealth of Virginia EOP provides detailed information on the management of the public assistance program.
- **FEMA Individual Assistance Program:**
 - The basic purpose of the Individual Assistance Program is to serve individuals and families affected by the disaster. This program requires that a federal major disaster declaration is in effect and the individual assistance program authorized for the County.
 - This program is jointly administered by VDEM and FEMA as outlined in Appendix 5 of the Commonwealth of Virginia EOP, Volume 2.
 - This program is designed as a supplement to other assistance that may be available such as private insurance or disaster assistance loans offered through the Small Business Administration.

- Individual Assistance may be available to individuals and households and can be a grant, temporary housing (such as travel trailers), low interest loans, services (such as crisis counseling), and eligibility for programs not normally available unless there is a federal disaster declaration. Individuals register to receive federal disaster assistance by calling the FEMA toll-free registration number.
- State and federal officials may establish one or more Disaster Recovery Centers (DRC) within a federally declared jurisdiction where one-on-one assistance can be provided to disaster victims. DRCs are typically located in public buildings and provide for face-to-face interaction between disaster victims and representatives from federal, state, and local government with resources to provide direct assistance and appropriate referrals. OEM will coordinate support from the County necessary to establish and operate a DRC. Support agencies, including Town of Herndon representatives, when the Town is impacted, will provide assistance, as needed.
- **Unmet Needs:**
 - Unmet needs are any disaster-related losses experienced by the victim that cannot be provided for by the programs available from the local jurisdiction, State, or federal agencies due to the victim's ineligibility for such services or the goods or services. During the recovery phase, a collaborative effort is established between the government and the private nonprofit community to address the issue of unmet needs.
- **After-Action Review:**
 - After-action reviews are essential for identifying issues that impeded operations or innovative approaches that were introduced during the response and recovery that may be applicable to future incidents. In order for issues to be addressed they need to be identified and documented.
 - All Town departments involved in an incident will participate in the after-action review process and submit issues and recommended solutions to the Coordinator of Emergency Management for the Town for review and consolidation.
 - The Coordinator of Emergency Management will provide guidelines and templates for Town departments to use to identify issues or successes.

- In consultation with the Fairfax County Director of Emergency Management and the Fairfax County OEM, the Coordinator of Emergency Management for the Town may schedule and facilitate an after-action review to verify and document issues for further review and corrective action.
- The Fairfax County OEM will prepare and issue a formal after-action report for any incidents conducted under the Fairfax County EOP. The Coordinator of Emergency Management for the Town of Herndon will prepare after-action reports for all incidents conducted under the Town Emergency Management Plan.
- **Corrective Actions:**
 - Issues for corrective action identified in reports prepared by the Coordinator of Emergency Management for the Town of Herndon will be addressed and tracked for the status of resolution.

X. Hazard Mitigation:

- **General:**
 - The primary goal of mitigation is to reduce loss of life and property by lessening the impact of disasters. This is achieved through regulations, local ordinances, land use and building practices, and mitigation projects that reduce or eliminate long-term risk from hazards and their effects. Mitigation, by reducing the impacts of a disaster, will also lessen the demand for resources in the event of another disaster.
 - In the event of a federal declaration of a major disaster for the Commonwealth of Virginia, Fairfax County and the Town of Herndon may be eligible to apply for hazard mitigation assistance under the federal Hazard Mitigation Grant Program (HMGP).
 - The HMGP provides grants to state and local governments to implement long-term hazard mitigation measures after a major disaster declaration.
 - Mitigation initiatives identified in the Northern Virginia Regional Hazard Mitigation Plan (see Fairfax County supplement) may be eligible for a HMGP grant.

- In addition, if Fairfax County and the Town of Herndon are included in a federal major disaster declaration that includes public assistance, hazard mitigation funding may be available through the public assistance program under Section 406 of the Robert T. Stafford Act. Departments and agencies engaged in repair and restoration work should consider mitigation methods that will prevent or reduce damage in future incidents for potential funding as part this program. The public assistance program is managed by VDEM.
- Eligible applicants include state agencies, local governments, and private nonprofit organizations which own or operate facilities providing essential government services.

- **Project Eligibility:**

To be eligible for the HMGP, a project must:

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

- **HMGP Process:**

1. The Hazard Mitigation Grant Program when authorized under a federal disaster declaration, is managed by the State Hazard Mitigation Officer (SHMO).
2. The SHMO, in coordination with other state departments and agencies, develops a mitigation strategy as an update to the state hazard mitigation plan. The strategy identifies mitigation opportunities and establishes priorities for funding.
3. The grant application process may be announced through press releases and applicant briefings scheduled by the SHMO.
4. The Coordinator of Emergency Management for the Town of Herndon will contact all Town department heads for post-disaster mitigation activities and notify them of their role in these operations.

Section 2 – Emergency Support Functions (Separate Fairfax County File-available) Note: Herndon assets and personnel are assigned to specific ESFs by the Coordinator of Emergency Management for the Town. Logical assignments are listed in the chart on page 65.

Fairfax County Emergency Support Functions

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

Town of Herndon Emergency Support Function Assignments

Title Coordinating Town Departments to facilitate Town response and support County Agencies		
1	Transportation	Fairfax County agencies assigned
2	Communications	Town of Herndon Police (Communications)
3	Public Works and Engineering	Town of Herndon Public Works
4	Firefighting	Fairfax County Fire and Rescue
5	Emergency Management	Town of Herndon Police
6	Mass Care, Emergency Assistance, Housing, and Human Services	Fairfax County agencies assigned
7	Logistics Management & Resource Support	Town of Herndon, Department of Finance
8	Public Health & Medical Services	Fairfax County agencies assigned
9	Search and Rescue	Fairfax County Fire and Rescue
10	Oil and Hazardous Materials Response	Federal and State agencies assigned
11	Agriculture and Natural Resources	Fairfax County agencies assigned
12	Energy	Town of Herndon Public Works
13	Public Safety and Security	Town of Herndon Police
14	Long-Term Community Recovery	Fairfax County agencies assigned
15	External Affairs	Town of Herndon, Town PIO

Section 3 – Support Annexes (Published separately by Fairfax County OEM)

- Damage Assessment
- Financial Management
- Employee Health and Safety
- Evacuation and Mass Care
- Volunteer and Donations Management

Section 4 – Incident Annexes (Published separately by Fairfax County OEM)

- Severe Weather
- Terrorist Incident
- Radiological/Nuclear Incident
- Biological

Section 5 – Appendices (Excerpted from Fairfax County EOP, sample documents prepared by the Attorney for the Town of Herndon)

- Appendix 1 – Sample Formats and References
- Appendix 2 - Glossary of Terms and Definitions
- Appendix 2 – Acronyms

Appendix 1 – Sample Formats and References

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Sample Evacuation Order

INSTRUCTIONS

1. All persons residing within the (name of area) are advised to evacuate immediately. The area covered runs (give boundaries of evacuation area).
2. Persons leaving the area are asked to leave via (evacuation route).
3. If you cannot stay with relatives or friends outside the evacuation area, go to one of these temporary shelters:
4. If you do not go to one of the temporary shelter(s) call _____ to inform officials of your whereabouts for the next few days.
5. Take only essential items - - medicine, special foods, valuable papers, baby supplies – but do not overload your car. Secure your home before you leave. Lock windows and doors, turn off water and gas, and disconnect all electrical appliances except refrigerators and freezers.
6. Tie a white cloth or towel on your front door knob to indicate the premises are vacant.
7. Be sure to check on any neighbors who may need assistance.
8. Pets will **not** be allowed in shelters. If you cannot make arrangements for someone outside the evacuation area to take care of your pets, Fairfax County Animal Control will provide temporary shelter for your pet(s).

FUNCTIONAL NEEDS:

9. If you have no means of transportation, ask for help from a neighbor or friend, or walk to one of the following pickup points: (list of locations)
10. If you are physically unable to go to one of the pickup points, call:
_____, Telephone # _____

Local Emergency Declaration Samples

[Use this form when consent of governing body cannot be obtained in advance.]

Sample Resolution Confirming the Declaration of a Local Emergency

WHEREAS, the Town Council of the Town of Herndon does hereby find that:

- 1 Due to the _____, the Town of Herndon (Town) faced dangerous conditions 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;
- 2 Due to the _____, a condition of extreme peril of life and property necessitated the declaration of the existence of an emergency; and
- 3 Circumstances did not permit the Town's Town Council to convene to consent to the declaration of a local emergency;

NOW, THEREFORE, IT IS HEREBY RESOLVED that the Declaration of a Local Emergency dated _____ by the Herndon Chief of Police and Coordinator of Emergency Management (Chief of Police) _____ be, and the same hereby is, confirmed; and

IT IS FURTHER RESOLVED that during the existence of the emergency the powers, functions, and duties of the Fairfax County Director of Emergency Management and the Emergency Management organization of the County of Fairfax (or the Chief of Police in default of Fairfax County action) shall be those prescribed by State law and the ordinances, resolutions, and approved plans of the County of Fairfax in order to mitigate the effects of the emergency.

Dated: _____
Town Council of the Town of Herndon, Virginia

By: _____
Mayor

Attest: _____
Town Clerk

[Use this form when consent of governing body can be obtained in advance.]

**Sample Resolution Consenting To the
Declaration of a Local Emergency**

WHEREAS, the Town Council of the Town of Herndon does hereby find that:

1 Due to the _____, the Town of Herndon is facing dangerous conditions 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;

2 Due to the _____, a condition of extreme peril of life and property necessitates the proclamation of the existence of an emergency;

NOW, THEREFORE, IT IS HEREBY RESOLVED that an emergency now exists throughout the Town of Herndon; and

IT IS FURTHER RESOLVED that during the existence of the emergency the powers, functions, and duties of the Fairfax County Director of Emergency Management and the Emergency Management organization of the County of Fairfax (or the Herndon Chief of Police and Coordinator of Emergency Management) in default of Fairfax County action) shall be those prescribed by State law and the ordinances, resolutions, and approved plans of the County of Fairfax in order to mitigate the effects of the emergency.

Dated: _____
Town Council of the Town of Herndon, Virginia

By: _____
Mayor

Attest: _____
Town Clerk

[Use this form when consent of governing body cannot be obtained in advance.]

Sample Declaration of a Local Emergency

WHEREAS, due to _____, the Town of Herndon is facing dangerous conditions 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; and

WHEREAS, the conditions of extreme peril to life and property necessitate the proclamation of the existence of a local emergency; and

WHEREAS, circumstances do not permit the governing body to convene to consent to the declaration of a local emergency;

NOW, THEREFORE, subject to confirmation by the governing body on or before _____, the Herndon Chief of Police and Coordinator of Emergency Management (Chief of Police) _____ declares and proclaims the existence of a local emergency in Town of Herndon, Virginia; and

It is further proclaimed and ordered that during the existence of the d emergency the powers, functions, and duties of the Director of Emergency Management and the Emergency Management organization of the County of Fairfax (or the Chief of Police in default of Fairfax County action) shall be those prescribed by State law and the ordinances, resolutions, and approved plans of the County of Fairfax in order to mitigate the effects of the emergency.

Dated: _____

Attest: _____
Town Clerk

[Use this form when consent of governing body can be obtained in advance.]

Sample Declaration of a Local Emergency

WHEREAS, due to _____, the Town of Herndon, Virginia is facing dangerous conditions 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; and

WHEREAS, the conditions of extreme peril to life and property necessitate the proclamation of the existence of a local emergency; and

WHEREAS, by Resolution dated _____ the Town Council of the Town of Herndon, Virginia consented to the declaration of a local emergency;

NOW, THEREFORE, the Herndon Chief of Police and Coordinator of Emergency Services (Chief of Police) _____ declares _____ and proclaims the existence of a local emergency in the Town of Herndon, Virginia; and

It is further proclaimed and ordered that during the existence of the emergency the powers, functions, and duties of the Director of Emergency Management and the Emergency Management organization of the County of Fairfax (or the Chief of Police in default of Fairfax County action) shall be those prescribed by State law and the ordinances, resolutions, and approved plans of the County of Fairfax in order to mitigate the effects of said emergency.

Dated: _____

Attest: _____

Town Clerk

Succession of Authority

Continuity of operations is critical to the successful execution of disaster operations. Therefore, the following lines of succession are specified in anticipation of any contingency, which might result in the unavailability of the ranking member of the administrative hierarchy. The decision-making authority for each organization is listed by position in decreasing order.

Mayor and Town Council	Mayor Vice-Mayor
Herndon Cable Television	Director, Herndon Cable Television Assistant Director-Herndon Cable Television
Town Clerk	Town Clerk Deputy Town Clerk
Town Attorney	Town Attorney Town Prosecutor
Town Manager	Town Manager Director of Finance
Department of Finance	Director Deputy Director
Information Technology	Director Systems Manager
Community Development	Director Deputy Director
Human Resources	Director HR Analyst
Public Works/Town Shop	Director Deputy Director Superintendent
Chestnut Grove Cemetery	Director – Parks and Recreation Cemetery Manager
Golf Course	Director Superintendent
Parks and Recreation	Director Deputy Director
Police Department	Chief Captain, Field Operations Captain, Support Services

Appendix 2 – Glossary of Terms

Definitions

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating federal, state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

American Red Cross: An organization charged by statute and agreements with the responsibility of helping meet the human needs of disaster victims.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than an ICP.

Available Resources: Resources assigned to an incident, checked in, and available for use.

Awareness: The continual process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

Biological Agents: Living organisms or the materials derived from them that cause disease in or harm to humans, animals, or plants or cause deterioration of material. Biological agents may be used as liquid droplets, aerosols, or dry powders.

Casualty: Any person who is declared dead or is missing, ill, or injured.

Chemical Agent: A chemical substance that is intended to kill, seriously injure, or incapacitate people through physiological effects. Generally separated by severity of effect: lethal, blister, and incapacitating.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Coordination: The process of systematically analyzing a situation, developing relevant information, and informing appropriate personnel of viable alternatives for selection of the most effective combination of available resources to meet specific objectives.

Coordinator of Emergency Management: A person who manages the development and coordination of emergency management plans, is the liaison with state and federal authorities and coordinates volunteer personnel, public and private agencies.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Cyber: Pertaining to computers and their support systems, such as servers, routers, and switches, which support critical infrastructure.

Declaration of Emergency: Whenever, in the opinion of the governing official, the safety and welfare of the people of the jurisdiction require the exercise of extreme emergency measures due to a threatened or actual disaster, they may declare a state of emergency to exist.

Deputy: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy could act as relief for a superior and therefore must be fully qualified in the position.

Disaster Housing: Provides up to 18 months temporary housing assistance, using local resources, for displaced persons whose residences were heavily damaged or destroyed. Funding also can be provided for housing repairs and replacement of damaged items to make homes habitable.

Disaster Grants: 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, and transportation, medical, dental and funeral expenses.

Disaster Recovery Center (DRC): A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid.

Emergency/Disaster: An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

Emergency Alert System (EAS): A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

Emergency Management: 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 man-made disasters. These functions include fire-fighting, police, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, County, city, tribal), or by some combination thereof.

Emergency Management Plan (EMP): The Town of Herndon's document which provides for a preplanned and coordinated response in the event of an emergency or disaster situation.

Emergency Operations Plan (EOP): The Fairfax County document which provides for a preplanned and coordinated response in the event of an emergency or disaster situation.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Support Function (ESF): A function which tasks agencies to provide or to coordinate certain resources in response to emergencies or disasters.

Evacuation: The movement of persons from a dangerous place due to the threat or occurrence of a disaster or emergency incident.

Federal: Of or pertaining to the Federal Government of the United States of America.

First Responder: Local and nongovernmental police, fire, and emergency personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from Federal, State, local, tribal, or nongovernmental organizations.

Geographic Information System (GIS): A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e. data identified according to their locations.

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

Hazardous Material: Hazardous material can be a substance or material, including a hazardous substance that has been determined to be capable of posing an unreasonable risk to health, safety, and property. It may also mean a hazardous substances, pollutants, and contaminants.

Hazardous Substance: As defined by the National Contingency Plan (NCP), any substance designated pursuant to section 311(b)(2)(A) of the Clean Water Act; any element, compound, mixture, solution, or substance designated pursuant to section 102 of the Comprehensive Environmental Response, compensation, and Liability Act (CERCLA); any hazardous waste having the characteristics identified under or listed pursuant to section 3001 of the Solid Waste Disposal Act (but not including any waste the regulation of which under the Solid Waste Disposal Act (42 U.S.C. § 6901 et seq.) has been suspended by act of Congress); any toxic pollutant listed under section 307(a) of the Clean Water Act; any hazardous air pollutant listed under section 112 of the Clean Air Act (42 U.S.C. § 7521 et seq.); and any imminently hazardous chemical substance or mixture with respect to which the EPA Administrator has taken action pursuant to section 7 of the Toxic Substances Control Act (15 U.S.C. § 2601 et seq.).

Incident: An occurrence or event, natural or human caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods,

hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span-of-control, pre-designated facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

Incident Commander (IC): The individual responsible for the management of all incident operations.

Individual Assistance: Aid to individuals and households under a Major Disaster Declaration.

Infrastructure: The man-made physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to the public. Examples of infrastructure include utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads.

Initial Damage Assessment Report: A report that provides information regarding overall damage to public and private property, thereby providing a basis for an emergency declaration and/or disaster assistance.

Initial Response: Resources initially committed to an incident.

Joint Field Office (JFO): An administrative office established by FEMA and staffed by appropriate federal/state personnel following a disaster declaration by the president. The Disaster Field Office is the primary field location for the coordination of response

and recovery operations.

Joint Information Center (JIC): Is a facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): The JIS refers to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authorities. Jurisdictional authority at an incident can be political or geographical (e.g., city, County, tribal, state, or federal boundary lines) or functional (e.g., law enforcement, public health).

Coordinating/Primary Agency: While several County departments will be performing varied and critical tasks during a disaster, in most cases only one agency will be considered the “coordinating” or ‘primary agency.’ The primary response agency shall be responsible for detailed planning, testing, and evaluation of their respective emergency support function(s) plans/activities. The Department Director of the primary agency shall serve as the principal advisor to the County Executive during the response and recovery phase. In addition, the Department Director of the primary agency must assure that essential operations of his/her agency will continue, unless otherwise directed by the County Executive or his/her designee.

Liaison Officer (LOFR): A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Emergency: The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate loss of life, property damage, or hardship. A local emergency arising wholly or substantially out of a resource shortage may be declared only by the Governor, upon petition of a local governing body, when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

Local Government: A County, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or

instrumentality of a local government; an Indian tribe or authorized tribal organization or, in Alaska, a Native Village or Alaska Regional Native Corporation; or a rural community, unincorporated town or village, or other public entity. (As defined in section 2(10) of the Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135, et seq. (2002).)

Low-Interest Disaster Loans: Loans 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.

Major Disaster Declaration: Any natural or man-made disaster 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 disaster assistance above and beyond emergency services by the federal government to supplement the efforts and available resources of local and state governments, and relief organizations in alleviating the damage, loss, hardship, or suffering caused.

Man-made Disaster: Any industrial, nuclear, or transportation accident, explosion, conflagration, power failure, resource shortage, or other condition such as sabotage, oil spills, and other injurious environmental contaminations which threaten or cause damage to property, human suffering, hardship, or loss of life caused by an individual or individuals.

Memorandum of Understanding (MOU): An agreement between agencies (internal and external) located within the jurisdictions on cooperative efforts and services, which would be provided during a disaster. The agencies involved usually maintain command of their personnel while providing specific services to the community at large and in conjunction with the normal resources available in the community.

Mitigation: Mitigation is any activity taken to eliminate or reduce the degree of long-term risk to human life and property from natural, technological, and human-caused hazards.

Mobilization: The process and procedures used by all organizations—federal, state, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Center: A location at which response personnel and resources are received and positioned for deployment to a local staging area or directly to an incident site. A mobilization center can serve as both an incident facility and a tactical facility. It serves

specific logistical (incident) functions, including receiving, documenting, and temporary warehousing of equipment when required; and issuing disaster equipment and supplies. It also acts as a support center for responding tactical teams (accommodating team personnel, including food and lodging).

Mutual Aid Agreement (MAA): A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and equipment in an emergency situation.

National: Of a nationwide character, including the federal, state, local, and tribal aspects of governance and policy.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and NGOs to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework (NRF): The National Response Framework establishes a process and structure for the systematic, coordinated, and effective delivery of federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC], et seq.).

National Response System: Pursuant to the NRF, the mechanism for coordinating response actions by all levels of government (40 CFR § 300.21) for oil and hazardous substances spills and releases.

National Weather Service (NWS): The federal agency which provides localized weather information to the population, and during a weather-related emergency, to state and local emergency management officials.

Natural Disaster: 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.

Natural Resources: Natural resources include land, fish, wildlife, domesticated animals,

plants, biota, and water. Water means salt and fresh water, surface and ground water, including water used for drinking, irrigation, aquaculture, and recreational purposes, as well as in its capacity as fish and wildlife habitat, including coral reef ecosystems as defined in 16 U.S.C. 64501. Land means soil, surface and subsurface minerals, and other terrestrial features.

Nongovernmental Organization (NGO): A nonprofit entity that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Preparedness: Preparedness is any activity taken in advance of an emergency to develop, support and enhance operational capabilities and to facilitate an effective and efficient response and recovery to an emergency situation.

Presidential Declaration: A presidential declaration frees up various sources of assistance from the Federal government based on the nature of the request from the governor.

Prevention: Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Public Assistance: Aid available 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 public schools.

Public Health: Protection, safety, improvement, and interconnections of health and disease prevention among people, domestic animals and wildlife.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident related information requirements.

Public Works: Work, construction, physical facilities, and services provided by governments for the benefit and use of the public.

Recovery: Recovery in the short-term is any activity to return vital life-support systems and critical infrastructure to minimum operating standards; and in the long-term any activity designed to return life to normal or an improved state.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: Response is any action taken immediately before, during, or after an emergency situation to reduce casualties, save lives, minimize damage to property, and enhance the effectiveness and speed of recovery.

Search and Rescue: The employment of available personnel, equipment and facilities in rendering aid to persons and property in distress, or potential distress, in the air, water or on the land.

Situation Assessment: The evaluation and interpretation of information gathered from a variety of sources (including weather information and forecasts, computerized models, GIS data mapping, remote sensing sources, ground surveys, etc.) that, when communicated to emergency managers and decision makers, can provide a basis for incident management decision making.

Standard Operating Procedures (SOP): Guidelines for operating procedures in an emergency; includes equipment, processes and methods.

State of Emergency: The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the State is of sufficient severity and magnitude to warrant disaster assistance by the State to supplement local efforts to prevent or alleviate loss of life and property damage.

Strategic: Strategic elements of incident management are characterized by continuous, long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Telecommunications: The transmission, emission, or reception of voice and/or data through any medium by wire, radio, other electrical electromagnetic or optical means. Telecommunications includes all aspects of transmitting information.

Terrorism: Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population; (b) to influence the policy of a government by intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Unaffiliated Volunteer: An individual who is not formally associated with a recognized voluntary disaster relief organization or assigned to an agency; also known as a spontaneous or emergent volunteer.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single Incident Command Post and to establish a common set of objectives and strategies and a single Incident Action Plan.

Volunteer: Any individual accepted or assigned to perform services by an agency that has authority to accept volunteer services when the individual performs services without promise, expectation, or receipt of compensation for services performed.

Warning: The alerting of public officials, emergency support services, and the general public to a threatened emergency or disaster situation.

Weapon of Mass Destruction (WMD): As defined in Title 18, U.S.C. § 2332a: (1) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

Appendix 3 – Acronyms

Acronyms

CEAN - Community Emergency Alert Network
CERT - Community Emergency Response Team
COOP – Continuity of Operations Plan
COG - Continuity of Government
DHS - Department of Homeland Security
DIT - Department of Information Technology
DOC - Department Operation Centers
DOD - Department of Defense
DMORT - Disaster Mortuary Operation Response Teams
DPSC - Department of Public Safety Communications
DRC - Disaster Recovery Centers
EAN - Emergency Alert Network
EAS - Emergency Alert System
EMAC - Emergency Management Assistance Compact
EMnet - Emergency Management Notification Network
EOC - Emergency Operations Center
ESF - Emergency Support Function
FAC - Family Assistance Center
FBI - Federal Bureau of Investigation
FCRC - Fairfax County Recovery Center
FDA - Food and Drug Administration
FEMA - Federal Emergency Management Agency
FSIS - Food Safety and Inspection Services
GIS - Geographic Information Systems
HMGP - Hazard Mitigation Grant Program
IAP - Incident Action Plan

IC - Incident Command
ICS - Incident Command System
IMT - Incident Management Team
IT - Information Technology
JFO - Joint Field Office
JIC - Joint Information Center
LDS - Land Development Services
LEPC - Local Emergency Planning Committee
LOFR - Liaison Officer
MACC - Multi-agency Coordination Center
MCS - Multi-agency Coordination System
MDW - Military District of Washington
MWCOG - Metropolitan Washington Council of Governments
NCR - National Capital Region
NDMS - National Disaster Medical System
NGO - Non-governmental Organizations
NIMS - National Incident Management System
NOAA - National Oceanic and Atmospheric Administration
NVHA – Northern Virginia Hospital Alliance
NRF - National Response Framework
NVRG - Northern Virginia Regional Commission
OEM - Office of Emergency Management⁷
OPA - Office of Public Affairs
OSC - On-Scene-Coordinator
PDA - Preliminary Damage Assessment
PIO - Public Information Officer
PSA - Public Service Announcements
RECP - Regional Emergency Coordination Plan

RHCC - Regional Healthcare Coordination Center

NVRIC – Northern Virginia Regional Intelligence Center

RICCS - Regional Incident Communication and Coordination System

SARA - Superfund Amendments and Reauthorization Act

SBA - Small Business Administration

SHMO - State Hazard Mitigation Officer

SIC - Service and Information Centers

SNS - Strategic National Stockpile

SOFR - Safety Officer

USDA - United States Department of Agriculture

VCMC - Volunteer Coordination and Mobilization Center

VDACS - Virginia Department of Agriculture and Consumer Affairs

VDEM - Virginia Department of Emergency Management

VDOT - Virginia Department of Transportation

VIPS - Volunteers in Police Service

VRE - Virginia Railway Express

WMD - Weapon of Mass Destruction

TOWN OF HERNDON, VIRGINIA

RESOLUTION

JUNE 26, 2007

Resolution- Appointing a Coordinator of Emergency Management, Integrating the Town into Fairfax County's Emergency Management Planning and Operations, Adopting the National Incident Management System as the Town Standard for Emergency Management, and Setting out a Chain of Command to Address Emergency Operations.

BE IT RESOLVED by the Council for the Town of Herndon that:

1. The Town Council appoints the Chief of Police as the Coordinator of Emergency Management for the Town.
2. The Town Council integrates the Town into the emergency management organization of Fairfax County. The Town Council declines at this time to have an emergency management program separate from that of Fairfax County. The Town Council agrees that the Town may provide or receive assistance in the event of a disaster or emergency pursuant to Chapter 3.2, Title 44, Code of Virginia and under the provisions of any local mutual aid agreement or Statewide Mutual Aid Program.
3. Under §§ 3.1 and 3.6 Charter for the Town of Herndon (1968), as amended, the Town is governed by the Town Council and the Mayor is Chief Executive of the Town and is head of the government for military purposes. Under the Charter, in "times of public danger or emergencies, [the mayor] may take command of the police and maintain order and enforce laws" Nothing in this resolution or any agreement or action collateral to or effectuating this resolution may or does diminish this general legislative or mayoral executive municipal power of the Town of Herndon.
4. This chain of command for emergency operations shall be in order of rank and precedence the Mayor, Town Manager, or Chief of Police and Coordinator of Emergency Management. The Town Council contemplates and directs that the Chief of Police and Coordinator of Emergency Management will normally assume command of emergency operations. The Town Council (subject to this resolution) appoints the Chief of Police and Coordinator of Emergency Management as the Incident Commander for any situation requiring an emergency response.
5. The Town Council adopts the federal National Incident Management System as the Town's standard for emergency management.

6. The Mayor, Town Manager, Chief of Police and Coordinator of Emergency Management (or any of them) are authorized to sign and deliver any legal instrument necessary or convenient to carry out, support, or evidence actions taken, being taken, or to be taken under or related to this resolution.
7. Resolutions 03-G-138, adopted November 18, 2003 and 06-G-11, adopted February 28, 2006 are repealed.
8. This resolution shall be effective on and after the date of its adoption.

Resolution 07-G-74 (EXHIBIT) REPEAL

This is certified to be a true and accurate copy of Resolution 07-G-74 adopted at a legally convened meeting of the Town Council of the Town of Herndon on June 26, 2007.

**Viki Wellershaus
Viki L. Wellershaus, Town Clerk**

Exhibit
07-G-74



STAFF REPORT

Town Council
March 24, 2020

Title:

Resolution 20-G-13, to declare a State of Local Emergency and Disaster

Staff Contacts:

Lesa J. Yeatts, Town Attorney
(703)787-7370
lesa.yeatts@herndon-va.gov

Description:

On March 12, 2020, Governor Ralph S. Northam declared a state of emergency in the Commonwealth of Virginia due to Novel Coronavirus (COVID-19), a communicable disease of public health threat. Pursuant to Virginia Code Section 44-146.21, a local emergency may be declared by the local director of emergency management with the consent of the governing body of the political subdivision. Furthermore, Virginia Code Sections 44-146.16 and 44-146.21 bestow upon the said local director of emergency management enumerated powers, activates the Town's Emergency Management Plan and authorizes the furnishing of aid and assistance thereunder.

A companion item on the March 24, 2020 agenda is Resolution 20-G-12, to adopt the Town of Herndon Emergency Management Plan dated June 2015 and to appoint an Emergency Management Coordinator for the Town. To ensure the implementation of a coordinated response by the various Town departments, agencies, and voluntary organizations and in anticipation of the appointment of Chief of Police, Col. Maggie A. DeBoard, as the Emergency Management Coordinator for the Town, the Chief has proposed to declare a local state of emergency and disaster in the Town of Herndon as reflected on the attached proposed declaration.

In order for the Town to fully utilize the comprehensive emergency management planning in the Herndon Emergency Management Plan and in conjunction with County be afforded all of the powers pursuant Virginia Code Sections 44-146.16 and 44-146.21, the Town Council must approve the adoption of the resolution declaring a local state of emergency and disaster.

Fiscal Impact:

None.

Recommendation:

I recommend that the Town Council approve the Resolution as proposed.

Attachments:

1. Resolution
2. Draft Declaration of a State of Local Emergency and Disaster by the
Emergency Management Coordinator

Prepared and Approved By:



Lesa J. Yeatts, Town Attorney

TOWN OF HERNDON, VIRGINIA

RESOLUTION

MARCH 24, 2020

Resolution- to declare a State of Local Emergency and Disaster

Recitals

WHEREAS, On March 12, 2020, Governor Ralph S. Northam declared a state of emergency in the Commonwealth of Virginia due to Novel Coronavirus (COVID-19), a communicable disease of public health threat; and

WHEREAS, On March 15, 2020, Governor Ralph S. Northam announced a temporary statewide ban on all public events of more than 100 people; and

WHEREAS, On March 16, 2020, President Donald Trump urged people to avoid gathering in groups of more than ten people; and

WHEREAS, On March 17, 2020, Governor Ralph S. Northam, announced a temporary statewide restriction on 10 or more patrons in restaurants, fitness centers or theaters; and

WHEREAS, The threat to public health and safety to the residents of the Town of Herndon from exposure to COVID-19 constitutes an emergency or disaster of such sufficient severity and magnitude to warrant a coordinated response by the various Town departments, agencies, and voluntary organizations such that Chief of Police, Col. Maggie A. DeBoard, Emergency Management Coordinator for the Town of Herndon, has declared a state of local emergency and disaster exists in the Town of Herndon.

NOW THEREFORE, BE IT RESOLVED by the Town Council of the Town of Herndon, Virginia, that the Town Council hereby consents to the declaration of local emergency and declares that a local emergency and disaster exists in the Town of Herndon due to the anticipated spread of COVID-19 which will create the potential for an emergency that 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 pursuant Virginia Code Sections 44-146.16 and 44-146.21.

This resolution shall be in effect from the date of its adoption until further action by this body to amend or end the emergency.

**Draft Declaration of a State of Local Emergency and
Disaster by the Emergency Management Coordinator**

Herndon, Virginia

WHEREAS, on March 12, 2020, Governor Ralph S. Northam declared a state of emergency in the Commonwealth of Virginia due to Novel Coronavirus (COVID-19), a communicable disease of public health threat; and

WHEREAS, on March 15, 2020, Governor Ralph S. Northam announced a temporary statewide ban on all public events of more than 100 people; and

WHEREAS, on March 16, 2020, President Donald Trump urged people to avoid gathering in groups of more than ten people; and

WHEREAS, on March 17, 2020, Governor Ralph S. Northam, announced a temporary statewide restriction on 10 or more patrons in restaurants, fitness centers or theaters; and

WHEREAS, the threat to public health and safety to the residents of the Town of Herndon from exposure to COVID-19 constitutes an emergency or disaster of such sufficient severity and magnitude to warrant a coordinated response by the various Town departments, agencies, and voluntary organizations; I hereby

DECLARE, as Emergency Management Coordinator for the Town of Herndon, Virginia that a local emergency and disaster exists in the Town of Herndon due to the anticipated spread of COVID-19 which will create the potential for an emergency that 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 pursuant Virginia code sec. 44-146.16 and 44-146.21, and shall remain in effect until the Town Council for the Town of Herndon takes appropriate action to end the declared emergency; and it is

FURTHER DECLARED that the Emergency Management Plan for the Town of Herndon is in effect and, and the powers, functions and duties therein described are in effect in order to mitigate the effects of this emergency and disaster.

March 24, 2020

**Col. Maggie A. DeBoard, Chief of Police
Emergency Management Coordinator**



STAFF REPORT

Town Council
March 24, 2020

Title:

Ordinance 20-O-23, to Implement Emergency Procedures and Effectuate Temporary Changes to Address Continuity of Governmental Operations during Pandemic Disaster (COVID-19)

Staff Contacts:

Lesa J. Yeatts, Town Attorney
(703)787-7370
lesa.yeatts@herndon-va.gov

William H. Ashton II, Town Manager
(703) 787-7368
bill.ashton@herndon-va.gov

Description:

As a result of the federal, state and local declarations of emergency Town officials and staff must significantly limit operations to those that are core/mission critical.

In an attempt to define operations and actions in this new environment staff recommends that the ordinance before you be adopted pursuant to the authority provided by Virginia Code Section 15.2-1413. The proposed ordinance details the general methods by which the Town will continue to operate during the emergency, including streamlined or special methods for fulfilling local government responsibilities notwithstanding any contrary provision of law, general or special, including:

- Provision for electronic public meetings and hearings for the Town Council, boards and commissions during the emergency to ensure the continuity of local government.
- Provisions for the public to attend by participating electronically as practicable and technologically feasible.
- Alteration of meeting schedules as necessary.

- Deferral of items that are not necessary for operation of the government during the emergency.
- Specific authorization for the Town Manager to:
 - be empowered with all responsibilities and powers, heretofore conferred upon the Town Council, by the Town's Internal Administrative Policies, Resolution 18-G-29;
 - be enabled to approve any transaction pursuant to Chapter 30, Section 30-311 of the Town Code;
 - be empowered to re-direct or suspend town services to preserve the public health and safety, be enabled to take actions to preserve the health and safety of employees including any action taken under Section 54-61 of the Town code relative to administrative leave; and
 - be empowered to sign all negotiable instruments necessary for the function and continuity of Town operations.

As provided by the state code the ordinance would be in effect for a period of six months from the date of its adoption and may be amended at any time during that six-month period.

Fiscal Impact:

None.

Recommendation:

We recommend that the Town Council approve the Ordinance as proposed.

Attachments:

1. Ordinance
2. Exhibit Resolution 18-G-29

Prepared and Approved By:



Lesa J. Yeatts, Town Attorney

TOWN OF HERNDON, VIRGINIA

ORDINANCE

MARCH 24, 2020

Ordinance- to Implement Emergency Procedures and Effectuate Temporary Changes to Address Continuity of Governmental Operations during Pandemic Disaster (COVID-19).

BE IT ORDAINED by the Town Council for the Town of Herndon, Virginia that:

WHEREAS, on March 12, 2020, Governor Ralph S. Northam issued Executive Order Fifty-One declaring a state of emergency for the Commonwealth of Virginia arising from the novel coronavirus (COVID-19) pandemic; and

WHEREAS, Executive Order Fifty-One acknowledged the existence of a disaster as defined by Virginia Code Section 44-146.16 arising from the public health threat presented by a communicable disease anticipated to spread; and

WHEREAS, Executive Order Fifty-One ordered implementation of the Commonwealth of Virginia Emergency Operations Plan, activation of the Virginia Emergency Operations Center to provide assistance to local governments, and authorization for executive branch agencies to waive "any state requirement or regulation" as appropriate; and

WHEREAS, on March 24, 2020, the Town's Emergency Management Coordinator issued a Declaration of Emergency and Disaster, applicable throughout the entire Town of Herndon, Virginia pursuant to the Town's Emergency Management Plan and Virginia Code Sections 44-146.21; and

WHEREAS, also on March 24, 2020 the Town Council affirmed the existence of a disaster and declared a state of emergency and disaster throughout the entire Town that remains active; and

WHEREAS, Virginia Code Section 15.2-1413 provides that a locality may, by ordinance, provide a method at variance with general or special laws to assure continuity of government in the event of a disaster for a period not to exceed six months; and

WHEREAS, Virginia Code Section 44-146.21(C) further provides that a local director of emergency management or any member of a governing body in his absence may upon the declaration of a local emergency "proceed without regard to time-consuming procedures and formalities prescribed by law (except mandatory constitutional requirements) pertaining to performance of public work;" and

WHEREAS, Virginia Code Section 2.2-3708.2(A)(3) allows, under certain procedural requirements including public notice and access, that members of Town Council may convene solely by electronic means "to address the emergency;" and

WHEREAS, the open public meeting requirements of the Virginia Freedom of Information Act are limited only by a properly claimed exemption provided under that Act or "any other statute;" and

WHEREAS, federal and state guidance from the executive branch has recommended suspension of public gatherings of more than ten attendees; and

WHEREAS, due to the Declaration of Emergency and Disaster and the limitations on interpersonal contacts and public gatherings it is necessary to delegate to the Town Manager certain responsibilities and powers in order to preserve the continuity of operations.

NOW THEREFORE, BE IT ORDAINED by the Town Council of the Town of Herndon, Virginia that the Town Manager or his designee shall, in addition to all powers otherwise granted by the federal, state and local law, for the duration of the local emergency declaration not to exceed six (6) months, be empowered with all responsibilities and powers, heretofore conferred upon the Town Council, by the Town's Internal Administrative Policies, Resolution 18-G-29, be enabled to approve any transaction pursuant to Chapter 30, Section 30-311 of the Town Code, be empowered to re-direct or suspend town services to preserve the public health and safety, be enabled to take actions to preserve the health and safety of employees including any action taken under Section 54-61 of the Town code relative to administrative leave, and be empowered to sign all negotiable instruments necessary for the function and continuity of Town operations

NOW THEREFORE, BE IT ORDAINED by the Town Council of the Town of Herndon, Virginia that agenda items scheduled or proposed to be considered for the duration of the local emergency declaration not to exceed six (6) months by the Town Council, Planning Commission or any other Town board or commission shall be deemed continued for the duration of the local emergency declaration not to exceed six (6) months, if the Town Council, Planning Commission or other Town board or commission does not take action on the agenda item during the referenced timeframe, including those agenda items for which state or local law requires an affirmative action to be taken within a statutorily-mandated time frame and the failure to act can be deemed an approval; and

IT IS FURTHER ORDAINED that notwithstanding the foregoing, Town Council, Planning Commission; and any other Town board or commission may, at their election, conduct previously scheduled meetings or special meetings and act upon scheduled or purposed agenda items before them for the duration of the emergency declaration thereafter, under normal procedures or by solely electronic means in compliance with public notice, access, and other requirements of Virginia Code Section 2.2-3708.2(A)(3) to the extent practicable; and

IT IS FURTHER ORDAINED that in the event that a public hearing matter is deemed by the applicable governing body to present a critical government function essential to continuity of government for the duration of the emergency declaration, the public hearing may be conducted by an open public comment period called for during an electronic meeting, in which case, action by the governing body shall be continued to a subsequent meeting pending receipt of such comments. Public comments shall be received by written submittal (including but not limited to email) delivered to the Town Clerk or designee during the period stated in the call for public comments which comment period shall be a minimum of six calendar days.

IT IS FURTHER ORDAINED that Town Council reserves the right by subsequently enacted ordinance to rescind or amend this ordinance. An emergency and disaster is deemed to exist and this ordinance shall be effective upon its adoption.

TOWN OF HERNDON, VIRGINIA

RESOLUTION

MAY 22, 2018

Resolution- to approve and to adopt the Updated Financial Policies and Updated Internal Administrative Policies.

WHEREAS, each year the town adopts its financial policies and internal administrative polices related to inter-fund lending and budget transfer limits; and

WHEREAS, these policies have not been updated since at least 2012; and

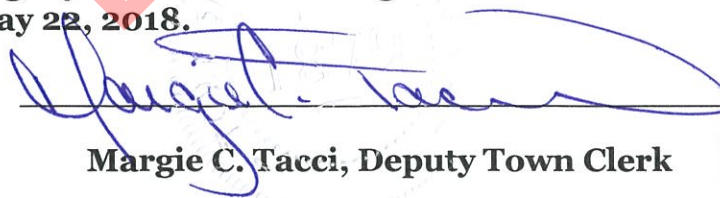
WHEREAS, adoption of, and adherence to, financial policies reflective of current best practices and ratings agency expectations are a key component of sound financial management; and

WHEREAS, in conjunction with the town's financial advisors, staff presented updated financial policies to Town Council on May 1, 2018.

NOW, THEREFORE BE IT RESOLVED that the Town Council of the Town of Herndon, Virginia, hereby approves and adopts the updated financial policies and updated internal, administrative polices in the forms hereto attached as Exhibit A and Exhibit B.

BE IT FURTHER RESOLVED, that this resolution supersedes Resolution 12-G-14.

This is certified to be a true and accurate copy of Resolution 18-G-29 adopted at a legally convened meeting of the Town Council of the Town of Herndon on May 22, 2018.


Margie C. Tacci, Deputy Town Clerk



Attached for reference are Exhibit A, "Updated Financial Polices" and Exhibit B, "Updated Internal Polices."

**Town of Herndon, Virginia
Updated Financial Policies
May 22, 2018**



INTRODUCTION

To establish and document a policy framework for fiscal decision-making and to strengthen the financial management of the Town of Herndon, Virginia (the “town”), the Town Council confirms the following Financial Policy Guidelines as part of the fiscal year 2019 budget.

Financial Policy Guidelines that are adopted, adhered to, and regularly reviewed are recognized as a cornerstone of sound financial management and:

- Contribute significantly to the town's ability to insulate itself from fiscal crisis;
- Enhance short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible;
- Promote long-term financial stability by establishing clear and consistent guidelines;
- Direct attention to the total financial picture of the town rather than single issue areas;
- Promote the view of linking long-term financial planning with day to day operations; and
- Provide Town Staff, Town Council, and the town's citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

The town will review these Financial Policy Guidelines at least once every four years and either reaffirm them or adjust them to reflect evolving town priorities, developments in industry best practices, and/or changes to rating agency criteria.

SECTION I. Accounting, Auditing, and Financial Reporting

- a. The town will establish and maintain the highest standards of accounting practices in conformance with uniform financial reporting in Virginia and generally accepted accounting principles for governmental entities as set forth by the Governmental Accounting Standards Board.

- b. The town will engage an independent firm of certified public accountants to perform an annual financial and compliance audit according to generally accepted government-auditing standards and will have these accountants publicly issue an opinion, which will be incorporated in a comprehensive annual financial report.
- c. The town will annually seek the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting.

SECTION II. Asset Management

- a. The town will capitalize all fixed assets with a value greater than \$5,000 and an expected life of two years or more.
- b. The operating budget will provide for minor and preventive maintenance.
- c. The capital budget will provide for the acquisition of fixed assets and the construction, or total replacement of physical facilities to include additions existing facilities, which increase the square footage or asset value of that facility or other asset. The town will protect its assets by maintaining adequate insurance coverage through either commercial insurance or risk pooling arrangements with other governmental entities.

SECTION III. Revenue Management

- a. The town will maintain a diversified and stable revenue structure to protect it from short-run fluctuations in any one revenue source.
- b. The town will estimate its annual revenues by an objective, analytical process.
- c. The town maintains budgetary control at the fund and department level. At least quarterly reports of comprehensive financial data for each of the town's activity centers will be generated; displaying such line item information as approved budget, expenditure and encumbrance amounts, any budget transfers, and remaining budget balance.
- d. In addition, a condensed report is prepared for the Town Council at least semi-annually which compares actual to budgeted/projected revenues and expenditures for all funds of the town. The report notes any significant variances from expected results and recommends actions to bring the budget into balance, if necessary.
- e. The town has four enterprise funds: the Water and Sewer Fund, Chestnut Grove Cemetery Fund, Golf Course Fund, and Downtown Parking Enterprise Fund. The town, where practicable, will institute user fees and charges for specialized programs and services. Rates will be established to recover operational as well as overhead or indirect costs and capital or debt service costs, and the town will

periodically review user fee charges and related expenditures to determine if pre-established recovery goals are being met.

- f. The town will follow an aggressive policy of collecting revenue.

SECTION IV. Budget Management

Operating Budget

- a. The town must adopt a structurally balanced annual budget by July 1 of each fiscal year. A structurally balanced budget is defined as one in which total recurring revenues and other financing sources are equal to total anticipated recurring expenditures.
- b. The budget is a plan for raising and allocating resources. The objective is to enable service delivery within available resources. Services must be delivered to residents and taxpayers at a level which will meet real needs as efficiently and effectively as possible.
- c. The town will fund current expenditures with current revenues and use nonrecurring revenues for nonrecurring expenditures. Recurring revenues may be used for one-time expenditures if deemed appropriate by the Town Manager.
- d. Revenues must be increased or expenditures decreased, in the same fiscal year, if deficits appear.
- e. The budget must be structured so that the Town Council and the general public can readily establish the relationship between revenues, expenditures, and the achievement of service objectives.

Capital Budget

- f. The town will make all capital improvements in accordance with an adopted Capital Improvements Program (CIP).
- g. The town will coordinate development of the capital budget with development of the operating budget. Future operating costs associated with new capital projects will be projected and included in operating budget forecasts.
- h. The town will annually update a multi-year financial forecast in concert with preparation of the operating and capital budget. The multi-year financial forecast will take into account projected operating revenues and expenditures as well as projected capital needs, both debt and non-debt funded. The multi-year financial forecast will also track projected compliance with the town's Financial Policy Guidelines.

- i. The town will make use of non-debt capital financing through alternate sources, including proffers and pay-as-you-go cash funding from the Capital Reserve Fund. The Capital Reserve Fund will be detailed be described further herein.
- j. The goal of the town is to finance 25 percent of the current portion of construction and acquisition costs of capital assets, improvements, and infrastructure (in excess of proffers) through the use of such non-debt sources over the course of a five-year CIP program. The amount provided in current resources may be applied equally to all projects or only to specific projects.

SECTION V. Reserve Funds Management

- a. The General Fund Unassigned Fund Balance should be maintained at a minimum of 20 percent of total General Fund Operating Expenditures as measured in the town's annual audited financial statements. Operating Expenditures do not include capital expenditures of a one-time, non-recurring nature.
- b. General Fund Unassigned Fund Balance should be drawn upon only as absolutely necessary and, where applicable, after use of the Revenue Stabilization Fund and Contingency Fund. Any use of General Fund Unassigned Fund Balance should be limited to:
 1. One-time capital needs;
 2. Offsetting difficult economic times;
 3. Non-recurring expenditures; and
 4. Providing liquidity in emergency situations.
- c. Should the town utilize Unassigned Fund Balance for one of the purposes noted above in such a way that will reduce the funds below the policy minimum level, the town will put in place a plan to restore the Unassigned Fund Balance to the policy minimum level. In such circumstances, the town will adopt a plan as part of the following year's budget process to restore Unassigned Fund Balance to the policy minimum level within 2 years from the date of the budget's adoption.
- d. The town will establish a Revenue Stabilization Fund within the Assigned portion of the General Fund Balance. At the close of each audited fiscal year, after certifying that the Unassigned Fund Balance is in compliance with these policies, the Revenue Stabilization Fund shall receive a minimum of 25 percent of the prior year's surplus, if any, as calculated in the prior fiscal year audit. Balances in the Revenue Stabilization Fund will be allowed to accumulate until they reach an amount equal to 5 percent of General Fund Operating Revenues. Transfers to the Revenue Stabilization Fund may also be made as part of the adopted operating budget.

1. Withdrawals from the Revenue Stabilization Fund can only be considered if there is an unexpected General Fund recurring revenue decline of at least 3 percent below the original budget projections for the then current fiscal year.
 2. No more than half of the Revenue Stabilization Fund can be withdrawn in any one fiscal year except in the event that using no more than half of the balance would result in Unassigned Fund Balance falling below the 20 percent threshold noted herein. In such an instance, the withdrawal shall be the lesser of the amount needed to maintain the 20 percent Unassigned Fund Balance policy level or the remaining balance in the Revenue Stabilization Fund.
- e. The town will establish a Contingency Fund within the Assigned portion of the General Fund Balance. At the close of each audited fiscal year, after certifying that the Unassigned Fund Balance and Revenue Stabilization Fund are each in compliance with these financial policies, the Contingency Fund shall receive a minimum of 25 percent of the prior year's surplus, if any, as calculated in the prior fiscal year audit. Balances in the Contingency Fund will be allowed to accumulate until they reach an amount equal to 2.5 percent of General Fund Operating Expenditures. Transfers to the Contingency Fund may also be made as part of the adopted operating budget. Balances in the Contingency Fund are available for:
1. Reserves against shortfalls in any given revenue source(s);
 2. Reserves against unexpected increases in any given expenditure(s);
 3. Providing liquidity in emergency situations;
 4. A financial opportunity(s) to enhance the well-being of the town; and
 5. Other such global purpose as to protect the long-term fiscal security of the town.
- f. The town will establish a Capital Reserve Fund within the Assigned portion of the General Fund Balance. At the close of each audited fiscal year, the Capital Reserve Fund shall receive a minimum of 25 percent of the prior year's surplus, if any, as calculated in the prior fiscal year audit. There will be no cap or limitation on the balances allowed to accumulate in the Capital Reserve Fund. Balances in the Capital Reserve Fund are available for pay-as-you-go funding of capital projects and other non-recurring capital related expenditures including debt payoff/paydown.

SECTION VI. Debt and Cash Management

Debt Management

- a. The town will not fund current operations from the proceeds of borrowed funds and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current financial resources.
- b. The town will, when financing capital improvements or other projects or equipment by issuing bonds or entering into capital leases, repay the debt within a period not to exceed the expected useful life of the project or equipment. Debt related to equipment ancillary to a construction project may be amortized over a period less than that of the primary project.
- c. The town will annually calculate target debt ratios for direct, non-revenue-based debt that is dependent on the General Fund for the payment of debt service (i.e. "Tax Supported Debt"). The town's Debt Capacity shall be maintained within the following primary goals.
 1. Tax Supported Debt Service expenditures as a percentage of annual General Fund expenditures should not exceed 12 percent.
 2. The outstanding amount of Tax Supported Debt of the town shall not exceed 1.5 percent of the total assessed value of the taxable property in the town.
 3. The 10-Year Payout Ratio of Tax Supported Debt (i.e. the amount of Tax Supported debt retired in 10 years as a proportion of total outstanding Tax Supported Debt) shall not be less than 55 percent.
- d. The town may exclude Water and Sewer Enterprise Fund debt, and other self-supporting Enterprise Fund Debt (if any), from the calculation of Tax Supported debt ratios if the Water and Sewer Enterprise Fund, or other Enterprise Fund, is fully self-supporting from current revenue and not reliant on support from general tax revenues.
- e. Before undertaking a new financing, the town will work with its Financial Advisor to determine the impact of the new financing on the town's Debt Capacity (i.e. impact to policy ratios) and Debt Affordability (i.e. impact to annual cash-flows).
- f. The town will follow a policy of full disclosure in every annual financial report and financing official statement/offering document. As such, the Director of Finance will maintain a record of all of the lenders of outstanding town issued debt. This record will include any post issuance disclosure obligations of the town. So long as the town has debt outstanding in the public markets this record will also include the continuing disclosure requirements found in the Continuing Disclosure Agreement ("CDA") that is executed at the closing of publicly issued bonds.

- g. It is the goal of the town to obtain a credit rating from at least two of the three major municipal bond credit rating services, namely Moody's Investors Service, Standard & Poor's, and Fitch Ratings. The town will strive to maintain and enhance its credit ratings once they have been obtained. The town understands that there is a correlation between a higher bond rating(s) and lower borrowing costs (all else being equal) whether the town is borrowing for a new project or to refinance existing debt for savings. As such, working with its Financial Advisor, the town will maintain good communications about its financial condition with bond and credit rating institutions.
- h. The town understands that it has the unique ability to borrow on a tax-exempt basis for many of its General Government and Utility Enterprise projects. The town further understands that the provisions of the Internal Revenue Code of 1986, as amended (the "IRC"), together with the regulations promulgated thereunder (the "Treasury Regulations" and collectively with the IRC, the "Tax Laws"), impose requirements that must be met in order for interest on the Bonds to continue to be exempt from federal income taxation or the Bonds be entitled to certain other tax benefits while the Bonds are outstanding. It shall be the policy of the town to work with a nationally recognized Bond Counsel and Financial Advisor, as necessary, (a) to comply with the Tax Laws and (b) to implement and carry out the procedures to ensure compliance with the Tax Laws and to preserve appropriate records to evidence such compliance.

Cash Management

- i. The town will maintain an investment policy based on Government Finance Officers Association (GFOA) best practices and the Virginia Investment of Public Funds Act. The investment policies and procedures of the director of finance shall become a part of this policy.
- j. The town will, where permitted by law, pool cash from its various funds for investment purposes and will invest revenue to maximize the rate of return while maintaining a low level of risk.

SECTION VII. Water and Sewer Enterprise Fund Policies

- a. The town shall complete a cost of service rate study for the Water and Sewer Enterprise Fund and report the results to the Town Council as part of the development of the annual budget. The cost of service study shall include projected operational and capital costs over at least a 5 year time period.
- b. It is the intent of the Water and Sewer Enterprise Fund to have adequate cash reserves to provide for at least 250 days of operating expenses and debt service as measured at the end of a fiscal year. If the unrestricted cash and long-term investments balance fall below the target level as measured at the completion of the annual audit, the town will develop a plan to bring reserves back in line with the policy target within two budget cycles.

- c. Net Revenues should be at least 1.70 times the annual debt service requirement of long-term Water and Sewer Enterprise Fund debt service with a goal of maintaining 2.0 times annual debt service requirements. Net Revenues shall be defined as operating revenues plus availability charges plus interest income less operating expenses net of depreciation. Excess revenues after debt service will be available to first build and maintain the Utility enterprise Cash and Cash Equivalents plus Long-Term Investments for policy compliance – if necessary – and secondly, to provide equity funding for future capital projects.
- d. The town will annually update a 5-year Capital Improvements Program for the Water and Sewer Enterprise Fund. The town will maintain a balance between debt funding and equity/cash funding, with at least 25 percent of capital projects funded from non-debt sources over a 5-year horizon.
- e. The Water and Sewer Enterprise Fund will amortize bond issues so that the cost of long-term assets is spread over the users that will benefit from them but not longer than the expected useful life of the asset.

Exhibit B – Updated Internal Administrative Policies

Town of Herndon, Virginia Updated Internal Administrative Policies Interfund Borrowing and Budget Transfers

Interfund Borrowing Policy:

Before lending between funds can be initiated, the amount of unrestricted, available cash to be retained at all times by the ***lending*** fund should be equivalent to at least six months (or one-half) of the ***lending*** fund's current annual operating and debt service budgets.

All borrowings will be repaid in their entirety to the ***lending*** fund by the borrowing fund unless specific action is taken by the Town Council to forgive the outstanding balance of the debt. In this case, the outstanding balance of the borrowing would be reclassified from an "inter-fund loan" to an "operating transfer".

The borrowing will be restricted to financing a specific capital outlay/project of the ***borrowing*** fund and be adequately described in and supported by the town's adopted CIP, budget or budget amendment.

The maximum lending period will generally be the lesser of 10 years or until the ***lending*** fund's need for its available cash becomes evident. However, if financially feasible by the ***lending*** fund, longer loan periods related to the acquisition and construction of longer-lived assets (i.e., buildings, roads, other infrastructure, etc.) can be considered.

The interest rate to be charged will be the prevailing interest rate the town could have secured at the time of the borrowing had the funds been invested in specific investment instruments as allowed under the town's adopted Investment and Portfolio Policy.

Should it become financially feasible and of general benefit to the town as a whole, the outstanding balance of the loan could be returned by the ***borrowing*** fund to the ***lending*** fund on an expedited basis. This can be accomplished by issuing general obligation bonds, undertaking some other financial arrangement, or Town Council action.

Transfer/Reallocation/Redistribution of Funds (Budget Transfers) Policy:

Department Heads and Directors:

Department heads and directors are authorized to transfer/reallocate/redistribute any amount, up to \$100,000, of the approved operations, maintenance and capital funding between approved expenditure accounts within their respective departments in the General Fund only, except for salary and benefit accounts. Proposed transfers from

salary or benefits accounts of any amount must be submitted to the Town Manager for review and approval. Requirements in excess of \$100,000 must be submitted to the Town Manager for review, and to Town Council for approval.

Town Manager:

The Town Manager is authorized to approve the transfer/reallocation/redistribution of General Fund, Water and Sewer Fund, Golf Course Fund, Chestnut Grove Cemetery Fund, Downtown Parking Enterprise Fund, and the Capital Projects Funds monies within a department or between departments in the same fund. Actions may be within or between the personnel, operations and maintenance and capital outlays/projects accounts. The total amount of each approval shall not exceed \$100,000 and multiple transfers to the same account cannot exceed a total of \$100,000. Requirements in excess of \$100,000 must be submitted by resolution to the Town Council for approval.

Town Council:

The Town Council retains the responsibility and authority to approve by council action all transfers/reallocations/redistribution in excess of \$100,000, and all budget amendments, including transfers between funds. In addition, only Town Council can authorize the reallocation of available reserve account funding when the reallocation is for a purpose other than the originally intended purpose of the reserve account.



STAFF REPORT

Town Council
March 17, 2020

Title:

Ordinance 20-O-24, to authorize the use of eminent domain for the acquisition of temporary and power utility easements on property owned by Valerie J. Winstead, as the Sole Successor Trustee of the Christobel B. Keathley Revocable Inter Vivos Trust under a certain Declaration of Trust and Agreement of Trust dated 22 September 1992, Tax Map # 0162-02-0146 for public use by condemnation for transportation facility improvements to Van Buren Street from Spring Street to Herndon Parkway, Herndon, Virginia.

Staff Contacts:

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Lesa J. Yeatts, Town Attorney
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Summary:

The Van Buren Street Improvement Project is a long-standing CIP item. The Town of Herndon intends to construct certain transportation facility improvements to Van Buren Street from Spring Street to Herndon Parkway. In order to construct the improvements, the acquisition of several interests in land were identified as necessary. The Town made a bona fide but ineffectual effort to acquire a 101 square foot temporary construction and grading easement and a 129 square foot permanent utility easement for assignment to Virginia Electric and Power Company ("Dominion Energy") from the landowner of 405 Van Buren Street, Herndon, for \$160.00. While the landowner agreed to the compensation, they did not obtain the approval and signature of their mortgage lender on the conveyance documents. As a result, negotiations are at an impasse and the landowner cannot convey valid title. Therefore, the Town now seeks to file a Certificate of Take and prosecute to completion a condemnation action against the land owned by Valerie J. Winstead, Trustee, as the Sole Successor Trustee of the Christobel B. Keathley Revocable Inter Vivos Trust under a certain Declaration of Trust and Agreement of Trust dated 22 September 1992, as well as against Valerie J. Winstead, Trustee, for the Town's condemnation of these necessary interests in land over the aforementioned real estate so that construction of this critical project can begin.

Background:

The Van Buren Street Improvement Project is a long-standing CIP item. The completed public use project will provide widening the roadway to accommodate a pedestrian bike lane in each direction, new sidewalks, curb and gutter, and improved storm drainage. The project provides for signalized pedestrian and bike crosswalks at Alabama Drive, as well as improved street lighting throughout.

Project plans show right-of-way acquisition for these improvements along Van Buren Street.

Rummel, Klepper & Kahl, LLP was awarded a Contract for the design of Van Buren Street Improvement Project, as the best qualified to provide civil engineering services for this project as the result of their proposal, interview and selection by an evaluation committee.

As part of their scope of work, Rummel, Klepper & Kahl, LLP was tasked with providing Right-of-Way acquisition services including but not limited to:

- Right of Way oversight and compliance management
- Prepare right of way cost estimate reports
- Complete *QALQC* of right of way plans and plats (and revisions)
- Support good-will contacts with affected landowners and tenants
- Provide title research
- Provide property acquisition appraisals

Written “bona fide” offers were made to all property owners from whom interests in property are needed for construction of the project. The Virginia Code requires that a bona fide, but ineffectual offer be made to the property owner prior to initiating condemnation proceedings as well as an advertised public hearing. A check representing the fair market value of the land interests will be deposited in the Fairfax County Land Records along with the Certificate of Take. Negotiations are authorized to continue after the filing of the Certificate of Take and may continue, even if the Town is required to file a Petition in Condemnation—the next step after the filing of a Certificate of Take. The “quick take” process is authorized under the Virginia Code to allow condemners to enter property and obtain “defeasible title” to the property in order to start projects for the benefit of the public and come to an agreement on just compensation to the property owner. If final acquisition of the land interests does not occur after the filing of a Certificate of Take, the Town will file a Petition in Condemnation in the Circuit Court to allow commissioners or jury to determine just compensation for the land interests.

Negotiations with the landowner of 405 Van Buren Street have not resulted in the conveyance of the necessary interests in land listed below:

ROW Acquisition Type	Size of ROW Acquired (Sq. Ft.)	Unit Price of Real Estate	% Of Value Applied	Estimated Value
Fee Take				
Permanent Easement				
Temporary Easement	101	\$3.05	10.0%	\$40.00
Dominion Easement	129	\$3.05	30.0%	\$120.00
Other				
PARCEL 07				\$160.00

VDOT authorization of advertising for construction contract bidding is contingent on the ability of the Town to have property rights secured and utility relocations completed. Approval of this Ordinance will accomplish this end and secure the property rights. It is anticipated that this project will be advertised for bidding in mid-2020, upon completion of utility relocation with construction completed within one year of award.

Fiscal Impact:

Anticipated land acquisition costs are included in the current project budget.

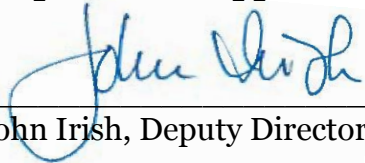
Recommendation:

Staff recommends that the Town Council approve the draft ordinance as proposed.

Attachments:

Draft Ordinance

Prepared and Approved By:



John Irish, Deputy Director, Public Works



Lesa J. Yeatts, Town Attorney
Town Attorney

TOWN OF HERNDON, VIRGINIA

ORDINANCE

MARCH 24, 2020

Ordinance— to authorize the use of eminent domain for the acquisition of temporary and power utility easements on property owned by Valerie J. Winstead, as the Sole Successor Trustee of the Christobel B. Keathley Revocable Inter Vivos Trust under a certain Declaration of Trust and Agreement of Trust dated 22 September 1992, Tax Map#: 0162-02-0146 for public use by condemnation for transportation facility improvements to Van Buren Street from Spring Street to Herndon Parkway, Herndon, Virginia.

BE IT ORDAINED by the Council for the Town of Herndon that:

1. The Town of Herndon made a bona fide but ineffectual effort to acquire a 101 square foot temporary construction and grading easement and a 129 square feet permanent utility easement to be assigned to Virginia Electric and Power Company (“Dominion Energy”) from Valerie J. Winstead, as the Sole Successor Trustee of the Christobel B. Keathley Revocable Inter Vivos Trust under a certain Declaration of Trust and Agreement of Trust dated 22 September 1992, for \$160.00 in connection with the Van Buren Streets Improvement Project. Negotiations are at an impasse and the landowner cannot convey valid title. Therefore, the Town Attorney and outside counsel on behalf of the Town are authorized and directed to file a Certificate of Take and prosecute to completion a condemnation action against the land owned by Valerie J. Winstead, as the Sole Successor Trustee of the Christobel B. Keathley Revocable Inter Vivos Trust under a certain Declaration of Trust and Agreement of Trust dated 22 September 1992, as well as Valerie J. Winstead, Trustee for the Town’s condemnation of these interests in property over real estate located at 405 Van Buren Street, Town of Herndon, Fairfax County, Virginia, designated as Tax Map #: 0162-06-0146 and shown as Parcel 7 and Plat #5 of Job # RK1807.01, dated June 28, 2019 and revised through August 29, 2019, prepared by H&B Surveying and Mapping, LLC of Richmond, Virginia, and as shown on Plat Number 40-19-0182, prepared by Dominion Energy Virginia, which said plats are attached hereto and incorporated herein.

2. The Town Council approves the following proposed public use for this acquisition: the construction, maintenance, or improvement of the public roadway, bike lanes, sidewalks, utility relocation, curb and gutter, and storm drainage, for the public safety and welfare of the Town.
3. The Town Council directs the Town Manager, Town Attorney, and their outside counsel to acquire the above described interests in property for public use by condemnation, purchase, or other means. The Town staff is hereby authorized to pay the compensation set forth in paragraph 1 above into the Fairfax County Circuit Court contemporaneously with filing a Certificate of Take.
4. The property interests shall be used for the Van Buren Street Improvement Project. The property interests are necessary for the construction, maintenance, or improvement of, and access to, the public roadway, bike lanes, sidewalks, utility relocation, curb and gutter, and storm drainage.
5. This ordinance shall be effective on and after the date of its adoption.



STAFF REPORT

Town Council
March 17, 2020

Title:

Ordinance 20-O-22, to approve the assignment of a Power Utility Easement to Virginia Electric and Power Company, a Virginia public service corporation, doing business in Virginia as Dominion Energy Virginia, acquired by the Town of Herndon for transportation facility improvements to Van Buren Street from Spring Street to Herndon Parkway, Herndon, Virginia, on property owned by Valerie J. Winstead, as the Sole Successor Trustee of the Christobel B. Keathley Revocable Inter Vivos Trust under a certain Declaration of Trust and Agreement of Trust dated 22 September 1992, Tax Map #: 0162-02-0146.

Staff Contacts:

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Description:

This item was continued from the March 10, 2020 Town Council Public Hearing.

The Van Buren Street Improvement Project is a long-standing CIP item (the "Project"). The Town of Herndon intends to construct certain transportation facility improvements to Van Buren Street from Spring Street to Herndon Parkway. Certain power utility easements were acquired from property owners to allow for the relocation of electrical facilities by Virginia Electric and Power Company, a Virginia public service corporation, doing business in Virginia as Dominion Energy Virginia ("Dominion").

The construction plans for the Project require the owner of the parcel located at 405 Van Buren Street designated as Tax Map #: 0162-02-0146, Valerie J. Winstead, as the Sole Successor Trustee of the Christobel B. Keathley Revocable Inter Vivos Trust under a certain Declaration of Trust and Agreement of Trust dated 22 September 1992, (the "Property Owner"), to convey a 101 square foot temporary construction and grading easement and a 129 square feet permanent utility easement to be assigned to Dominion.

Although the Property Owner executed the Deed of Easements (the “Deed”) to the Town for the needed easements, a Deed of Trust was taken out by the Property Owner and recorded in the land records before the Town’s Deed of Easement could be recorded. The Town must now obtain the approval from this new deed of trust mortgage holder before the Deed to the Town can be recorded.

After the Deed is recorded, the Town will have to assign the permanent power utility easement it received from the Property Owners to Dominion to allow for the relocation of certain electrical facilities for the Project. Virginia Code §15.2-1800, requires that the Town Council hold a public hearing prior to conveying any interests in property owned by the Town, therefore a public hearing will have to be held before an assignment is approved.

Due to time constraints for the Project, Town staff has also recommended in a companion Item on the March 24, 2020 Town Council Public Hearing agenda, that the Town Council consider an ordinance to authorize the use of eminent domain for the acquisition of the temporary and power utility easements from the Property Owner. If a Certificate of Take is used to acquire the easement interests an assignment of power utility easement will no longer be necessary and this Item may be withdrawn.

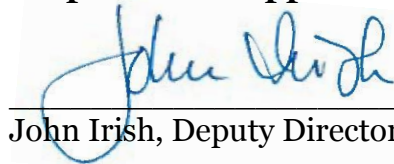
Fiscal Impact:

None.

Recommendation:

Staff recommends that the Town Council continue this matter to the April 14, 2020 public hearing to allow time to obtain the new deed of trust mortgage holder’s approval of the conveyance of the easements to the Town.

Prepared and Approved By:



John Irish, Deputy Director, Public Works



Lauri A.N. Sigler, Deputy Town Attorney

TOWN OF HERNDON, VIRGINIA

RESOLUTION

MARCH 24, 2020

Resolution- to authorize the submission of a Creative Communities Partnership Grant Application/Virginia Commission for the Arts.

WHEREAS, the Virginia Commission for the Arts provides grant monies to Virginia localities under the Creative Communities Partnership Grant (formerly the Local Government Challenge Grant) for redistribution to nonprofit organizations for arts activities; and

WHEREAS, the Town of Herndon has solicited grant applications from organizations and recommends that a \$4,500.00 grant be submitted to support the proposals submitted by NextStop Theatre Company and Arts Herndon.

WHEREAS, the funding for this program requires that the Town appropriate an equal amount of funds for arts activities in the community and recommends funding be included in the proposed FY 2021 budget.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Herndon, Virginia, that the Town Manager is hereby authorized to submit a Creative Communities Partnership Grant application to the Virginia Commission for the Arts.