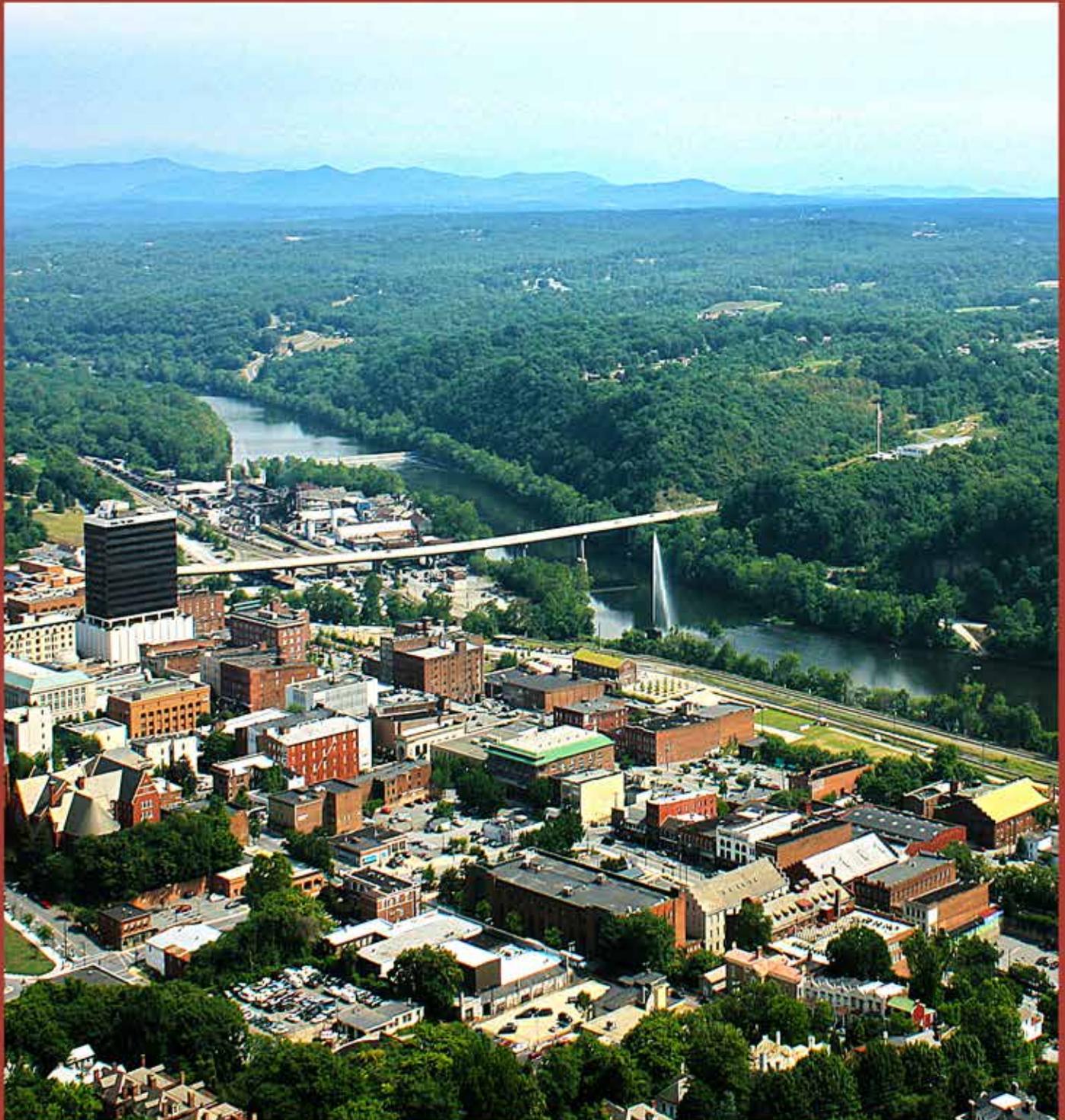




EMERGENCY OPERATIONS PLAN

*A Component Plan of the
Comprehensive Emergency Management Program*

Adopted February 2012 • Revised February 2014



City of Lynchburg, Virginia
Emergency Operations Plan Record of Changes

DATE	CHANGE DESCRIPTION
February 14, 2012	City Council adopted the Emergency Operations Plan (January, 2012)
February 14, 2014	Kimball Payne, City Manager, approves administrative changes to the Emergency Operations Plan

The 2009 Session of the General Assembly introduced legislation amending Code of Virginia, § 44-146.18, which was signed into law with an effective date of July 1, 2009, which states:

“... shall include the requirement for a provision that the Department of Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Compensation Fund (VCICF) be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in §19.2-11.01 [re.: Crime Victim and Witness Rights], as well as current contact information for both.”

This requirement and current contact information are required to be included in the local Emergency Operations Plan.

Contact information:

Department of Criminal Justice Services (DCJS) 1100 Bank Street
Richmond, Virginia 23219
DCJS INFO-Line 1-888-887-3418 (Monday through Friday 9 a.m. to 5 p.m.)

Criminal Injuries Compensation Fund (CICF)
2201 West Broad Street, Suite 207
Richmond VA 23220
Mailing Address: P.O. Box 26927
Richmond, VA 23261

Email: cicfmail@vwc.state.va.us
Phone: 1-800-552-4007
Fax: 1-804-367-1021

*This document was prepared by the City of Lynchburg, Virginia
Department of Emergency Services
Department of Communications & Marketing*

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Executive Summary

Introduction

To respond effectively to any emergency of a size or complexity beyond routine responsibilities, it is critical that all City of Lynchburg employees, public officials, departments, agencies, non-governmental emergency organizations and the public understand their roles and responsibilities. These non-routine responsibilities begin as the incident is recognized and response ensues, and become particularly important as command organizes beyond the initial reactive phase of “first-due” responders.

The foundation for this coordinated response is established through the City of Lynchburg Comprehensive Emergency Management Program and its component Emergency Operations Plan (EOP). The Emergency Operations Plan identifies the departments and agencies that are responsible for providing command and coordination capabilities for large-scale or unusual events, and describes how the multiple command and response components are organized and managed. It provides the framework to mitigate, prepare for, respond to, and recover from any emergency or disaster.

This Emergency Operations Plan uses a multi-agency team approach and operates under a structure based upon the principles of the Incident Command System (ICS)/National Incident Management System (NIMS) to manage, coordinate and direct resources committed to an incident. The Incident Command System is the combination of facilities, equipment, personnel, procedures and communications systems operating within a common

organizational structure. This system is commonly recognized among federal, state and local jurisdictions.

The City Manager, as the Chief Administrative Officer and the senior management professional in City of Lynchburg government, is designated as the Director of Emergency Management. The City Manager reports to the seven-member City Council. The Mayor of the Council serves as the City’s chief elected official. The following teams report directly to the City Manager and advise him/her in pre-emergency planning, emergency and incident command and recovery:

- Emergency Policy Team
- Emergency Operations Team
- Incident Command Team

Team Roles and Responsibilities

The following briefly describes the roles and responsibilities of the City Manager and of each team during an emergency. For detailed information about each team’s duties, please see the appropriate sections following this summary.

City Council

City Council is responsible for policy and political activities related to an emergency. Council has the direct responsibility for ratifying an Emergency Declaration that has been made by the City Manager or designee. Council delegates management and provides oversight of emergencies to the City Manager, and Council must act on the Emergency Declaration within fourteen days. The Council also formally declares an end to the emergency.

Mayor

The Mayor of the City Council serves as the City's chief elected official. Other responsibilities of City Council, typically handled by the Mayor, include serving as overall spokesperson for the City and coordinating with other elected officials at the regional and state levels, including the Congressional delegation. The Mayor also conducts any other activities required of the chief elected official.

City Manager

During an emergency the City Manager provides policy implementation and administration, monitors the response of City agencies for adequacy, delegates authority for management of the situation, fulfills all legal requirements of an emergency declaration, and addresses other issues at the City Manager level.

Emergency Policy Team

The Emergency Policy Team advises the City Manager in pre-emergency planning, and emergency and incident command and recovery, while focusing on policy and providing oversight advice to the City Manager. It operates within the City's hierarchical structure as an independent subcommittee of the City Manager's Leadership Team (LT). The Emergency Policy Team includes:

- City Manager (Chair)
- Deputy City Manager (Chair in the City Manager's absence)
- Director, Dept. of Emergency Services (serves as the Emergency Policy Team Planning Leader)
- Police Chief

- Fire Chief
- Director, Department of Human Services
- Director, Department of Water Resources
- Director, Department of Public Works
- Director, Communications and Marketing
- Superintendent of City Schools/ Designee

The City Attorney shall act as a legal advisor to the Emergency Policy Team.

Emergency Operations Team

The Emergency Operations Team is the functional organization that manages the Emergency Operations Center (EOC) during an emergency. This team coordinates and manages City-wide assets beyond the incident and oversees the coordination of the Emergency Support Functions (ESF). The Director of the Department of Emergency Services (Director of DES) serves as the Emergency Operations Center Director (EOC Director). Other Emergency Operations Team positions may include:

- Deputy EOC Director (Deputy Director of Emergency Services)
- Safety Officer
- Senior Liaison
- Senior Advisors
- Operations and Logistics Chiefs
- Command and General Staff Aide(s)
- Planning and Finance Team Leaders

The Emergency Operations Team is responsible for all strategic emergency management operations away from the incident site. These responsibilities

include:

1. *Directly support the Incident Command Team, providing resources that are not available through the established incident command system operating in the specific event. This includes coordinating assistance from outside resources (federal, state, and other local jurisdictions) that is not obtained through tactical mutual aid or other incident-level command processes.*
2. *Directly manage emergency issues related to the incident, but outside the defined scope of the incident as delineated by the Incident Command Team. Usually, this will entail maintaining or restoring essential City services during an emergency, avoiding or minimizing casualties and property damage, and addressing financial and other major impacts as soon as possible following the onset of an emergency or disaster situation.*
3. *Provide information integration between the Incident Command Team and the City Manager and City Council.*

The Emergency Operations Team raises policy questions and communicates decisions made by the City Manager to the appropriate Emergency Support Functions or other sections and the Incident Command Team.

Emergency Support Functions (ESF)

Emergency Support Functions (ESF) operate out of the EOC and provide resources to support both the Incident Command and the Emergency Operations Teams.

The Emergency Operations Team monitors the activities of Emergency Support Functions.

The Emergency Operations Center Plan

The Emergency Operations Center Plan designates command and support staff positions to operate the EOC. Procedures for these support operations are established and maintained in a separate Emergency Operations Center Standard Operation Procedures manual, located in the EOC.

In an emergency, activation of the EOC is initiated by the on-duty Emergency Communications Center Supervisor who will notify the Director of the Department of Emergency Services.

The Director of DES, or his designee, will provide a briefing to the primary departments responsible for the Emergency Support Functions that are required to be activated. The Emergency Operations Team members will convene in the EOC and assume their assigned roles.

Incident Command Team

The Incident Command Team leads the incident response and defines the scope of the incident within Lynchburg. The Incident Commander or Unified Command Team (for those incidents which cross jurisdictional or functional boundaries) and appropriate command and general staff personnel are assigned to an incident.

The Incident Command Team provides guidance to responders in field operations and to the support sections by establishing goals and objectives, and overseeing

the development of incident strategy and overall tactics.

There are a number of command and general staff positions included as part of the Incident Command Team. Those positions include:

- Liaison Officers
- Safety Officer
- Operations Section Chief
- Logistics Section Chief

Activation of the Emergency Operations Plan (EOP)

The Emergency Operations Plan (EOP) shall be activated and in effect when so ordered by the City Manager or designee or a member of the Emergency Policy Team. As the Director of Emergency Management, the City Manager shall assume overall responsibility for the City's disaster response operations through the roles delineated in this Emergency Operations Plan.

A declaration of a local emergency will automatically activate the Emergency Operations Plan and authorizes the provision of aid and assistance.

The City of Lynchburg Emergency Operations Plan may also be activated to manage significant requests for mutual aid and cooperative assistance to other jurisdictions that have requested appropriate assistance in response to a major event or incident.

When emergency activities have resolved the emergency and ongoing

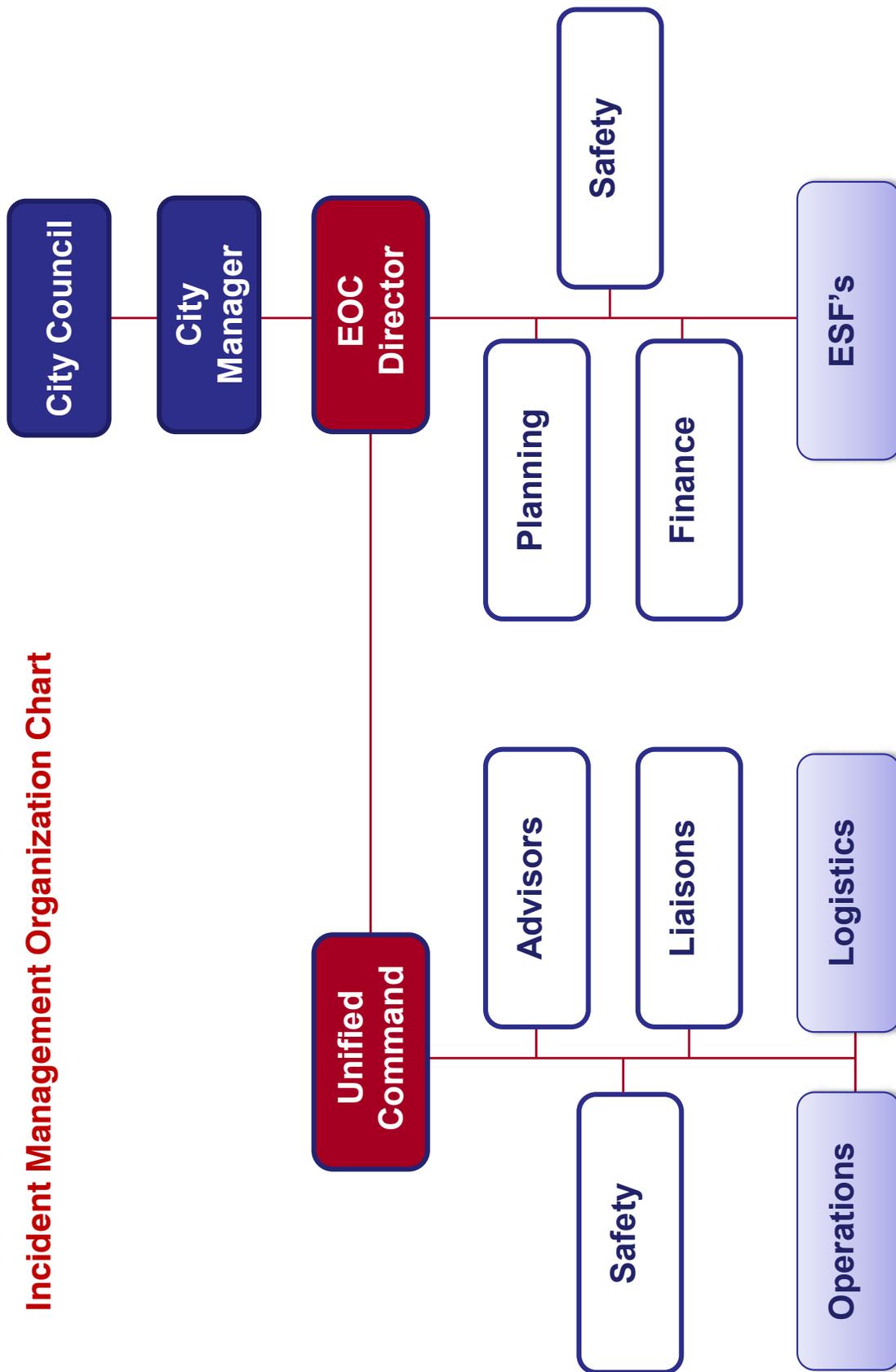
demobilization and recovery actions may be adequately managed without continued emergency declaration powers, the City Manager shall recommend to the City Council a termination of the declared emergency.

The Emergency Operations Plan may continue in operation beyond the emergency declaration, allowing an orderly incident response demobilization and transition to Recovery Management.

Colleges and Universities

The City of Lynchburg recognizes the advantages of integrating local college and university emergency operations planning within our own Comprehensive Emergency Management Program. To that end, the City will continue to foster emergency management integrated planning efforts with local colleges and universities through the Local Emergency Planning Committee (LEPC), joint exercises and other mutually beneficial activities.

Incident Management Organization Chart



Emergency Operations Plan

Introduction

To respond effectively to any emergency of a size or complexity beyond routine responsibilities it is critical that all City of Lynchburg public officials, departments and agencies, non-governmental emergency organizations and the public understand their roles and responsibilities. These non-routine responsibilities begin as the incident is recognized and response ensues, and become particularly important as command organizes beyond the initial reactive phase of “first-due” responders.

The foundation for this coordinated response is established through the City of Lynchburg Comprehensive Emergency Management Program (CEMP) and its component Emergency Operations Plan (EOP). The Emergency Operations Plan delineates the entities that are responsible for providing command and coordination capabilities for large-scale or unusual events, and how the multiple command and response components are organized and managed.

The City of Lynchburg Emergency Operations Plan provides guidance across City of Lynchburg departments, agencies and response organizations by describing an overall emergency response system:

- How City of Lynchburg agencies will be organized during response to an event, including command authorities.
- Critical actions and interfaces during the response
- How the interaction between City of Lynchburg and regional, state, and federal authorities is managed.

- How the interaction between City of Lynchburg and its private partner organizations (hospitals, non-governmental emergency organizations and others) is managed.

This document serves as an operational reference for the City of Lynchburg’s response to major emergencies. Other documents, such as field guides and operational checklists (job action sheets), may supplement the Emergency Operations Plan by providing more detailed operational guidance at the City, agency, and individual asset levels.

The Emergency Operations Plan employs a multi-agency operational structure based upon the principles of the Incident Command System (ICS)/National Incident Management System (NIMS) to manage, coordinate and direct resources committed to an incident. The City of Lynchburg is a practitioner of the National Incident Management System (NIMS). The City of Lynchburg also utilizes the Multi-agency Coordination (MAC) System to synchronize operations between the Incident Command System and the Emergency Operations Center. The Incident Command System is the combination of facilities, equipment, personnel, procedures and communication systems operating within a common organizational structure.

The basic functional sections of the Incident Command System are:

1. *Incident Command*
2. *Operations*
3. *Logistics*
4. *Safety*

These components are used to divide the incident into manageable tasks, while maintaining a coordinated focus. Task assignments are only established when a clear need exists to perform the task, to address span of control concerns, or to perform specific duties.

The basic function teams in the Emergency Operations Center are:

1. *Planning*
2. *Financial Services/Administration*
3. *Safety Officer*

These teams are used to coordinate tasks outside the scope of the Incident Command. These teams are only activated when a clear need exists to perform the task, to address span of control concerns, or to perform specific duties.

The functional size and number of designated positions within the Incident Command System and the Multi-agency Coordination System can be expanded or contracted to meet requirements as an event progresses. Selective implementation of ICS/NIMS components through the activation and/or demobilization of additional positions allows maximum flexibility in meeting the unique operational requirements of each situation.

Roles, Responsibilities and Authorities

The primary management components of the City of Lynchburg Emergency Operations Plan and Comprehensive Emergency Management Program are:

- City Manager

- Emergency Policy Team
- Emergency Operations Team
- Incident Command Team
- Emergency Support Functions

City Manager and City Council Roles and Responsibilities

Lynchburg is governed by a seven member City Council. The Mayor of the Council serves as the City's chief elected official. The Vice Mayor serves in the Mayor's absence.

The City Council is responsible for policy and political activities related to an emergency. The City Council must formally act on the City Manager's Declaration of an Emergency within fourteen days. The City Council also formally declares an end to the declared emergency. Other responsibilities of the Council, typically handled by the Mayor, include serving as overall spokesperson for the City and coordinating with other elected officials at the regional and state levels, including the Congressional delegation. The Mayor also conducts any other activities required of the chief elected official.

The direct management of emergencies is delegated to the City Manager who is designated as the City's Director of Emergency Management.

The role of the City Manager during an emergency is to implement City Council policies, provide overall direction, monitor the response of City agencies for adequacy, delegate authority for command of the situation, fulfill legal requirements of an emergency declaration, and other

issues that must be addressed at the City Manager level. The City Manager also serves as a critical link between the City of Lynchburg Emergency Operations Team and the City Council and political authorities from other levels of local, state and federal government.

Functions of the City Manager during an incident or emergency include:

1. *Empowering the Emergency Operations Team to manage emergencies, and the Incident Command Team to manage the incident itself.*
2. *Meeting legal requirements, such as declarations of emergency or curfew.*
3. *Providing a liaison with political bodies, including members of the City Council, and, as necessary, regional, state, and Federal political authorities.*
4. *Informing the Emergency Operations Team and Incident Command Team of decisions and actions taken at the City, regional, state and federal political leadership levels.*
5. *Providing policy guidance to the Emergency Operations Team.*
6. *Providing guidance on sensitive issues such as community information.*
7. *Remaining available to the Emergency Operations Team for consultation and support.*

The City Manager, or designee, monitors emergency operations and guides the City response as needed. The City Manager or aforementioned parties may participate in any Emergency Operations Team, or Incident Command Team meeting. City Manager participation is generally in the

form of policy guidance to the Emergency Operations Team as well as directives or guidance issued to City agencies and other organizations, as appropriate.

Emergency Policy Team

The Emergency Policy Team, as the core group of senior managers knowledgeable in field emergency operations, and other officials as necessary, advise the City Manager in pre-emergency planning, emergency and incident command, and recovery. They operate within the City's hierarchical structure as an independent subcommittee of the City Manager's Leadership Team (LT).

The core membership of the Emergency Policy Team consists of the following:

- City Manager (Chair)
- Deputy City Manager (Chair in the City Manager's absence)
- Director, Dept. of Emergency Services
- Police Chief
- Fire Chief
- Director, Department of Human Services
- Director, Department of Public Works
- Director, Department of Water Resources
- Director, Communications and Marketing
- Superintendent of City Schools/Designee

The City Attorney shall act as a legal advisor to the Emergency Policy Team. Emergency Policy Team members focus on policy and oversight advice to the City Manager. Each member of the Emergency Policy Team will designate a staff member, who has executive decision making authority, to serve as their "second." The designation of a "second" allows flexibility

for the core member to respond to other duties as needed. Emergency Policy Team members should develop lists of those capable of serving as seconds. These lists must include at least two (2) people.

Assignment to the Emergency Policy Team does not preclude members from fulfilling other roles within the Comprehensive Emergency Management Program or in an incident response. The core member's primary role, however, is to serve on the Emergency Policy Team and advise the City Manager on effective policy formation during an incident response.

The City Manager may add additional members based upon the core members' recommendations or as necessitated by a specific incident. The Director of DES may serve as the staff coordinator for the Emergency Policy Team during activations of the Emergency Policy Team.

In the performance of response oversight duties, the City Manager may call upon the Emergency Policy Team to address issues related to an event. When convened, the Emergency Policy Team will receive an incident update briefing and will be tasked with providing policy recommendations to the City Manager.

At the City Manager's direction the Emergency Policy Team may be convened physically or virtually at any time through the Director of DES or his/her designee.

The Emergency Policy Team will establish and review broader issues facing those agencies responding to or recovering from an event or emergency, as well as those issues that impact the City.

The Director of DES or designee is generally charged with fulfilling the Planning Team Leader duties for the Emergency Policy Team. The Planning Leader's duties include:

- In consultation with the City Manager or designee, setting Emergency Policy
- Determining team meeting time and agenda
- Providing a policy-level briefing from Incident Command Team and Emergency Operations Team action plans and from situation updates
- Presenting policy issues/questions from the Emergency Operations Team and Incident Command Team
- Receiving policy direction to incorporate into the Emergency Operations Team and Incident Command Team planning.

Information briefings may be provided by the Emergency Operations Center Director, the Emergency Operations Center Planning Team Leader, the Incident Commander or Incident Operations Chief, outside experts being consulted for policy advice, or others as appropriate for the situation.

Emergency Operations Team & Emergency Operations Center

The Emergency Operations Team is the functional organization that manages the Emergency Operations Center (EOC) during an emergency. This team coordinates and manages citywide assets beyond the incident and oversees the coordination of the Emergency Support Functions.

The Emergency Operations Team positions may include:

- Director of DES

- Deputy Director of DES
- Safety Officer
- Liaison
- Advisors
- The Leaders of the Planning and Financial Services/Administration Teams
- Command and general staff aide(s)

The Emergency Operations Team is responsible for all strategic emergency management operations away from the incident site. These responsibilities include:

1. *Directly support the Incident Command Team, providing resources that are not available through the established incident command system, operating in the specific event. This includes coordinating assistance from outside resources (federal, state, and other local jurisdictions) that is not obtained through tactical mutual aid or other incident-level command processes.*
2. *Directly manage emergency issues related to the incident, but outside the defined scope of the incident, as delineated by the Incident Command Team. This may be determined geographically (outside a scene perimeter) or functionally (beyond the scope of the Incident Command Team objectives when no single scene exists, or when the impact is widespread).*

Usually, this will entail maintaining or restoring essential City services during an emergency, avoiding or minimizing casualties and property damage, and addressing financial and other major impacts as soon as possible following the onset of an emergency or disaster situation.

The Emergency Operations Team organizes the Citywide response, with guidance provided to City of Lynchburg departments, agencies, non-governmental emergency organizations, and to the public, by establishing Citywide goals and strategic objectives.

3. *Provide information integration between the Incident Command Team and the City Manager and the City Council.*

More specifically, the Emergency Operations Team duties may include:

Incident Command Team requests for assistance.

- The Emergency Operations Team coordinates administrative, material and personnel support to Field Operations and the Incident Commander as necessary for the duration of the incident.
- When the Incident Command Team has resource requests that cannot be directly addressed or obtained from within the agencies directly involved in the response, the Emergency Operations Center accepts the request and seeks solutions through the City of Lynchburg Emergency Support Functions.
- If necessary, new task groups may be formed within the Emergency Operations Center to address complex issues that fall between the authorities of multiple Emergency Support Functions. Assistance from non-City resources will be arranged as needed to meet critical needs.
- The Emergency Operations Center will coordinate (usually through the Virginia Emergency Operations Center) all assistance from the state and federal

government. Emergency Operations Center personnel manage these outside resources, both personnel and material, until they are assigned to the incident. Once an asset has been assigned to the incident, it is transferred to the Incident Command Team.

Events outside the scope of the incident itself.

- The Emergency Operations Team, through the utilization of ESFs, manage other non-incident emergency issues, such as public communications. The Emergency Operations Center Planning Leader will oversee the planning efforts for contingencies, long-range issues and demobilization for each operational period.

Coordination with the State Government.

- The Emergency Operations Team is responsible for coordination between the City Emergency Operations Center and the Virginia Emergency Operations Center.
- The Director of DES (or designee) will notify the Virginia Department of Emergency Management immediately upon either the declaration of a local emergency or the activation of the Emergency Operations Center.
- The Commonwealth of Virginia's Emergency Operations Plan requires the submission of various reports by local government in time of emergency. The Emergency Operations Team will submit these and other reports and updates, after approval by the Emergency Operations Center Director (or designee).

Coordination with the City Manager.

- Recommends to the City Manager when the Emergency Operations Cen-

ter should be fully activated, and when the levels of an Emergency Operations Plan (response, demobilization, and transition to recovery) should be implemented.

- Recommends to the City Manager when an emergency should be officially declared, and when other direct action is required by law or regulation.
- Raises policy questions, and facilitates the application of policy decisions made by the City Manager, by incorporating the policy direction into Emergency Operations Center planning and conveying the instructions to the Incident Command Team, as indicated.
- Provides and facilitates timely and accurate information to the members of the Emergency Policy Team and, at the City Manager's direction, to other City government officials and/or to the public.

Emergency Operations Center Planning Team

The Emergency Operations Center Planning Team supports the Emergency Operations Center Director during the Emergency Policy Team meetings, documenting policy decisions that are resolved. They also provide the agenda and supporting documents for subsequent meetings. The Emergency Operations Center Director receives the policy direction and other recommendations from the City Manager, conveying them to the Incident Command Team for incident implementation, and overseeing their implementation through the Emergency Operations Center operations plan and Emergency Support Functions directives.

The Planning Team is responsible for the production and distribution of the Lynchburg City Incident Action Plan.

Emergency Support Functions

Emergency Support Functions (ESF) are organized as task groups and operate out of the Emergency Operations Center (EOC). These support functions provide resources to support both the Incident Command Team for incident issues, and the Emergency Operations Team for incident-related issues that fall outside the Incident Command Team's scope.

The Emergency Operations Team monitors the activities of Emergency Support Functions. When issues arise which are difficult to manage within the pre-established Emergency Support Function structure, the Emergency Operations Team will assist in securing the resources necessary for the task group.

During emergency operations, the Emergency Support Functions carry out assignments unique to each task group's expertise that have been delegated to them from the Emergency Operations Team in regard to each group's area of expertise.

Support agencies are also designated for each Emergency Support Function, assigning appropriate departments, agencies and nongovernmental emergency organizations that respond to requests from the Incident Command Team managing the incident response.

Each Emergency Support Function is assigned a lead City department or office

that is responsible for contacting their respective support agencies.

Each lead agency's response role includes:

- The Department Director of the lead agency for each Emergency Support Function is responsible for designating that Emergency Support Function's leader.
- The leader is responsible for ensuring that their Emergency Support Function is fully operational for the emergency. Duties include:
 - Conducting necessary planning and training activities to ensure Emergency Support Function members understand their roles and responsibilities.
 - Preparing necessary information and technical resources that will support the Emergency Support Function during activation.
 - Assuring that assigned tasks are completed and reported back to the Emergency Operations Center position.
 - Bringing difficult to resolve operational issues to the appropriate Emergency Operations Center position for resolution.
 - Evaluating the overall performance of the Emergency Support Function, during the incident.

The chart on the next page illustrates the Emergency Support Functions and the lead and support agencies assigned to each Emergency Support Function.

	ESF1	ESF2	ESF3	ESF4	ESF5	ESF6	ESF7	ESF8	ESF9	ESF10	ESF11	ESF12	ESF13	ESF14	ESF15	ESF16	ESF17	ESF18
CA																		S
CD			S			S			S		S			L				L
CM	S		S												L/C	L		
CMO					S										L			
DES		L		S	L	S	S	S	S	S				S			S	
FD	S		S	L	S	S		L	L	L		S	S					S
FS											S							
HR																L		
HS	S		S			L		S			S							
IT	S	S	S		S							S						
LCS	S		S			S		S	S		S				S			S
MUS											S						S	
OED														S				
PD	S		S	S	S	S		S	S	S	S	S	L					
PR	S		S		S	S					L			S				S
PW	L			S			S	S		S	S	L						S
WR			L					S				S						S

L: Lead S: Support C: ESF Coordinator (If more than one lead)

Emergency Support Functions

- 1. Transportation
- 2. Communications
- 3. Public Works & Engineering
- 4. Fire Fighting
- 5. Emergency Management
- 6. Mass Care, Housing & Human Services
- 7. Resource Support
- 8. Public Health & Medical Services
- 9. Urban Search & Rescue
- 10. Oil & Hazardous Materials Response
- 11. Agriculture & Natural Resources
- 12. Energy
- 13. Public Safety & Security
- 14. Long Term Community Recovery and Mitigation
- 15. External Affairs
- 16. Employee Support
- 17. Volunteer & Donations Management
- 18. Damage Assessment

This table only shows the City agencies that are involved with each of the emergency support functions. There are also non-governmental and state participants on several of the emergency support functions.

City of Lynchburg Departments

CA	City Assessor's Office
CD	Community Development
CM	Communications and Marketing
CMO	City Manager's Office
DES	Department of Emergency Services
FD	Fire Department
FS	Financial Services
HR	Human Resources
HS	Human Services
IT	Information Technology
LCS	Lynchburg City Schools
MUS	Museum System
OED	Office of Economic Development
PD	Police Department
PR	Parks and Recreation
PW	Public Works
WR	Water Resources

Emergency Operations Center Plan

The Emergency Operations Center Plan designates command and support staff positions to operate the Emergency Operations Center. Procedures for these support operations are established and maintained in the Emergency Operations Center Standard Operation Procedures Manual, located in the Emergency Operations Center.

In an emergency, there are five stages to activate the Emergency Operations Center:

1. Notification/Activation Stage

- In an emergency, the on-duty Emergency Communications Division Supervisor is instructed to begin the emergency call procedure, by notifying the Director of the Department of Emergency Services. This instruction could originate from a supervisor in any City department. A brief message describing the event is provided to the Communications Supervisor for inclusion in the notification.
- If the incident does not require all of the Emergency Operations Team, Emergency Support Functions, or the Emergency Policy Team, the requesting party should clearly specify to the Communications Supervisor which groups or specific positions are being requested.
- The designated person for each agency, department and non-governmental emergency organization is provided notification. The level of activation for each notified entity is also specified. If direct voice communication does not occur with the noti-

fied parties, a receipt of notification is requested in the message, as well as a brief status report from the notified agency.

- The Director of DES will record the confirmation of notification receipt, the status report for each notified agency, Team or Emergency Support Function and the anticipated response time.
- The Director of DES will provide a notification status report to the authorizing official who activated the emergency call procedure. The initial report will occur as soon as possible. If a status report is not received within 15 minutes, it is incumbent upon the requesting party, or designee, to confirm that the emergency call procedure is initiated by the Director of DES. The requesting party shall confirm through the Director of DES that all essential organizations and/or positions have been notified.

2. Mobilization Stage

- Upon receipt of information that an emergency situation is imminent or occurring, the Director of DES oversees the mobilization process for the Emergency Operations Center, and provides an initial information briefing to the primary agencies of the respective Emergency Support Functions that will be activated for the emergency.
- Assigned City of Lynchburg personnel and non-governmental emergency organizations are dispatched to staff their designated Emergency Operations Center positions.

3. Emergency Operations Stage

- Dependent upon the incident or event,

Emergency Operations Center staffing by Department of Emergency Services staff may be all that is necessary for adequate incident support.

- If directed, the Emergency Operations Team will convene in the Emergency Operations Center and assume their assigned roles. The Emergency Operations Team's mission is determined and redefined through a planning cycle after each operational period. The length of operational cycles is established by the Incident Command Team.
- The Emergency Management Operations Plan primarily establishes objectives that focus on support to the Incident Command Team and management of issues outside the scope of the Incident Command Team.
- The Emergency Operations Team also holds Emergency Operations Center management and planning meetings and Operations briefings. The timing of these meetings should be coordinated with the timing of the Incident Command Team meetings so the Emergency Operations Center Operations briefing is held after the Incident Command Team Operations briefing. (See Planning Cycle Chart Page 17)
- At the conclusion of these meetings, the updated Incident Action Plan is provided to the Emergency Operations Team. Most major press briefings would ideally be held after the Incident Command Team and Emergency Operations Team have held their respective Operations briefings.
- Some of the critical response activities that take place during this stage of the incident include:
 - a. Assuring the inspection of critical City of Lynchburg facilities, equipment and communications systems.

- b. Mobilizing personnel and pre-positioning resources and equipment for use by the Incident Command Team and incident responders.
- c. Ensuring appropriate public emergency information and warning efforts.
- d. Assisting the Incident Command Team with alerting any threatened elements of the population, and in conducting necessary or precautionary evacuations in potential impact areas.
- e. Overseeing/supporting the opening and operation of mass care and pet shelters.
- f. Restricting unnecessary access to affected areas outside the incident perimeter (the incident perimeter is generally managed by the Incident Command Team).
- g. Protecting, controlling and allocating vital resources outside of the Incident Command Team area of supervision.
- h. Conducting initial damage and needs assessments outside the Incident Command Team scope of activity.
- i. Assessing the need for mutual aid beyond the tactical assistance obtained through incident command mechanisms.
- j. Documenting the situation and expenditures on a Citywide basis.
- k. Coordinating information exchange with regional, state and federal agencies to include providing initial and periodic situation reports to the Virginia Department of Emergency Management (VDEM), and monitoring conditions in the City outside the incident site.

4. Demobilization Stage

- As the Emergency Operations Center objectives are achieved and tasks completed, the resources will be demobilized.
- The Emergency Operations Center Plans Team initiates the process early in this phase.
- The process for demobilization is developed and approved by Emer-

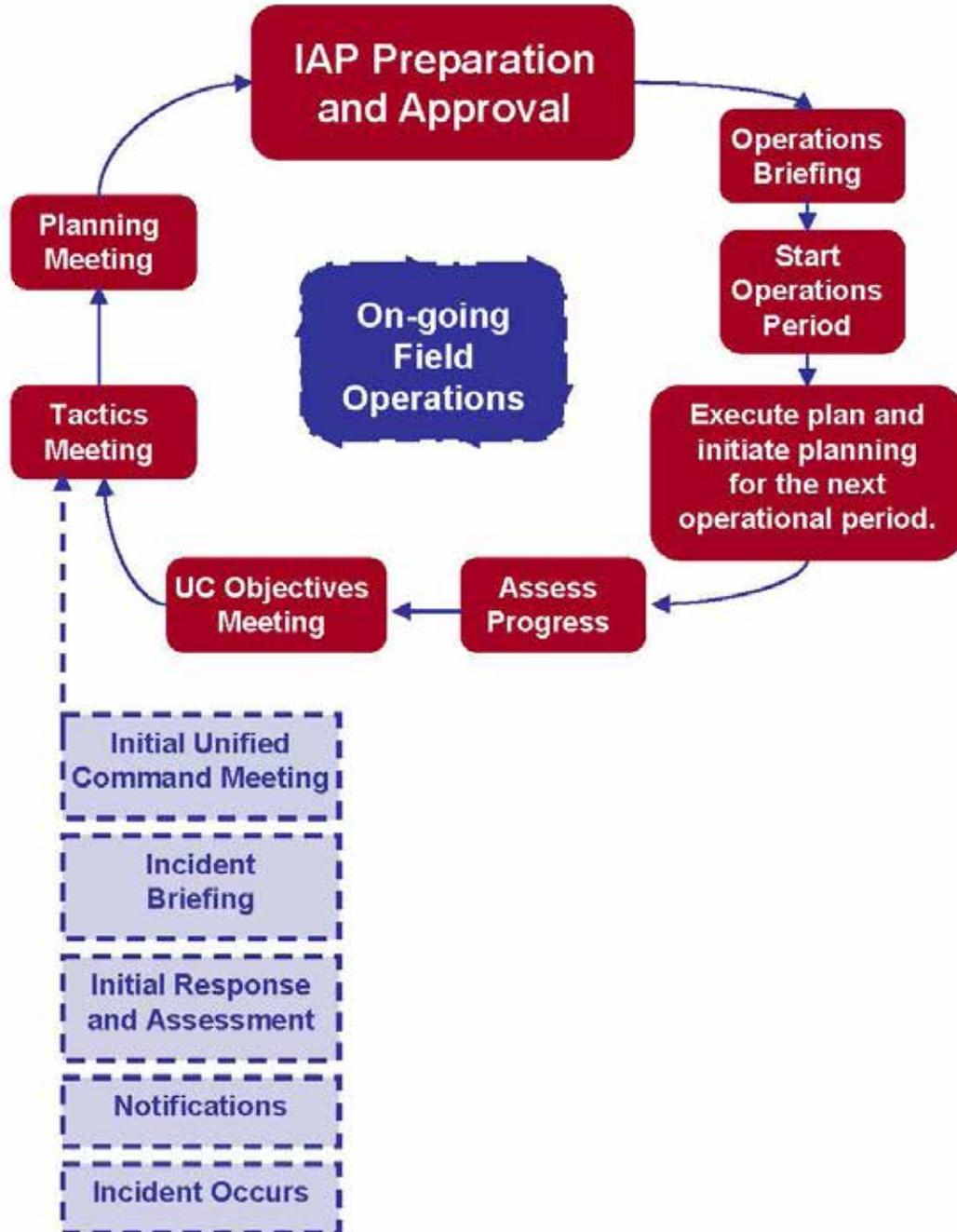
gency Operations Center management. (For example: as a general rule, non-Lynchburg assets will be demobilized prior to City of Lynchburg assets performing similar duties).

- The Emergency Operations Center, through both the Emergency Operations Team and relevant Emergency Support Functions, assists the Incident Command Team with the demobilization of incident assets.

5. Transition to Recovery Stage

- The Emergency Operations Center remains operational while the Incident Command Team transitions its personnel and structure to the recovery phase of the incident.
- The Emergency Operations Center demobilizes its Emergency Support Function assets according to the Emergency Operations Center demobilization planning, but retains an Emergency Management Operations capability to support the Incident Recovery.
- As recovery progresses, Emergency Operations Center duties may transition to a specific agency or to the Department of Emergency Services staff.

Operational Period Planning Cycle



Additional Resources Coordinated by the EOC

Additional resources are available should the emergency exceed the City's emergency response capabilities. These resources include:

Mutual Aid

- In the event an emergency situation exceeds local emergency response capabilities, outside assistance is available through mutual support agreements with nearby jurisdictions and volunteer emergency organizations, or through the Commonwealth of Virginia's Statewide Mutual Aid Compact.
- For assistance beyond tactical mutual aid (i.e. that which might be used in everyday incidents), a local emergency must be declared and local resources fully committed, with anticipated or actual unmet needs, before state and federal assistance is requested. The Emergency Operations Center coordinates the request for outside assistance.
- Regional mutual aid assistance will be requested in accordance with established mutual aid agreements of which City of Lynchburg is a signatory. Mutual aid for other than Police, EMS and Fire services may be requested through the Virginia Statewide Mutual Aid Compact.
- Identified response needs will be addressed initially with locally available City of Lynchburg and mutual aid resources. With the onset of a major incident or event, requests for State assistance may occur based upon the anticipation of unmet needs, prior to experiencing shortages after deployment of all local resources.

- Requests for State assistance will be made from the Director of DES or designee, through the State Emergency Operations Center to the State Coordinator of Emergency Management.
- To initiate the process of obtaining State assistance, the City Manager will indicate to the State Coordinator of Emergency Services that:

- a. A local emergency has been declared.
- b. The City of Lynchburg Emergency Operations Plan has been activated.
- c. Available resources have been committed, and it is anticipated that critical incident needs will remain unmet despite this commitment of available resources.
- d. State assistance is being requested. The type, quantity and time period for the assistance is specified.
- e. If appropriate, the City Manager requests and recommends the Governor declare a state of emergency.
- f. This request, regardless of the form of initial transmission, will be documented by formal letter. A copy of the resolution declaring a local emergency should accompany the follow up letter to the State Coordinator of Emergency Services.
- g. During emergency situations, some state assistance may be provided to individual City of Lynchburg departments and agencies through other channels.
- h. Any provision of state assistance through these mechanisms should be reported through the Incident Command Team, or through the appropriate Emergency Support Function in the Emergency Operations Center, so it may be documented for accountability and planning purposes.

Federal Assistance

- The National Response Framework (NRF), the Robert T. Stafford Disaster

Relief and Emergency Assistance Act (1974 as amended April 2007) and other relevant federal statutes determine how the federal government will augment State and City response efforts when authorized.

- Federal resources, through the NRF, must be requested through the Virginia Department of Emergency Management. Federal regulations require that the state request be made after a state determination that it cannot meet the identified local or state needs through statewide resources (either from the state itself or through state-arranged dispatch of local resources from an unaffected local jurisdiction in Virginia).
- Requests to the federal government must describe the need and the type of response resources that would adequately address the need. The request cannot be for a specific response asset, since it is the Federal authority's legal obligation to determine the federal resource that is deployed to meet a request.
- The City of Lynchburg request for assistance (e.g., from Incident Command Team, Emergency Operations Team, or Emergency Support Function) must therefore provide enough detail about the unmet needs that an accurate determination of the appropriate response resources will occur.
- The National Response Framework uses a functional approach to group the types of assistance under its Emergency Support Functions. Each Emergency Support Function is headed by a primary agency. After a support relationship has been established through the Lynchburg City Manager and the Emergency Operations Team, direct coordination between local, state and

federal Emergency Support Function personnel may occur.

National Guard and U.S. Department of Defense Support

- Support by the Virginia State National Guard is provided at the direction of the Governor of Virginia and is managed like other Virginia State assistance.
- Support by Department of Defense (DoD) military units may be requested through the Commonwealth of Virginia Emergency Operations Center. DoD assets, when assigned, will support and assist local agencies.

Other Federal Assistance

- Some types of Federal assistance may be available to individual departments and agencies through avenues other than the NRF, including through established non emergency programs.
- Any requests or provision of Federal assistance through these mechanisms should be reported through the Incident Command Team, or the appropriate Emergency Support Function to the Emergency Operations Center, so they may be tracked for accountability and planning purposes.

All disaster-related expenditures must be documented in order to be eligible for post-disaster reimbursement should a Federal disaster be declared. When requesting resources, remember to use SALTT:

- **Size**
- **Amount**
- **Location**
- **Type**
- **Time**

Incident Command Team & System

The Incident Command Team is the management unit that directly leads the incident response and defines the scope of what is the incident within City of Lynchburg. The Incident Commander or Unified Command Team and appropriate Command and General Staff positions are assigned to the incident.

The Incident Command Team provides guidance to responders in Field Operations, and to the Support Sections by establishing incident-specific goals and objectives, and overseeing the development of incident strategy and overall tactics. Specific tactics are developed by the incident operations chief.

The management of Field Operations is accomplished by operational supervisors of departments and agencies that have direct incident responsibilities. Each responding department and/or agency may have its own on-scene officials for direct supervision of staff.

In the event of an emergency that includes multiple jurisdictions in Central Virginia, the City of Lynchburg may be asked to participate in an Area Unified Command. This would, in most instances, entail a senior representative from the lead agency being designated to sit on the Area Unified Command Team.

Unified command methodology brings these various disciplines together during an incident to share information and to allow appropriate input into the development of a defined set of incident objectives for the City of Lynchburg response. Each organization is integrated into the emergency response operation for the

City. At the same time, each discipline maintains its jurisdictional authority for its own individual assets and responsibilities.

Unified Incident Command

When multiple response agencies or organizations have major management roles in response to a complex incident, collective management and coordination of response services is most effectively achieved through unified incident command.

Unified Command occurs through joint decision-making that establishes common incident objectives or management by objectives. For an incident, clearly delineated objectives and strategies are agreed upon and documented in a formal fashion. This document forms the basis of the City of Lynchburg Incident Action Plan (IAP).

Unified Command provides relatively equal management participation by the departments involved, but it is recognized that a lead agency must be the final arbiter within the Unified Command Team (i.e., one of the represented agency managers is recognized as having the final say in all matters).

This lead agency authority is determined by the specific incident type and circumstances and is clearly defined at the outset of the incident command process. The decision support tool for determining the designated lead agency authority for each type of hazard event is described in the upcoming table.

To accomplish this common operating system in a City of Lynchburg response, unified command includes:

- A single integrated incident organization
- Shared or co-located command facilities
- A single planning process and incident action plan (a single set of strategic goals and objectives) managed through the EOC Planning Team.
- An operations section leadership that replicates the organizational makeup of the incident’s unified command, with the lead agency’s representative designated as the Operations Chief. A similar organizational composition may be established for the Logistics section.
- A coordinated process for resource ordering and management for the City of Lynchburg through the EOC.
- The response organizations that may be included in a Unified Incident Command are:
 - a. Fire Department
 - b. Police Department
 - c. Department of Human Services
 - d. Department of Water Resources
 - e. Department of Public Works
 - f. Department of Emergency Services

Transfer of Incident Authority

During a response, event parameters may change such that the focus and objectives in the response may change. A significant change could transfer the primary responsibility for lead agency in unified command to a different agency. In this case, Unified Command Team members make this determination, using the incident planning process, and document the transition of lead agency status.

Continued assessment of each discipline in the Unified Command Team as to the need

for their participation is a component of the planning cycle throughout the duration of the event. For instance, public health may not require continuous participation in the management of all events, but should still have a presence overseeing issues directly related to its responsibilities.

Incident Command Team Staff Positions and Liaison Officers (LNOs)

The liaison officer is a position at the command level that establishes and maintains liaison services with non-City of Lynchburg response entities that are directly involved in incident command and operations, but acting outside the Lynchburg incident command system. They may be adjacent jurisdictions or Federal entities operating in the area but with a focus distinct from the City response, or others.

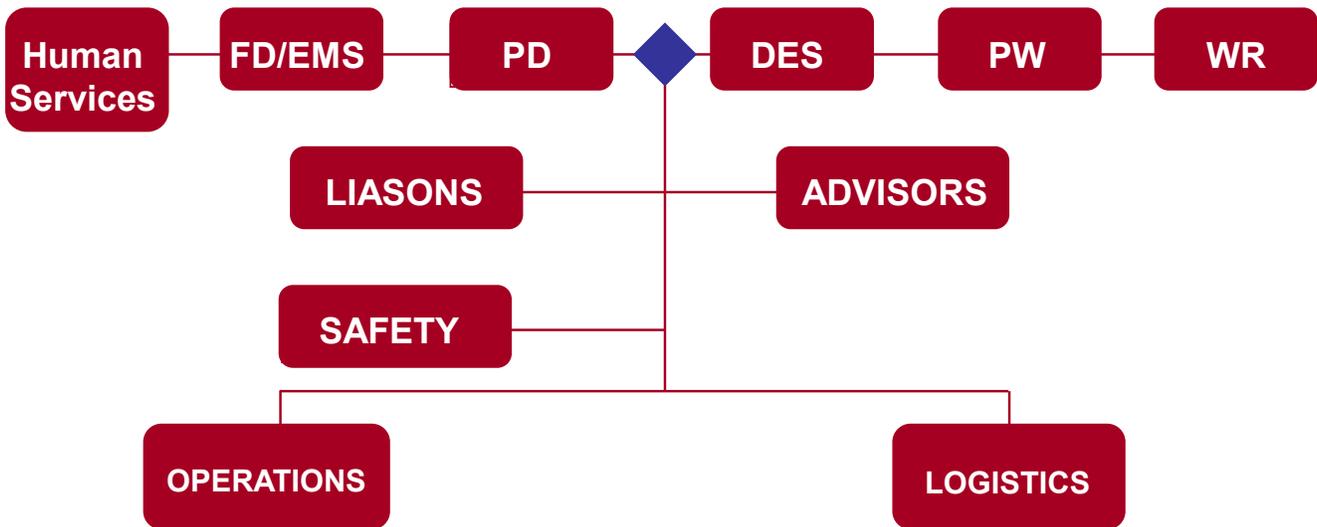
The Incident Command or Unified Command will determine the specific person/s designated as liaison to entities according to the event type and the agencies involved. Assignments may vary from incident to incident, but there is one liaison established in every event.

It is important that the information obtained by the Incident Command Team liaisons be documented and available for consideration during the planning cycle and for informing the Emergency Support Functions.

Lead Agency designation for Incident Command and Unified Incident Command, listed by hazard type. For some hazards, multiple lead agency possibilities exist, depending upon the specific incident circumstances.

<i>Hazard Type</i>	<i>Lead Incident Command Agency(s)</i>
Aircraft Incident _____	Fire Department or Police Department
Building Collapse _____	Fire Department
Earthquakes _____	Fire Department
Epidemics, Diseases, & Health Threats _____	Virginia Department of Health
Explosion _____	Fire Department or Police Department
Fire _____	Fire Department
Floods _____	Fire Department
Food contamination _____	Virginia Department of Health
HAZMAT Incidents _____	Fire Department
Jail (Riot / hostage) _____	Police Department
Nuclear Attack _____	Fire Department
Radiation Incident _____	Fire Department
Pipeline Spill, Fire or Explosion _____	Fire Department
Riots, Civil Disturbances, Mass Arrest _____	Police Department
Terrorism Crisis and Hostage Situation _____	Police Department
Tornado, Hurricanes & Severe Storms _____	Fire Department
Train Derailment _____	Fire Department
Water Contamination – Human Threat _____	Water Resources Department
Water Quality/Quantity _____	Water Resources Department
Water Supply Distribution System _____	Water Resources Department
Winter Storm _____	Public Works Department
Resource Shortage _____	Department of Emergency Services

City of Lynchburg EOP
Unified Incident Command Team



Safety Officer

The Safety Officer function oversees responder safety for all aspects of the incident response and support that fall under the authority of the Incident Command Team. Multiple aspects of safety must be addressed: scene workplace safety, personnel health and safety, and security. The agency that has lead authority in Unified Command is responsible for staffing this position and has the authority to provide high level input into the command process as related to health and safety concerns.

Assistance is provided to this individual, as needed, by any of the participating Incident Command Team partner agencies.

Advisors

Advisors are experts appointed by the incident manager or members of the Unified Incident Command to provide technical advice for strategic decisions

that the Incident Command Team must address.

Advisors may be individuals or small groups, and some are entities developed expressly for this purpose.

**Incident Command Team
General Staff Positions**

Operations Section Chief

Operations encompass all functions that are directly responsible for accomplishing the strategic goals and objectives set by Management. To do this, tactics are established to achieve the incident objectives.

The Operations Section Chief is responsible for the organization of the Operations Section and the development and execution of its specific tactics.

Support Sections

Support sections provide assets and services, internal to the Incident Command System, that maintain the capabilities of management and operations throughout the incident. The support functional area (Logistics, Planning, Financial Services/ Administration) therefore encompass activities that support Incident Command and Incident Operations in the City of Lynchburg response.

- Logistics Section Chief: manages activities that provide logistical support through equipment and supplies, transportation, personnel maintenance, processing of volunteers, and technical activities that maintain function of operational facilities. Logistics assets are utilized when individual incident assets and functions are unable to meet their logistical needs through their own internal resources.
- Planning Team (*runs through the EOC*): manages all activities that support Command and Operations in the processing of incident information and in the development of plans for the incident. This includes setting the time and agenda (subject to Incident Command approval) of management and planning meetings for the Incident Command Team, and operational briefings for each operational period. The Planning Team Leader is also the facilitator/moderator for these meetings.
- Finance Team (*runs through the EOC*): manages this functional area, which

encompasses all activities that support Command and Operations in incident administrative issues and in the tracking and processing of incident expenses. The Finance Team manages documentation for essential payroll and reimbursement paperwork.

The chiefs of the Operations and Logistics sections, together with Planning and Finance Team Leaders, are drawn from pre-selected and trained personnel. Together they form the General Staff in the Incident Command Team structure.

Operational Period Planning Cycle

Incident Recognition

An incident or event requiring resources beyond the single agency Incident Command System required in day-to-day operations may rapidly develop or slowly evolve.

In an urgent situation, the senior authority from the designated lead agency involved in the hazard evaluation makes the determination. In a less obvious situation, a senior level manager from the Unified Command agencies may request a rapid conference call of all Incident Command Team representatives to discuss the incident or event.

A decision is then made concerning activation of the Emergency Operations Plan, and the level of initial Emergency Operations Plan mobilization. If circumstances meet the qualifications for an emergency declaration, the

recommendation is made to the City Manager, who then promulgates the official emergency declaration.

Incident Notification

Initial notification occurs through two primary methods:

- The on-duty Emergency Communications Supervisor notifies the Director of DES, who notifies all response agencies.
- Involved agencies, departments, and nongovernmental emergency organizations notify their personnel and support agencies through their pre-established individual emergency call procedures.
- The Emergency Callout Procedure maintained by each department is an important component in emergency notification and it is incumbent on all employees to keep their contact information up-to-date.

Mobilization

This stage involves response assets with Incident Command Team responsibility transitioning from baseline operations to response operations as designated in the incident notification. Mobilization procedures establish the capability and capacity for the lead agency to conduct incident command at the designated Incident Command Post.

Response

The initial mobilization and reactive phase of the response is governed by the guidance in the Emergency Operations Plan and individual agency annexes, and by reacting to incident circumstances. Initial incident command is established at an on-scene Incident Command Post

if a scene exists, and primary incident command is designated. Throughout the incident response, incident command is tasked with problem-solving for issues not resolved at lower decision-making levels in the incident command system.

As incident information is accumulated and appropriate interventions accomplished, an incident briefing is scheduled and all major organizations involved in the incident response are notified.

Incident Briefing

This meeting marks the transition of an incident response from reactive management to a proactive phase. The transitional meeting brings together the leadership of key response elements, defines the primary Incident Command Team (the Command and General Staff), and allows incident managers to be briefed on incident parameters as they are known at that time.

If the authorized incident command determines that formal incident planning is warranted, the command sets initial incident objectives and the planning cycle process begins.

Designated representatives to the Unified Command Team meet and determine the lead authority, or re-confirm if established earlier in the response. If command authority is not clear in an incident or event, lead authority in the Incident Command Team will be resolved by the City Manager.

The City of Lynchburg may be asked to participate in a regional Unified Command

Team. In this instance, there remains a requirement for a City Incident Command Team. For example, during a widespread disease outbreak involving multiple jurisdictions across the state, public health authorities might assume the incident command function that coordinates the incident response across the affected local jurisdictions.

The City of Lynchburg Unified Command Team remains the primary authority for managing the incident in the City of Lynchburg. Other actions include:

- Unified Incident Command Team assessment of situation: initial information on the event may be incomplete and pertinent information should be shared with all members of the Unified Incident Command Team.
- Establishing the operational cycle: if the event appears to warrant more than a brief (12 hour) response, the parameters of the operational cycle should be established. An operational cycle is defined as a time period governed by the Incident Action Plan, with the establishment of new incident objectives or reaffirmation of objectives for the follow-on cycle (typical operational cycles are 12 hours or 24 hours in duration).
- Initiating the Incident Command Team Planning Cycle to correspond with the operational cycles.
- Critical action planning tasks during the transitional management meeting include:
 - a. Establishing the parameters of the incident response;
 - b. Defining incident objectives and strategies;
 - c. Establishing criteria to evaluate the success of incident interventions.

Follow-up Actions for the Incident Command Team Planning Cycle

The following actions in the planning cycle include:

1. *Planning meeting: Using incident objectives set during the transitional or subsequent management meetings, the command team, with leaders of key functional areas under incident command, set strategies and general tactics. These are then documented as a central component of the Incident Action Plan. This provides a means for coordinating between multiple locations, resources, and levels of government. The addition of supportive plans completes the IAP for the upcoming operational period.*
2. *Operational briefing: All components of the response system are briefed on the developed objectives, strategies and tactics. In traditional descriptions of ICS, this occurs in person, but for City of Lynchburg, this may occur through electronic means so the Emergency Operations Center, Emergency Policy Team, and the City Manager may participate. A defined briefing process imposes discipline for the operational briefings, so time constraints are met, distractions are limited, and questions are kept at a minimum. The purpose of the operational briefing is to impart information and to raise emergent issues, not to discuss alternative plans, debate choices made in the planning process, or undertake extensive problem solving.*
3. *Objective meeting: This meeting marks the onset of the next planning cycle. Incident managers re-evaluate incident objectives and progress*

made in meeting the set objectives, based upon information collected throughout the operational period. Objectives are revised and new ones are established as appropriate.

Support for the planning cycle is provided by the EOC Planning Team. Contents of the Incident Action Plan (IAP) include:

- Map of impacted area
- Situation Summary
- Safety Message (reflecting the overall safety plan)
- Overall incident objectives and priorities
- Communications plan
- Employee rehab stations
- Special medical emergency procedures
- Unified Command organizational chart
- EOC organizational chart

Incident Command Team Demobilization

Incident Command Team demobilization follows the same planning process as mobilization and response. As assets meet their objectives, or objectives change and the assets are no longer needed, incident command implements demobilization strategies conceived through the efforts of the designated component of the Incident Command Team Plans branch. The planning process, including contingency planning, long-range planning, and demobilization planning, delineates possible demobilization tactics. The demobilization process is executed by operations with the support of the Logistics Section and Financial Services/Administration Teams through the EOC.

Transition to Recovery

When the Incident Command Team determines the response objectives have been achieved, the response transitions into a recovery phase. The unified incident command architecture persists into the recovery phase, until tasks are reduced to activities that can be effectively managed by the Emergency Operations Center, or everyday jurisdictional processes and assets.

An after-action incident review is conducted as soon as possible by the Incident Command Team participants, under the supervision of the Director of DES. This process identifies issues for improvement, as well as processes/assets/etc. that worked well and should be preserved or enhanced.

Incident-related expenditures information from participating departments, non-governmental emergency organizations and recruited assets is collected by the EOC Finance Team. Expenses are tracked for appropriate reimbursement from City, State or Federal government, or private entities as appropriate.

The health and well-being of City of Lynchburg responders is evaluated and monitored through the pre-established plans of participating departments, agencies, and non-governmental emergency organizations.

Within the City government, overall responsibility for these efforts will rest with the Employee Assistance Program (EAP), and be coordinated through the Department of Human Resources.

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The Lynchburg Incident Action Plan will typically contain the following components. Depending on the situation, the Lynchburg IAP may include other components when necessary.

Common Components:

Normally Prepared By:

- | | |
|--|---|
| 1. <i>Incident Map/Situation Summary</i> | <i>Planning</i> |
| 2. <i>Safety Message/Plan</i> | <i>Safety Officer</i> |
| 3. <i>Incident Objectives</i> | <i>Incident Commander/Unified Command</i> |
| 4. <i>Communications Plan</i> | <i>Communications Unit</i> |
| 5. <i>Employee Rehab Stations</i> | <i>ESF #16</i> |
| 6. <i>Unified Command Organization</i> | <i>Planning</i> |
| 7. <i>EOC Organization</i> | <i>Planning</i> |

Other Potential Components: (Scenario dependent)

- | | |
|---|---|
| 1. <i>Air Operations Summary</i> | <i>Air Operations</i> |
| 2. <i>Incident Site Traffic Plan</i> | <i>Ground Support Unit</i> |
| 3. <i>Decontamination Plan</i> | <i>Technical Specialist</i> |
| 4. <i>Waste Management
or Disposal Plan</i> | <i>Technical Specialist
Demobilization Unit</i> |
| 5. <i>Demobilization Plan</i> | <i>Technical Specialist</i> |
| 6. <i>Operational Medical Plan</i> | <i>Technical Specialist</i> |
| 7. <i>Evacuation Plan</i> | <i>Technical Specialist</i> |
| 8. <i>Site Security Plan</i> | <i>Law Enforcement Specialist</i> |
| 9. <i>Investigative Plan</i> | <i>Law Enforcement Specialist</i> |
| 10. <i>Evidence Recovery Plan</i> | <i>Law Enforcement Specialist</i> |
| 11. <i>Others</i> | <i>As Indicated</i> |

City of Lynchburg Departments, Agencies and Non-Governmental Organizations

Individual City of Lynchburg departments, agencies and non-governmental organizations have both general responsibilities and specifically assigned roles in the Emergency Operations Plan and their direct field incident response actions.

Each entity defines its own specific command system consistent with the Comprehensive Emergency Management Program or Emergency Operations Plan for emergencies, including continuity of operations and facility emergency plans, as well as response to an incident.

City of Lynchburg departments, agencies and non-governmental organizations operate within all areas of the Incident Command Team and Emergency Operations Center, as designated by the Emergency Operations Plan, their individual plans or Standard Operating Procedures, and incident circumstances.

To coordinate the multiple roles and many incident issues within the larger or more complex departments, a departmental operations center may be established.

General roles and responsibilities include:

- Immediately notifying the Emergency Communications Center of the occurrence of a major event that may require response beyond that agency's baseline operational capability/capacity and that the Director of DES needs to be contacted.
- Implementing their organization's internal Emergency Call-out Procedure.
- Assigning, briefing, and deploying personnel and support agencies according to their response assignments and duties.
- Mobilizing and reacting using the guid-

ance established by their Preparedness Plan and delineated in the Emergency Operations Plan. Initiate and accomplish actions delineated in their respective individual plans and their assigned duties under the City of Lynchburg Emergency Operations Plan including designated Emergency Support Functions.

- Maintaining accurate records of disaster related expenditures. All disaster related expenditures are documented to provide a basis for reimbursement should State or Federal disaster assistance be sought.
- Assuring continuity of government. In time of emergency, the department and agency directors continue to be responsible for the protection and preservation of public records and the records essential for the continuity of government operations.
- If the incident involves criminal activity, or if it is suspected, notifying the Police Department. The Federal Bureau of Investigation will be notified if the incident is believed to involve terrorism.
- Establishing and maintaining emergency contact procedures.
- Adjustment in department or agency operations, if necessary, during an emergency event. The City Manager may suspend normal or routine noncritical functions, which do not contribute directly to the emergency operations, for the duration of any emergency. Resources that would normally be expended on those functions may be redirected to accomplish emergency tasks.
- Accountability and coordination in requesting and managing assistance from outside the individual departments, agencies, and non-governmental emergency organizations. All requests for assistance that come directly to agencies should be forwarded to or coordinated with the Emergency Operation Center.

City of Lynchburg Activation of the Emergency Operations Plan

A local emergency may be declared by the local Director of Emergency Management (in City of Lynchburg, the City Manager or designee).

A local emergency declaration must comply with the Virginia Emergency Services and Disaster Laws of 2000 as amended, Chapter 3.2, Section 44-146.21. Chapter 3.2, Section 44-146.21 states, "A local emergency may be declared by the local director of emergency management with the consent of the governing body of the political subdivision. In the event the governing body cannot convene due to the disaster or other exigent circumstances, the director, or in his absence, the deputy director, or in the absence of both the director and deputy director, any member of the governing body 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 fourteen days of the declaration, whichever occurs first. The governing body, when in its judgment all emergency actions have been taken, shall take appropriate action to end the declared emergency."

In the absence of the City Manager, this responsibility shall devolve upon the Deputy City Manager or Acting City Manager. If neither is available the Director or Deputy Director of the Department of Emergency Services may declare the local emergency.

The Emergency Operations Plan shall be in effect when so ordered by the Director of Emergency Management (the City Manager or designee) or a member of the

Emergency Operations Team. The Director of Emergency Management shall assume overall responsibility for the City's disaster response operations through the roles delineated in this Emergency Operations Plan.

The declaration of a local emergency activates the Emergency Operation Plan and authorizes the provision of aid and assistance hereunder. For City of Lynchburg's response to any in-City emergency, the City of Lynchburg Emergency Operations Plan may be activated prior to any formal emergency declaration, and may also be activated for a lower level event that will not reach the threshold of an emergency declaration.

The City of Lynchburg Emergency Operations Plan may also be activated to manage significant requests for mutual aid and cooperative assistance to other jurisdictions that have requested appropriate assistance in response to a major event or incident.

The parameters considered in determining whether to invoke an emergency declaration include:

- Any imminent hazard threat or hazard impact in the City of Lynchburg that threatens or impedes the continuity of the City of Lynchburg government.
- The Governor of Virginia declares a state of emergency and the City of Lynchburg is within the declared impact area.
- Assessment by the City of Lynchburg that an imminent hazard threat or actual hazard impact exists in the City of Lynchburg and that critical needs will ex-

ceed the capacity of response resources operating under baseline procedures.

- This assessment may determine that:
 - The needs of the incident related to the risk of loss of life or substantial property damage are beyond the capability or capacity of currently available response resources during routine operations.
 - The scope of the emergency exceeds the baseline management capacity for effective management of the incident or scene(s).
 - The incident response requires coordination with or support from additional departments, agencies, and other emergency organizations beyond their routine working relationships and operating procedures, including financial compensation for services and supplies expenditures.
 - The operations response phase is expected to continue for an extended period of time, exceeding the resource availability for successive operational periods.

The City Manager shall recommend to the City Council termination of the declared emergency when activities can be managed without continued emergency declaration powers.

The Emergency Operations Plan may continue in operation beyond the emergency declaration, allowing an orderly incident response demobilization and transition to Recovery Management.



CONSENT TO CITY MANAGER'S
DECLARATION OF EMERGENCY

WHEREAS, the City Council of City of Lynchburg, Virginia does hereby find:

1. That due to _____, the City of Lynchburg is facing dangerous _____ conditions; 2. That due to _____ condition of extreme peril to life and property necessitates the proclamation of the existence of an emergency;

3. The City Manager has declared a local emergency; NOW THEREFORE, IT IS HEREBY PROCLAIMED that the City Council consents to the declaration of emergency by the City Manager or their designee, and the emergency now exists throughout City of Lynchburg; and

IT IS FURTHER PROCLAIMED AND ORDERED that the Comprehensive Emergency Management Program Emergency Operations Plan is now in effect.

_____ DATE

City Council, Lynchburg, Virginia

Attest: _____
Clerk of City Council
Lynchburg, Virginia

Emergency Support Functions

- #1 Transportation**
- #2 Communications**
- #3 Public Works & Engineering**
- #4 Fire Fighting**
- #5 Emergency Management**
- #6 Mass Care, Housing and Human Services**
- #7 Resource Support**
- #8 Public Health and Medical Services**
- #9 Urban Search and Rescue**
- #10 Oil and Hazardous Materials Response**
- #11 Agriculture and Natural Resources**
- #12 Energy**
- #13 Public Safety and Security**
- #14 Long-Term Community Recovery and Mitigation**
- #15 External Affairs**
- #16 Employee Support**
- #17 Volunteer and Donations Management**
- #18 Damage Assessment**

#1 Transportation

Lead: Department of Public Works

Support:

- Lynchburg Police Department
- Lynchburg Fire Department
- Virginia Department of Transportation
- City Schools
- Sheriff's Office
- Greater Lynchburg Transit Company (GLTC)
- Department of Information Technology
- Department of Communications and Marketing
- Department of Human Services
- Parks & Recreation

I. Introduction

A. Purpose

This section provides for the identification and management of critical/vital facilities for coordination of transportation infrastructure and service restoration activities. ESF1 also assists agencies and emergency support functions requiring transportation to perform missions following a disaster or emergency.

B. Scope—Assistance provided by ESF1 includes, but is not limited to:

1. *Coordinating transportation activities and resources during the response phase immediately following an emergency or disaster.*
2. *Facilitating damage assessments to establish priorities and determine needs of available transportation resources.*
3. *Prioritizing and/or allocating of all government transportation resources.*
4. *Processing all transportation requests from City agencies and emergency support functions. This ESF will coordinate evacuation transportation as its first priority.*
5. *Facilitating movement of the public in coordination with other transportation agencies.*

II. Planning

- ### A. Transportation planning will be directed toward satisfying the needs of responding agencies requiring transportation routes to perform their assigned disaster missions.

- B. Transportation planning will include the utilization of available primary and support agency capabilities.

III. Situations & Assumptions

- A. All Public Works personnel will be placed on emergency standby.
- B. A disaster may severely damage the transportation infrastructure and interrupt transportation services. Most localized transportation activities will be hampered by lack of surface transportation infrastructure.
- C. The damage to the transportation infrastructure may influence the means and accessibility level for relief services and supplies.
- D. Disaster responses, which require transportation routes, will be difficult to coordinate effectively during the immediate post-disaster period.
- E. Clearing of access routes will permit a sustained flow of emergency relief, although localized distribution patterns may be disrupted for a significant period.
- F. All City transportation resources not being used for the emergency/disaster will be available for use.
- G. Outside resources to assist in the response will be coordinated by the Department of Public Works.

IV. Operations

- A. The Department of Public Works along with the Virginia Department of Transportation are responsible for coordinating resources needed to restore and maintain transportation routes necessary to protect lives and property during an emergency/disaster.
- B. The Director of Public Works or his/her designee is responsible for the operations of the transportation infrastructure within the City.
- C. The Department of Public Works will provide a representative to the Emergency Operations Center. This representative will serve as liaison and provide information on road closures, alternate routes, infrastructure damage, debris removal and restoration activities.

- D. Information pertaining to vital facilities and resources will be maintained by the Department of Public Works and will be accessible to the Lynchburg Emergency Operations Center.
- E. The Department of Public Works in conjunction with other support agencies and consultants will assess the condition of highways, bridges, traffic signals, rail and bus transit and other components of the transportation infrastructure and where appropriate:
 - Close infrastructure determined to be unsafe
 - Post signing and barricades.
 - Maintain and restore critical transportation routes, facilities and services.
- F. City will continue to participate in Mutual Aid Agreements with other localities through the VA WARN system, which will allow the sharing of resources and materials, during times of disaster.
- G. Accurate emergency logs and expenditure records will be maintained from the onset of the disaster by the Public Works Department.
- H. Following any major emergency/disaster, an after-action review meeting will be held to evaluate the department's response to the event.

V. Organizational Roles & Responsibilities

A. Department of Public Works

1. *Assumes the role of coordinator of this Emergency Support Function (ESF).*
2. *Provides personnel, equipment, supplies and other available resources to assist in this ESF.*
3. *Provides traffic control assistance and damage assessment of the transportation infrastructure.*
4. *Assists in closure of streets and erection of warning barricades.*
5. *Determines the most viable transportation networks to, from and within the disaster area and regulates the use of these transportation networks.*
6. *Identifies, prioritizes, procures, and allocates available resources to maintain and restore the transportation infrastructure.*
7. *Assists in debris removal to access areas needed in repair efforts.*
8. *Provides personnel in construction inspection and coordination.*
9. *Provides engineering personnel to assist in developing assessment and repair plans.*
10. *Provides frequent updates to appropriate staff and to the Emergency Operations Center.*

11. *Maintains records of cost and expenditures for this ESF.*

B Department of Communications & Marketing

1. *Assists in media relations and assimilation of public information of events and status of repairs.*

C. City of Lynchburg Police Department, the Lynchburg Sheriff's Office, and the Virginia State Police

1. *Provides assistance in traffic control, crowd management and protection.*

2. *Assists with determining the most viable transportation networks to, from and within the emergency/disaster area and regulate the use of these transportation networks.*

3. *Maintains records of costs.*

D. Lynchburg Fire Department

1. *Provides assistance in emergency access to damaged infrastructure areas.*

2. *Oversees the safe removal of hazardous chemical spills.*

E. Department of Community Development

1. *Provides environmental staff to assist in assessment of stormwater and transportation structures.*

F. Department of Information Technology

1. *Assists in providing necessary information and communications systems.*

G. Private Sector Companies

1. *Will be required to provide personnel, equipment, supplies and materials to assist in the emergency repair of infrastructure and other related tasks.*

2. *Will be required to provide professional personnel to assist in the emergency evaluation, design and management of repairs to infrastructure and other related tasks.*

VI. Resource Requirements

Estimated logistics requirements such as personnel, supplies, equipment, facilities and communications needs will be developed during normal planning processes and past experiences of repair needs.

#2 Communications

Lead: Department of Emergency Services

Support:

- Harris Corporation
- Verizon
- Department of Information Technology
- Ntelos

I. Introduction

The purpose of Emergency Support Function 2 is to provide technology support to public safety and other City agencies by maintaining continuity of information and telecommunication equipment and other technical resources. This section describes the City's emergency communications/notification and warning system.

II. Situation & Assumptions

A. Situation

Reliable, coordinated and inter-operable communications between public safety, other City agencies, inter-jurisdictional mutual aid, state, federal and non-governmental resources are required to save lives, minimize property damage and manage consequences of disasters.

1. *The City of Lynchburg Department of Emergency Services operates an emergency communications center. The City of Lynchburg Emergency Communications Center (ECC) serves as the 911 center and the City Warning Point.*
2. *The ECC is most often the first point of contact for the general public.*
3. *City of Lynchburg emergency communications are heavily dependent on the commercial telephone network.*
4. *Amateur radio and other non-governmental communications capabilities are available.*
5. *The ECC has the capability to access the Emergency Alert System to deliver warning to the public.*

B. Assumptions

1. *Use of all available forms of warning and notification will not provide sufficient warning to the general public and special needs population.*
2. *Emergency/disaster occurrences could have an unfavorable effect on the City's communications system.*

3. *The commercial telephone system serving City of Lynchburg is vulnerable to the effects of emergencies/disasters and to possible system overload due to increased usage.*
4. *Electricity may be lost during emergency/disaster situations, necessitating the use of auxiliary power.*
5. *It is possible for neighborhoods within the City of Lynchburg to be isolated from communications for extended periods of time. Neighborhood Watch Groups supported by amateur radio communications are important volunteer resources to mitigate this condition.*
6. *Technical failure, damage or loss of a telecommunications central office, a communications tower or repeater could hamper communications or the ability to page emergency personnel throughout the region.*
7. *The ability to repair damage to the City communications system is contingent upon the availability of private commercial repair technicians.*
8. *State assistance may be needed to procure supplemental communications equipment or to locate available repair technicians following a major emergency/disaster.*

III. Operations

A. General

1. *Public Safety Answering Point for all of the City of Lynchburg.*
2. *The ECC will initiate notification and warning of appropriate personnel. Landline telephone, voice or data two-way radio, and wireless telecommunications devices may be utilized to notify public officials, Emergency Operations Center staff, emergency personnel and others as required.*
3. *Emergency service vehicles equipped with public address systems may be used to warn the general public.*
4. *The ECC is operated 24-hours a day and serves as the City of Lynchburg Warning Point.*
5. *Notification of governmental officials and emergency personnel by the ECC will follow established procedures.*
6. *Emergency communications standard operating guidelines will be implemented. Back-up capabilities will be activated as necessary.*
7. *The Director of Emergency Management or his/her designee must authorize the use of the Emergency Alert System.*
8. *Emergency warning may originate at the federal, state or local level of government. Timely warning requires dissemination to the public by all available means:*
 - City of Lynchburg Emergency Communications Center
 - City of Lynchburg Government Cable Channel
 - City of Lynchburg web site
 - Local radio and television stations
 - NOAA Weather Radio (National Weather Service)

- Mobile public address systems
 - Outdoor warning system
 - Telephone
 - General broadcast over all available radio frequencies
 - Newspapers
9. *Field emergency service personnel utilize the City emergency communications networks to communicate with the ECC and the Emergency Operations Center.*
 10. *Authorized ham radio volunteers may augment primary communications. The Emergency Operations Center may authorize the operation of an amateur radio station during periods of activation.*
 11. *The City Warning Point will assist the National Weather Service with dissemination of severe weather advisories and forwarding of related information, situation reports etc., as needed by the City.*

B. Specific

1. *Telephone Service*
 - Commercial telephone service is provided by Verizon and Ntelos telephone.
 - Mobile telephone capability is provided by several companies in the area.
 - Verizon and Ntelos telephone will be furnished a restoration priority list for telephone service prior to and/or following a major disaster.
 - During emergencies/disasters, designated City of Lynchburg personnel or qualified volunteer resources will staff information telephones to respond to questions from the general public.
2. *Two-Way Radio System: The City's Communications System is designated as the principle system to be used for direction and control activities. Principle users are as follows:*
 - Law Enforcement
 - Fire Department and Emergency Medical Services
 - Emergency Services
 - Medical Facilities
 - Department of Public Works
3. *Other two-way communications systems which may be used to communicate with the Emergency Operations Center during emergencies include:*
 - Unlicensed public two-way communications such as Citizen's Band (CB) Radio
 - Licensed civilian radio services such as Amateur Radio (HF, VHF and UHF)
 - Facsimile Machine
 - National Warning System
 - Web EOC
4. *The Director of the Department of Emergency Services will be responsible for maintaining the operational readiness of the primary and back-up centers.*

IV. Organizational Roles & Responsibilities

A. City of Lynchburg Department of Emergency Services

1. *Develop and maintain primary and alternate communications system for contact with local jurisdictions, state agencies, and private sector agencies required for mission support.*
2. *Ensure the ability to provide continued service as the Public Safety Answering Point for incoming emergency calls originated in City of Lynchburg.*
3. *Ensure communications lines and equipment essential to emergency services are maintained by the appropriate vendor.*
4. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

B. Department of Information Technology

1. *Secure additional technology equipment/resources when needed.*
2. *Provide Technology Support as needed in an emergency.*

C. Amateur Radio and Private Sector Agencies

1. *The City may use amateur radio operators to assist with primary or alternate emergency radio communications support.*
2. *The amateur radio volunteer groups/operators used in this role will be under the authority of the Department of Emergency Services.*

V. Resource Requirements

Estimated logistic requirements such as personnel, supplies and equipment, facilities, and types of communication devices will be developed during normal planning processes and exercises.

#3 Public Works & Water Resources

Lead: Department of Public Works or Department of Water Resources (*Water Resources when primary emergency involves water, wastewater or stormwater services.*)

Support:

- Department of Public Works
- Department of Water Resources
- Department of Parks and Recreation
- Department of Human Services
- Department of Community Development
- Police Department
- Fire Department
- City Schools
- Virginia Department of Transportation
- Virginia Department of Health
- Virginia Department of Environmental Quality
- US Environmental Protection Agency
- Department of Information Technology
- Department of Communications & Marketing
- Columbia Gas
- American Electric Power
- Virginia Department of Emergency Management
- Water ISAC
- VA Water/Wastewater Agency Response Network (VA WARN)

I. Introduction

A. Purpose

This section provides for the identification and management of critical/vital facilities.

B. Situation

Many of these identified facilities would be vital to emergency response during a major emergency or disaster situation. Other facilities would be critical for immediate and long term recovery operations. Several categories of vital facilities and resources have been identified in Lynchburg, including:

1. *Vital Facilities*

- Public Shelter Facilities
- Health/Medical Facilities
- Government Facilities
- Communications Facilities
- Correctional Facilities
- Public Buildings

- Emergency Services Facilities
 - Major Educational Institutions
2. *Vital Utilities*
 - Communications Network Components
 - Electric and Natural Gas Distribution System Components
 - Transportation Networks
 - Wastewater Collection and Treatment Facilities
 - Raw Water Sources and Associated Facilities
 - Water Distribution and Treatment Facilities
 3. *Special Needs Facilities*
 - Assisted Living, Skilled Nursing Facilities
 - Day Care Facilities
 - Mental Health Facilities
 - Animal Care Facilities
 4. *Vital Resource and Service Sites*
 - Private Shelter/Reception Centers
 - Landfill and Debris Collection Sites
 - Public/Private Supply Centers
 - Helicopter Landing Sites

NOTE: Lynchburg maintains a list of public and private sector resources that could be utilized during an emergency/disaster situation. Lynchburg's vital facility information is updated on a regular basis. These records are then updated with the GIS Mapping Center.

C. Assumptions

1. *Identification of vital facilities will make it possible to predict the consequences of disaster and to expedite the response of necessary resources from outside the area of impact.*
2. *Knowledge of vital facilities will reduce the dependence on unwritten and assumed information.*
3. *Knowledge of vital facilities will expedite damage assessment and loss estimation.*
4. *The identification of vital facilities allows for the prioritization of post-disaster areas and restoration.*
5. *All Public Works and Water Resources Department personnel will be placed on emergency standby in order to respond as necessary.*
6. *Condition of raw water sources will be known immediately.*
7. *Knowledge of wide spread power outages effecting treatment plants and pump stations and vital public facilities will be known.*

D. Operations - Public Works

1. *The Lynchburg Director of the Department of Public Works or his/her designee is responsible for solid waste management in Lynchburg. He/she will direct the flow of debris disposal within the City during an emergency/disaster situation.*
2. *The Director of the Department of Public Works will direct other agencies as to locations for temporary storage of debris.*
3. *The Director of the Department of Public Works will work in conjunction with the Health Department in the event that waste products become a threat to the health and welfare of the community.*
4. *All debris removed to landfill sites will not be disposed of until after being viewed by Federal Damage Assessment personnel to facilitate reimbursement of removal and disposal costs.*

E. Operations - Water Resources

1. *The Lynchburg Director of Water Resources or his/her designee is responsible for water, wastewater and stormwater operations in Lynchburg. He/she will direct water, wastewater and stormwater operations during an emergency/disaster situation.*
2. *Information pertaining to vital facilities and resources will be maintained by the Lynchburg Department of Water Resources and will be accessible to the Lynchburg Emergency Operations Center.*
3. *Vital facilities may serve as the basis for establishing mutual aid and statements of understanding with other governmental and non-governmental agencies.*
4. *Knowledge of vital facilities allows for the implementation of planned mitigation approaches/projects in an attempt to reduce vulnerabilities.*
5. *The City will continue to participate in Mutual Aid Agreements with other localities through the VA WARN system, which will allow the sharing of resources and materials during times of disaster.*
6. *Water Resources system infrastructure modeling will be kept updated and will be used to determine redundancy and impacts on service delivery to impacted areas.*
7. *The Director of Water Resources will work in conjunction with the appropriate regulatory entities to maintain a safe drinking water supply.*
8. *Continuous updates of critical facility inventory will be maintained such as levels of treatment chemicals, generator fuel and staffing levels.*
9. *Knowledge of vital facilities allows for the implementation of planned mitigation approaches and projects in an attempt to reduce vulnerabilities.*
10. *System infrastructure modeling will be kept updated and will be used to determine redundancy and impacts on service delivery to impacted areas.*
11. *Adequate staffing levels will be maintained to meet regulatory requirements.*

II. Debris Management

A. Purpose

This section outlines procedures for disposal and containment of debris in the event an emergency/disaster situation results in widespread debris (downed trees, building materials, etc.).

B. Situation

The Lynchburg Department of Public Works will be the City agency handling this function.

C. Assumptions

1. *In an emergency/disaster situation, large amounts of debris may be produced. This debris will need to be stored and disposed of properly.*
2. *Depending on location of heavily damaged areas, temporary landfills may need to be opened to store certain types of debris until disposal can be achieved.*
3. *In the event of an emergency/disaster, Lynchburg may need to be granted a variance in state burning regulations in order to dispose of certain types of debris.*

D. Temporary Landfill Sites

1. *In the event that debris is widespread, the Director of the Department of Public Works, in conjunction with state regulations, may need to locate temporary landfill sites to store debris such as trees, branches and building materials.*
2. *When disaster conditions permit, and an estimate can be made as to the amount of debris to be contained, temporary landfill sites will be selected and activated.*
3. *Temporary landfill sites should be selected in regard to distance from the damaged areas, access to the site, types of debris, distance from neighborhoods and areas where existing infrastructure allows easy access.*
4. *Information should be publicized as to the location of the temporary landfill sites and as to what type of material will be accepted at each site.*

III. Damage Assessment

A. Purpose

This section outlines procedures for assessing the damage of City facilities and infrastructure.

B. Situation

1. *Most hazardous events which may affect Lynchburg have the potential for causing damage to City facilities and/or infrastructure (including utilities). A planned damage assessment program is essential for effective response and recovery operations.*
2. *If a significant emergency/disaster occurs, a series of damage assessment activities will be required in the following order:*
 - Initial damage assessment report needs to be submitted to the Virginia Department of Emergency Management within 24-hours of the event, outlining the severity of the problems and the determination of need for further assistance.
 - The State supported Impact Assessment results in the identification of immediate life support needs.
 - Federal/State supported damage assessment precedes the delivery of a Presidential Disaster Declaration and defines the specific needs for a long-term recovery.
 - Following a significant emergency/disaster occurrence, a multitude of independent damage assessment activities will be conducted by a variety of organizations including City damage assessment teams, insurance companies, Virginia Department of Emergency Management, utility companies and federal agencies.
3. *Recovery from a significant disaster will be managed in two identifiable phases as follows:*
 - The implementation of emergency plans. Actions include emergency security, debris removal, mass care and restoration of essential services.
 - Long-term reconstruction to include the rebuilding of damaged public buildings and the rebuilding of roadways and bridges. The lead roles in this phase will be assumed by the Director of Emergency Management, the City Financial Services Officer and the Community Development Office.
 - If the magnitude and severity of the emergency/disaster warrants, a Presidential Disaster Declaration could be granted, thus making Federal Government Assistance available to Lynchburg.

C. Assumptions

1. *Lynchburg will continue to be exposed to various hazards resulting in damage to both public and private property.*
2. *A significant response of both solicited and unsolicited resources from outside the impacted area can be expected and precautions must be made in order to manage this assistance.*
3. *Emergency public information is a critical tool in immediate post-disaster response for informing the public about actions being taken and for requesting help from outside the impacted area.*
4. *Damage to utility systems and to communications systems may hamper the recovery process.*
5. *Routine government agency operations such as delivery of social programs, legal processes, elections and cultural events may be postponed as a result of the disaster. A major disaster could have a significant long-term economic impact on Lynchburg.*
6. *A major disaster affecting Lynchburg could result in the severance of a main transportation artery resulting in a significant alteration of lifestyle in Lynchburg.*

IV. Operations

- A. The City is responsible for the coordination of the recovery efforts.
- B. Recovery operations will initially be coordinated from the Emergency Operations Center.
- C. Accurate emergency logs and expenditure records must be kept from the onset of the disaster by each City agency/organization.
- D. A Presidential Declaration of Disaster may authorize two basic types of disaster relief assistance:
 - 1. *Individual Assistance*
 - Supplementary federal assistance provided under the Stafford Act to individuals and families adversely affected by a major disaster or emergency. Such assistance may be provided directly by the federal government or through state or local governments or disaster relief organizations.
 - 2. *Public Assistance*
 - Supplementary federal assistance provided under the Stafford Act to state and local governments or certain private, non-profit organizations other than assistance for the direct benefit of families and individuals.
- E. The Director of the Department of Emergency Services will take the lead in determining mitigation projects needed following a disaster and make applications for available mitigation grants.
- F. Following any major emergency/disaster, an after-action meeting will be held to evaluate the jurisdiction's response to the event.
- G. Impact/Damage Assessment Operations
 - 1. *General*
 - Responsibility for initial damage assessment reports of recovery operations lies with local government.
 - 2. *Specific*
 - Emergency and recovery operations will initially be coordinated from the EOC. Accurate emergency logs and expenditure records must be kept from the onset of the disaster by each response agency/organization.
 - The Damage Assessment Officer will coordinate the compilation of damage survey data, prepare damage assessment reports for the EOC director and plot damaged areas on local maps.
 - The EOC director will review, with other appropriate local officials, the damage assessment reports to determine if any outside assistance will be necessary to recover from the disaster.

- The EOC director will forward damage assessment reports and any requests for assistance to the Virginia Department of Emergency Management.
- Based upon the local damage assessment reports, the State Emergency Operations Team will determine what recovery capabilities are available to meet the anticipated requirements.

V. Organizational Roles & Responsibilities

A. Department of Public Works

1. *Assume the role of coordinator of this Emergency Support Function.*
2. *Provide personnel, equipment, supplies and other resources to assist in emergency operations such as repairing roads, bridges, debris removal, flood fighting and other related tasks.*
3. *Provide assistance in conducting damage assessment of City facilities.*
4. *Make emergency repairs to essential City facilities and infrastructure.*
5. *Provide personnel, equipment, supplies and other resources to assist in debris removal operations.*
6. *Identify emergency landfill areas for debris removal.*
7. *Coordinate activities associated with emergency landfill operations.*
8. *Report damage assessment data on City buildings and property to the EOC.*
9. *Maintain records of cost and expenditures and forward them to the Financial Services/Administration Team Leader.*

B Department of Water Resources

1. *Assume the role of coordinator of the Emergency Support Function (ESF) when related to a water, wastewater or stormwater emergency.*
2. *Perform damage assessment activities of water, waste water and stormwater systems and determine necessary repairs.*
3. *Make emergency repairs to water, waste water and stormwater systems.*
4. *Provide personnel, equipment, supplies and other resources to assist with providing water for human health needs and fire fighting operations.*
5. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

C. Health Department and Environmental Health

1. *Provide personnel, equipment, supplies and other resources to assist in conducting damage assessment of water systems and waste water systems.*
2. *Assist in identifying suitable debris disposal sites and provide guidance on areas affected by hazardous materials.*

3. *Issue emergency environmental waivers for disposal of materials from debris clearance and demolition activities.*
4. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

D. Private Sector Companies

1. *Will be requested to provide personnel, equipment, supplies and other resources to assist in emergency operations such as repairing roads, bridges, water systems, wastewater systems, debris removal, flood fighting and other related tasks.*

VI. Resource Requirements

Estimated logistic requirements such as personnel, supplies, equipment, facilities and communications needs will be developed during normal planning processes and exercises.

#4 Fire Fighting

Lead: Fire Department

Support:

- Department of Emergency Services
- Police Department
- Department of Public Works

I. Introduction

This section provides for the coordination of fire, rescue and emergency medical activities to ensure the safety of life and property within the City of Lynchburg during emergency/disaster situations.

II. Situation & Assumptions

A. Situation

1. *All fire stations are staffed twenty-four hours a day, seven days a week with career staffing.*
2. *Mutual aid agreements also exist with other jurisdictions throughout Central Virginia through the Council of Governments, as well as through statewide mutual aid agreements.*

B. Assumptions

1. *Existing fire and rescue personnel and equipment will be able to cope with most emergency situations through the use of existing mutual aid agreements.*
2. *When additional or specialized support is required, assistance can be obtained from neighboring counties, state and federal agencies, through the Lynchburg Emergency Communications Center or the Emergency Operations Center if it is operational.*
3. *In a disaster, the fire department may be called upon to do much more than their typical response to fires and emergency medical calls. The fire department will assist with rescue and extrication of trapped persons, assess hazardous materials situations, remove debris on primary roadways, evacuations, reconnaissance, traffic control and security.*
4. *The neighborhood fire station may become a place where people go for information and assistance.*

III. Operations

- A. The Incident Command System will be implemented on an appropriate scale at the scene of every fire/rescue incident. If fire or threat of fire is involved, the Fire Chief or his/her designated representative will be the Incident Commander.

- B. Fire stations may become a community focal point and source of public information when normal communications are disrupted by disaster.
- C. During the critical phases of an emergency/disaster, fire stations will be staffed continuously as conditions permit. Communications will be established with the Emergency Communications Center and the Emergency Operations Center.

IV. Organizational Roles & Responsibilities

A. Lynchburg Fire Department

1. *Assume the role of coordinator for this Emergency Support Function.*
2. *Coordinate the planning for and response to natural and human caused fires.*
3. *Coordinate and manage the use of fire service resources responding to emergencies/disasters.*
4. *Develop operational procedures to include:*
 - Internal and external alert notification
 - Expenditure documentation
 - Operational checklists
5. *Provide the Emergency Operations Center with frequent updates as to the status of fire suppression activities.*
6. *Maintain records of costs and expenditures and forward them to the Financial Services Administration Team Leader.*

B. Mutual Aid

1. *Provide personnel, equipment, supplies and other resources necessary to assist in fire suppression activities unless the response would place their jurisdiction in jeopardy.*
2. *Shall not dispatch personnel or equipment to an emergency/disaster unless requested by the Emergency Communications Center.*
3. *Assume their appropriate role in the Incident Command System and/or provide incident command support as requested by the Incident Commander or, if the Incident Command System has not been established, initiate the Incident Command System as appropriate to manage the incident.*
4. *Triage, stabilize, treat, transport and decontaminate the injured, as appropriate.*
5. *Establish and maintain field communications and coordination with other responding emergency teams and hospitals.*
6. *Assist in the evacuation of patients from affected hospitals, nursing homes or other special needs facilities.*
7. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

#5 Emergency Management

Lead: Department of Emergency Services

Support:

- Fire Department
- Police Department
- Department of Information Technology (GIS)
- City Manager's Office
- American Red Cross
- Lynchburg Amateur Radio Club

I. Introduction

A. Purpose

To coordinate and/or support emergency operations from the City's Emergency Operations Center utilizing the National Incident Management Principles.

B. Scope

Coordinate emergency information being released to the public through ESF #15 External Affairs, maintaining accuracy and timeliness. Contact and maintain communications with the Commonwealth of Virginia Emergency Operations Center should state and/or federal assistance be required. The Emergency Operations Center works to support the Incident Command System if one is in place, and will set up the structure in the center using the appropriate emergency support functions required to meet the incident needs.

II. Policies

A. When activated, the Emergency Operations Center will provide coordination of resources.

B. The Emergency Operations Center is a staff level function, which provides guidance, decision making, and resources to the emergency support functions. It obtains information from a variety of sources and seeks information to develop an accurate picture of the emergency/disaster.

C. To manage their operations, all emergency support functions will collect and process information. The Emergency Operations Center will focus on collect-

ing critical information which is of common value or needed by more than one emergency support function or operational element to create an overall perspective of the incident. Emergency Support Functions need to provide this critical information which will be used to develop action plans, reports, briefings, and displays.

- D. The Planning Section will produce situation reports, which will be distributed to Emergency Operations Center staff and on-scene incident command staff.
- E. The staff of the Emergency Operations Center will support short-term and long-term planning activities. Plans will be short and concise, based on objectives established by Incident Command. The Emergency Operations Center staff will record the activities planned and track their progress. The objectives for the next operational period will be addressed in the incident action plan.
- F. The staff of the Emergency Operations Center will not release information directly to the public. Staff will provide information to the designated Public Information Officer for release to the public or the media.

III. Situation & Assumptions

- A. Many hazards have the potential for causing disasters which require centralized coordination.
- B. During emergencies/disasters, management and coordination functions can be accomplished at the Emergency Operations Center, thereby allowing field units to concentrate on essential tasks.
- C. Responsibility for the performance of emergency support functions is charged to agencies that conduct similar activities during normal operations. Where such an alignment of emergency support functions and normal operations are not possible, the establishment of an emergency organization is required.
- D. During an emergency/disaster, the Director of Emergency Management exercises direction and control, establishes policy and provides overall supervision of the emergency/disaster operations.
- E. The ESF Leader and Backup Leader are responsible for the coordination and performance of their emergency support functions.

IV. Operations

- A. Upon activation, the Director of the Department of Emergency Services will coordinate operations within the EOC.
- B. The Department Head of each agency involved in emergency/disaster response or recover activities will:
 1. *Maintain operational control of the agency's personnel, equipment, and supplies.*
 2. *Identify a minimum of one primary and two alternate representatives capable of functioning as the agency representative at the Emergency Operations Center.*
- C. The Emergency Operations Center structure will be based on the National Incident Management System and will use the following based on need:
 - Emergency Policy Team
 - Emergency Operations Center Director
 - Emergency Operations Center Deputy Director
 - Command and General Staff Aide(s)
 - Emergency Operations Team
 - Operations Section
 - Logistics Section
 - Planning Section
 - Financial Services and Administration Section
 - Various Branches and others as needed
- D. The Department of Emergency Services will coordinate training for this Emergency Support Function and conduct exercises involving the Emergency Operations Center.

#6 Mass Care, Housing and Human Services

Lead: Department of Human Services

Support:

- Department of Emergency Services
- Salvation Army
- American Red Cross
- Lynchburg Sheriff's Office
- Department of Parks and Recreation
- Police Department
- Fire Department
- Lynchburg City Schools
- Department of Community Development
- Humane Society of Lynchburg
- Lynchburg Office – Virginia Department of Health
- Central Virginia Community Services Board

I. Introduction

A. Purpose

1. *Provide shelter, food, and emergency first aid following an emergency/disaster.*
2. *Provide for a disaster welfare inquiry system to collect, receive, and report information about the status of victims and assist with family reunification.*

B. Scope

1. *Initial response activities will focus on meeting urgent needs of emergency/disaster victims, including members of special needs groups. Additional assistance will be based on needs of the emergency/disaster victims, the emergency/disaster situation and available resources.*
2. *The Sheltering Support Function includes the use of:*
 - Pre-identified shelter sites in existing structures.
 - Creation of temporary shelters, as necessary.
 - Similar facilities outside the disaster affected area should further evacuation be necessary.
3. *The Feeding Support Function for the provision of food for emergency/disaster victims and emergency workers includes the use of either of the following:*
 - Provisions from the Salvation Army.
 - Existing agreements between the American Red Cross and area grocers and restaurants.
 - Human Services funds to cover meals from local restaurants (with Human Services Director,

Assistant Director or Shelter Management Team authorization).

- Any food on-hand that was donated by the Virginia Department of Agriculture Services in the case that the President of the United States has declared a disaster.
 - Surplus commodities prior to presidential declaration in the event that the City Emergency Coordinator is confident that the disaster is large enough to obtain federal backing.
4. *Pet Shelter: the provision of emergency shelter for disaster victims includes the sheltering of their pets in a pet-friendly facility in an area separate from the main disaster relief shelter.*

II. Policies

- A. All resources will be utilized as necessary.
- B. As needed, sheltering, feeding and emergency first aid activities will begin immediately after the emergency/disaster. Staging of these facilities may occur before the disaster when the emergency/disaster is anticipated.
- C. Information about persons identified on shelter lists, casualty lists, hospital admission, etc, will be made available to family members to the extent allowable under confidentiality regulations.
- D. Human Services assists the American Red Cross in the registration and record keeping of any citizens evacuating to an emergency shelter.
- E. The Shelter Manager will communicate with the Emergency Operations Center to disseminate pertinent information to shelter evacuees and workers.

III. Situation & Assumptions

- A. Some emergencies/disasters have necessitated evacuation of affected areas. The responsibility for the provision of temporary emergency shelter and care for victims is the responsibility of City government.
- B. Individuals and families can be deprived of normal means of obtaining food, clothing, shelter and medical needs. Family members may become separated and unable to locate each other. Individuals may develop serious physical or psychological problems requiring specialized medical services.
- C. As a result of a major emergency/disaster affecting other jurisdictions within the Commonwealth of Virginia, Lynchburg may be requested to shelter evacuees.
- D. As a result of a public health threat, quarantine and/or isolation may be necessary. If quarantine is implemented due to a public health threat, it may require special considerations and alter individual and community responses.

IV. Organizational Roles & Responsibilities

A. Department of Human Services

1. *Assume the role of coordinator of this Emergency Support Function.*
2. *Open designated shelter and/or place evacuees in local motels after appropriate notification from the City EOC.*
3. *Ensure health standards, including food, sanitation and water, are maintained at the designated site.*
 - The Salvation Army operates as a first-response shelter.
 - The Lynchburg Public School System is also designated in the master plan for provision of shelters and meals should a large-scale evacuation occur that requires evacuees to be housed within the City.
4. *Assess community behavioral health needs following an emergency/disaster and make appropriate referrals for service.*
5. *Provide personnel, supplies and other resources to assist in shelter operations for victims of the affected emergency/disaster area.*
6. *Assist the American Red Cross in the registration and record keeping of any citizens evacuated due to disaster.*
7. *Coordinate with the Lynchburg Health Department to ensure provision of emergency medical support at the shelter site.*
8. *Coordinate volunteer assistance, utilizing existing volunteers, recruiting from the shelter population and enlisting community relief programs as necessary.*
9. *During shelter operations provide frequent updates as to the shelter status to the Emergency Operations Center.*
10. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*
11. *Assist in the development and maintenance of a shelter operations plan.*

IV. Shelter Locations

- A. Primary: Salvation Army, Park Avenue
- B. Secondary: Lynchburg City Schools
- C. Host locations will also be available outside of Lynchburg.

V. Resource Requirements

Human Services has various supplies on-hand in the supply closet at 99 Ninth Street and will communicate with the Department of Public Works to transport.

#7 Resource Support

Lead: Department of Financial Services

Support:

- Department of Public Works
- Department of Emergency Services

I. Introduction

This section provides for the identification and management of resources that may be utilized during emergency/disaster situations.

II. Situation & Assumptions

A. Situation

1. *Many of these resources would be critical to the immediate emergency response following a major emergency/disaster event and others may be critical for long term recovery operations.*
2. *Several categories of resources have been identified in Lynchburg:*
 - Personnel
 - Equipment
 - Facilities
 - Information
 - Commodities
3. *Lynchburg Department of Financial Services maintains a list of public and private sector resources that could be utilized during an emergency/disaster response.*
4. *All Lynchburg departments have resources that can be used during an emergency.*

B. Assumptions

1. *During or following an emergency/disaster situation, the initial emergency response will be dependent upon local public and private resources.*
2. *Adequate local resources do not exist to cope with a catastrophic emergency/disaster response.*
3. *Identified public and private sector resources will be available when needed for emergency/disaster response.*
4. *Necessary personnel and supplies will be available to support emergency resource response.*

III. Operations

- A. Lynchburg departments and agencies will use their own resources and equipment during emergency/disaster situations and will have control over the management of the resources as needed to respond to the situation.
- B. The Emergency Management Director will initiate the commitment of resources from outside government with operational control being exercised by the on-site commander of the service requiring that resource.
- C. All resource expenditures will be reported to the Lynchburg Emergency Operations Center during emergency/disaster situations.

IV. Organizational Roles & Responsibilities

A. Department of Financial Services

- 1. *Assumes the role of coordinator of this Emergency Support Function.*
- 2. *Schedules personnel to conduct resource management operations.*
- 3. *Provides frequent updates to the Emergency Operations Center during resource management operations.*
- 4. *Assists with the development and maintenance of a resource management plan.*
- 5. *Maintains records of cost and expenditures and forwards them to the Financial Services/Administration Team Leader.*

B. Department of Emergency Services

- 1. *Provides personnel, equipment, supplies and other resources to assist in resource management operations.*
- 2. *Provides the Emergency Support Function coordinator with frequent updates during resource management operations.*
- 3. *Assists with the development and maintenance of a resource management plan.*
- 4. *Maintains records of cost and expenditures and forward them to the Financial Services/Administration Team Leader.*

C. Department of Public Works

- 1. *Provides personnel, equipment, supplies and facilities to assist in resource management operations.*
- 2. *Provides the Emergency Support Function coordinator with frequent updates during resource management operations.*

3. *Maintains records of cost and expenditures and forward them to the Financial Services/ Administration Team Leader.*

V. Resource Requirements

Estimated logistic requirements such as personnel, supplies, equipment, facilities and communications needs that will be developed during normal planning processes and exercises.

#8 Public Health & Medical Services

Lead: Lynchburg Fire Department

Support:

- Department of Human Services
- Department of Water Resources
- Department of Public Works
- Police Department
- Lynchburg Sheriff's Office
- Employee Assistance Program
- American Red Cross
- Centra Health
- Humane Society
- Virginia Department of Agriculture and Consumer Services
- Virginia Department of Health
- Lynchburg City Schools
- Blue Ridge Reserve Medical Corp (coordinated through BREMS)
- United States Department of Agriculture (Animal Lab)

I. Introduction

A. Purpose

1. *Ensure comprehensive public health and medical response following an emergency/disaster.*
2. *Assure continuance of medical care services and the availability of medical supplies.*
3. *Ensure emergency medical treatment for disaster casualties (EMS).*
4. *Provide measures for communicable disease prevention and control (disease surveillance, investigation, containment and coordination of public messaging), including environmental health.*
5. *Assess behavioral health needs following disasters and provide interventions to minimize harmful stress levels for both the general public and responder communities.*
6. *Provide environmental health and public health support to all other ESF groups and City agencies.*
7. *Ensure food and water safety.*
8. *Ensure vector control.*

II. Situation & Assumptions

- A. Medical care services are an essential element of emergency/disaster response.
- B. Many casualties requiring emergency transportation and medical care may occur as the result of an emergency/disaster. Persons receiving medical care prior to the emergency/disaster will continue to require medical treatment. The systems and facilities that provide medical services may be impaired or totally disrupted by the impact of an emergency/disaster.
- C. In the aftermath of a major emergency/disaster, the public's health can be jeopardized in many ways. A major emergency/disaster can disrupt or halt the public utilities and Department of Public Works, water supplies and wastewater treatment systems. Contaminants may enter water supply systems. Destruction or damage to homes, apartments, or other means of housing can dislocate people and require the establishment of mass care shelter facilities. Spoilage of food and medications can occur due to lack of power and quarantine or condemnation measures may become necessary to control the spread of disease.
- D. Emergencies/disasters have the potential to raise stress levels in survivors and emergency responders, which may negatively affect their mental and emotional well being.
- E. Situations with potential threat to health and safety of community require coordination of public health and medical response. These could include natural disease outbreaks.
- F. All support agencies are responsible for maintaining their individual plans/procedures and have the necessary resources to accomplish their missions.

III. Organizational Roles & Departmental Responsibilities

A. Fire Department

1. *Provide personnel, equipment, supplies and other resources necessary to ensure emergency medical services to save lives during emergencies and disasters.*
2. *Coordinate with hospital medical control on patient care issues and operations.*
3. *Follow established procedures in responding to emergency medical incidents.*
4. *Coordinate transportation of the sick and injured with area hospitals or receiving facilities and other EMS agencies.*
5. *Provide frequent updates to the Emergency Operations Center as to the status of Emergency Medical Services.*

6. *Record costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

B. Department of Health

1. *Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs for public health activities during an emergency/disaster.*
2. *Inspect and advise on general food handling and sanitation matters to ensure safe food supply at distribution, restaurants, and incident operations sites.*
3. *Coordinate through Communications and Marketing (ESF15) the dissemination of disaster-related public health information to the public.*
4. *Coordinate, facilitate, and provide applicable health guidance and preventative health services.*
5. *Coordinate with hospitals and other health providers on response to health needs.*
6. *Provide investigation, surveillance and take measures for containment of harmful health effects related to disaster impact to include food borne disease surveillance and field investigation.*
7. *Provide coordination of laboratory services.*
8. *Ensure water quality control assistance.*
9. *Coordinate the opening of temporary morgue space when morgue facilities exceed surge capacity.*
10. *Coordinate behavioral health activities among responder agencies.*
11. *Assess behavioral health needs following an emergency/disaster considering both the immediate and cumulative stress resulting from the emergency/disaster.*
12. *Coordinate through Communications and Marketing (ESF15) the dissemination of public education on critical incident stress and stress management techniques.*
13. *Provide outreach to serve identified behavioral health needs.*
14. *Coordinate with Mass Care (ESF6) to identify shelter occupants that may require behavioral health assistance.*
15. *Provide frequent updates to the Emergency Operations Center as to the status of Public Health.*
16. *Record costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

C. Department of Water Resources

1. *Certify emergency water supplies for human consumption.*
2. *Provide water quality control.*
3. *Coordinate wastewater management.*
4. *Record costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

D. Law Enforcement (Police Department and Sheriff's Office)

1. *Assist with security at facilities providing health and medical services.*
2. *Record costs and expenditures and forward them to the Financial Services/Administrative Team Leader.*

E. Employee Assistance Program

1. *Assess and provide stress management support for City and School employees.*
2. *Record costs and expenditures and forward them to the Financial Services/Administrative Team Leader.*

F. Centra Health

1. *Provide medical care for those injured or ill with mobile field hospitals and fixed base assets.*
2. *Coordinate with EMS and other health providers on patient care capacity.*
3. *Coordinate with the medical community on community health and medical issues to provide strategies for increasing health care system capacity and capability required for emergency and disaster response.*

G. Human Services

1. *Coordinate emergency shelters.*
2. *Coordinate shelter for household pets with the Lynchburg Humane Society.*

H. American Red Cross

1. *Assist with established emergency shelters.*
2. *Coordinate emergency blood drives to maintain blood supplies for mass incidents.*

I. United States Department of Agriculture (Animal Lab)

1. *Assist in the identification and quarantine of animal borne diseases.*

IV. Resource Requirements

Estimated logistic requirements such as personnel, supplies, equipment, facilities and communications needs will be developed during normal planning processes and exercises.

#9 Urban Search and Rescue

Lead: Fire Department

Support:

- Department of Emergency Services
- Police Department
- Department of Community Development
- American Red Cross

I. Introduction

A. Purpose

Describes the resources available for Urban Search and Rescue (USAR) in Lynchburg and the process for obtaining other USAR assets.

B. Scope

Locating, extricating and providing for the immediate medical treatment of victims trapped in collapsed structures.

II. Situations & Assumptions

A. Disasters may cause conditions that vary widely in scope, urgency, and degree of devastation. Substantial numbers of persons could be in life threatening situations requiring prompt rescue and medical care.

B. Rescue personnel will encounter extensive damage to buildings.

C. Because the mortality rate dramatically increases beyond 72 hours, search and rescue must begin immediately.

III. Operations

A. Fire Department will be the primary responder to the incidents involving structural collapse.

B. Lynchburg Fire Department has a technical rescue team.

C. Lynchburg Fire Department has a special response vehicle to support technical rescue.

D. Assistance will be requested from the City of Lynchburg's Fire Department's technical rescue team.

- E. Additionally, assistance may be requested from the Regional Urban Search and Rescue (VA-TF1) team sponsored by the Federal Emergency Management Agency (FEMA). Requests should be made to the Virginia Department of Emergency Management for additional Urban Search and Rescue (US&R) support if necessary.

IV. Organizational Roles & Responsibilities

A. Lynchburg Fire Department

1. *Assume the role of coordinator of this Emergency Support Function.*
2. *Provide personnel, equipment, supplies and other resources necessary to locate, extricate and treat the injured/trapped victims.*
3. *Provide frequent updates to the Emergency Operations Center as to the status of Urban Search and Rescue Operations.*
4. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

B. Department of Emergency Services

1. *Coordinate the acquisition of personnel, supplies and administrative support necessary to conduct Urban Search and Rescue operations.*
2. *Request further assistance from Virginia Department of Emergency Management for additional Urban Search and Rescue resources.*
3. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

C. Police Department

1. *Provide personnel, equipment, supplies and other resources necessary for security at the emergency/disaster area.*
2. *Assist with the control of ingress and egress of personnel and equipment.*
3. *Provide the Emergency Support Function coordinator with frequent updates as to the status of security in the emergency/disaster area.*
4. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

D. Private Sector

1. *Provide personnel, equipment, supplies and other resources necessary to aid in the extrication and treatment of the injured/trapped victims.*
2. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

#10 Oil & Hazardous Materials Response

Lead: Fire Department

Support:

- Department of Public Works
- Department of Health
- Department of Emergency Services
- Police Department
- Virginia Department of Emergency Management

I. Purpose

This section provides information for an Lynchburg response to hazardous materials emergencies.

II. Situation Assumptions

A. Situation

1. *The threat of an incident involving hazardous materials has escalated due to the increase in everyday use and transportation of chemicals by the various segments of our population.*
2. *Hazardous materials emergencies could occur from any one of several sources including roadway and rail transportation, aircraft accidents or fixed facility accidents, although the most probable occurrence is household hazardous materials.*
3. *Evacuation or sheltering-in-place may be required to protect portions of Lynchburg.*
4. *Victims of a hazardous materials incident may require unique or special medical treatment not typically available in Lynchburg.*
5. *The release of hazardous materials may have short and/or long term health, environmental and economic effects depending upon the type of product.*
6. *Hazardous materials emergencies may occur without warning, requiring immediate emergency response actions.*
7. *The local jurisdiction must respond to the incident in the initial phase without assistance from outside the jurisdiction. This includes notification and warning of the public, evacuation or sheltering-in-place, immediate first aid and isolation of the scene.*
8. *Lynchburg has a hazardous materials response team and is part of the Central Virginia Regional Response Team, which is a component of the state response system.*

B. Assumptions

1. *Planning and training prior to an incident will significantly reduce risk to personnel.*
2. *A facility involved in a hazardous materials incident will provide all information on a timely basis as required by SARA, Title III, Section 304.*
3. *Emergency response personnel are knowledgeable in the use of available resources.*
4. *The U.S. Department of Transportation Emergency Response Guidebook, alone, or in combination with other reference material, is used as a guide to determine initial protective actions at incidents involving hazardous materials.*
5. *Hazardous materials incidents will be resolved at the expense of the responsible party. If the responsible party cannot be identified, the incident will be resolved at the expense of the jurisdiction in which the event occurred.*
6. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

III. Operations

- A. There are several types of incidents involving hazardous materials: (1) incidents at fixed facilities, (2) roadway or rail transportation accidents, (3) incidents involving household hazardous materials and (4) known materials on the water, railway or roadway.
- B. The level of response required for an incident is determined by:
 1. *Quantity, quality and the toxic effects of the material involved in the release.*
 2. *Population and/or property threatened.*
 3. *Type and availability of protective equipment required for the released material.*
 4. *Consequences if no immediate action is taken.*
- C. Depending upon the threat posed by the incident, protective measures initiated for the safety of the public could include sheltering-in-place, evacuation and/or isolation of the contaminated environment.
- D. Response procedures for each incident will be according to local policies and procedures in compliance with worker safety standards.
- E. This plan recognizes that a hazardous materials incident can change with time and necessitate escalating the response or downgrading the response as the situation dictates.
- F. Specific hazardous materials facility information has been gathered and is available to the response community through the Lynchburg Fire Department

and the Department of Emergency Services.

- G. Training programs for emergency responders in Lynchburg will be through the Virginia Department of Fire Programs, Virginia Department of Emergency Management, individual agency in-service training, community college courses and other available related training. Exercise schedules for this plan are developed and maintained by the Lynchburg Fire Department.
- H. Hazardous Materials Team (HMT) Response - The HMT is arranged in a multi-level response. In the event of the need to perform offensive operations during a hazardous materials incident, the Hazardous Materials Team response provides a full time response capability within Lynchburg and surrounding jurisdictions as requested.
1. *Level One*
 - Engine Company in whose response zone the incident occurs.
 - Rescue 1.
 - Closest Medic Unit.
 - Appropriate Battalion Chief.
 - The Hazardous Materials Coordinator will be paged through Lyn-com.
 - Station 7 on-duty personnel placed on standby.
 2. *Level Two*
 - Level One response in addition to the deployment of Station 7 on-duty personnel.
 - Truck 2 will be placed out of service to staff the Hazmat Trailer; Engine 7 and Medic 7 will respond to the incident.
 - All off-duty members will be notified via mobile phone text messaging by Lyn-Com to stand by for a possible off-duty deployment.
 3. *Level Three*
 - Level Two response in addition to the call back of off-duty personnel. This response will be decided by the Hazardous Materials Coordinator or the Incident Commander during the incident.
 4. *Reduced Response*
 - Rescue 1.
 - Notification of the Hazardous Materials Coordinator through Lyn-Com's CAD.
 5. *The HMT should be dispatched to any of the following incidents, or any incidents that field officers deem necessary for a HMT response:*
 - Gas leaks (commercial and residential).
 - Any hazardous materials or chemical leak that could potentially cause personal injury.
 - Fuel spills greater than 25 gallons, or any spill that exceeds the safe cleanup of the initial response of an Engine Company and Rescue 1.

- Any hazardous material that involves contaminating a water system.
 - Any motor vehicle accident involving a vehicle containing hazardous materials.
 - All railroad emergencies.
 - Any large scale fire operation that requires detection and monitoring for air quality.
 - Any other emergency deemed to have hazardous materials involved in the incident
6. *The HMT may be activated by any of the following ways:*
- Automatic dispatch by Lyn-com when information taken by the telecommunicator indicates a hazardous materials nature response as described above. (This will constitute a Level One response unless changed by the Field Battalion Chief or Hazardous Materials Coordinator, and include any mutual aid requests by surrounding counties or jurisdictions).
 - A Fire Unit may require a HMT response after arriving on scene; conducting a size-up of the incident and determining specialized hazardous material services are needed.
 - A Battalion Chief may request a HMT response.

#11 Agriculture & Natural Resources

Lead: Department of Parks and Recreation

Support:

- Department of Public Works
- Department of Finance, Procurement
- Virginia Extension Office (VEO)
- Lynchburg Police Department
- American Red Cross
- Salvation Army
- Department of Human Services
- Virginia Department of Agriculture and Consumer Services (VDACS)
- Blue Ridge Food Bank
- Virginia Department of Health
- Virginia Department of Game and Inland Fisheries (VDGIF)
- Lynchburg City Schools
- Department of Community Development
- Lynchburg Museum System

I. Introduction

A. Purpose

1. *Provide food services, including preparation for congregate shelter, food products/supplies, potable water and distribution.*
2. *Control and eradicate an outbreak of contagious or economically devastating animal disease, highly infective plant disease, or economically devastating plant pest infestation.*
3. *Assure food safety and food security.*
4. *Protect cultural resources and historic properties prior to, during, and/or after an emergency/disaster.*

B. Scope

1. *Provide direction and coordination, operations and recovery to ensure emergency workers and the public are provided food, during and after an emergency or disaster.*
2. *Implement an integrated response to an outbreak of highly contagious or economically devastating animal disease, infective exotic plant disease or an economically devastating plant pest infestation.*

3. *Determine the critical needs and resources available for natural, cultural and historic property resources protection.*
4. *This Emergency Support Function encompasses:*
 - Identify food assistance needs.
 - Inspect and verify food safety in distribution and retail sites.
 - Obtain appropriate food supplies.
 - Arrange for transportation of food supplies to the designated areas. Conduct food borne disease surveillance and field investigations.
 - Coordinate with Public Health, Medical Services and state agencies to ensure that animal/veterinary/and wildlife issues are supported.
 - Coordinate appropriate response actions to conserve, rehabilitate, recover, and restore natural, cultural and historic properties resources.

II. Policies

- A. Each supporting agency is responsible for managing its assets and resources after receiving direction from the Department of Parks & Recreation.
- B. Actions will be coordinated with agencies responsible for mass feeding.
- C. Priority is given to moving food supplies into areas of critical need and then to areas of moderate need.
- D. Food supplies secured and delivered are for household distribution or congregate meal service.
- E. Transportation and distribution may be arranged by volunteer organizations.
- F. Animal depopulation activities and disposal will be conducted as humanely as possible.
- G. Ensure food safety.

III. Situation & Assumptions

- A. An emergency/disaster will deprive people of access to food by disrupting the food supply, distribution network, and destroy stored food.
- B. People with food items may not have the means to prepare the food in a safe manner.
- C. Response personnel will need to have food provided to support their efforts.

- D. Animal and plant disease and plant pest infestation will not only threaten the human population, but can be economically devastating to a geographic area.
- E. As a result of limited and/or contaminated food supplies, food secured and delivered by this ESF will be suitable for either household distribution or mass feeding.
- F. As a result, actions will be coordinated with agencies responsible for mass feeding (Mass Care, Housing and Human Services).
- G. An emergency disaster places natural, cultural and historic resources at risk.

IV. Organizational Roles & Responsibilities

A. Department of Parks and Recreation

1. *Assume the role of coordinator of this Emergency Support Function.*
2. *Encourage the use of congregate feeding as the primary outlet for disaster food supplies.*
3. *Assist in the development and maintenance of meal operation plans ensuring provision of food and water at all locations.*
4. *Establish logistical links with organizations involved in mass feeding.*
5. *Maintain records of costs and expenditures and forwards them to the Financial Services/ Administration Team Leader.*

B. Department of Human Services, American Red Cross, Food Bank, Salvation Army, Department of Public Works

1. *Provide personnel, equipment, supplies, and other resources to assist in mass feeding for victims of the affected emergency/disaster area.*
2. *Provide for the congregate feeding of public and relief workers. DPR will provide back-up assistance when requested.*
3. *Determine the needs in terms of number of people, their location and usable food preparation facilities for feeding.*
4. *Identify, locate and catalog available resources of food, transportation, equipment, storage and distribution facilities.*
5. *Assess current food supply of community and determine if safe for human consumption.*
6. *Assist with the development and maintenance of congregate feeding plans.*
7. *Maintain records of costs and expenditures and forwards them to the Financial Services/ Administration Team Leader.*

C. Lynchburg Police Department, Department of Public Works, Virginia
Department of Agriculture and Consumer Services, Virginia Extension Office,
Virginia Department of Game and Inland Fisheries

1. *If criminal activity is suspected in an animal/plant disease outbreak, work closely with the responding veterinary or plant diagnostic staff to ensure the proper handling of the samples for testing.*
2. *Assess the operating status of inspected meat, poultry distribution and retail facilities in the affected areas.*
3. *Conduct inventory of sensitive items, in regard to agriculture and horticulture.*
4. *Ensures the safety and security of the commercial supply of food (meat, poultry and egg products) following an incident.*
5. *Maintain records of costs and expenditures and forwards them to the Financial Services/ Administration Team Leader.*

D. Department of Community Development, Department of Parks and
Recreation, Department of Public Works, Museum System

1. *Assess risk to cultural, historical and natural resources.*
2. *Assess damage and remediation requirements for cultural, historical and natural resources.*
3. *Maintain procedures and responsibilities for food service, issuance, and distribution with other agencies.*
4. *Develop a system for mobile and on-site feeding of emergency workers and shelter residents.*
5. *Participate in tests and exercises to evaluate food distribution and service response capability.*
6. *Maintain records of costs and expenditures and forwards them to the Financial Services/ Administration Team Leader.*

#12 Energy

Lead: Department of Public Works

Support:

- Public Utilities
(American Electric Power [AEP], Columbia Gas and various telecommunication companies, etc.)
- Department of Water Resources
- Lynchburg Police Department
- Lynchburg Fire Department
- Lynchburg Information Technology Department (IT)
- Virginia Department of Transportation

I. Introduction

A. Purpose

This section provides the procedures to restore the public utility systems critical to saving lives, protecting health, safety and property, and to enable other Emergency Support Functions to respond.

B. Scope

1. *Gather, assess, and share information on public utility system damage and estimation of the impact of energy system outages.*
2. *Coordinate requests for assistance from public utilities, the Department of Water Resources, and the Department of Public Works.*
3. *Assists the public utility companies in damage assessments to establish priorities and determine needs of available resources.*

II. Situation & Assumptions

A. All Public Works personnel will be placed on emergency standby.

B. Emergencies/disasters may cause shortages in energy supplies by disrupting transmission or fuel supply levels, or increasing energy use.

C. Public utility emergencies can include acute shortages caused by power outages and flow disruptions and chronic shortages caused by panic buying of fuels/ electricity.

- D. A shortage of energy in one form can cause shortages in other resources.
- E. A disaster may severely damage the energy infrastructure and interrupt a variety of services.
- F. Clearing of access routes in accordance with energy providers will permit a coordinated approach to necessary repairs. However, distribution patterns may be disrupted for a significant period.
- G. Outside resources to assist in the response will be coordinated by the Public Works Department in conjunction with the various affected public utility companies.

III. Organizational Roles & Responsibilities

- A. The Departments of Public Works and Water Resources are responsible for coordinating resources needed to respond to this incident.
- B. Monitor public utility related issues to prevent an unexpected public utility shortage.
- C. The Departments of Public Works and Water Resources will provide a representative to the Emergency Operations Center. These representatives will serve as liaisons and provide pertinent information regarding damage and restoration activities.
- D. The Water Resources Department will provide an assessment on the status of the water and wastewater systems and the impact of system outages.
- E. The Departments of Public Works and Water Resources will provide personnel, equipment, supplies and other resources to restore various infrastructures. In conjunction with other support agencies and consultants will assess the condition of the infrastructures.
- F. The City will continue to participate in Mutual Aid Agreements with other localities through the VA WARN system, which will allow the sharing of resources and materials during the times of disaster.
- G. Accurate emergency logs and expenditure records will be maintained from the onset of the disaster by the Departments of Public Works and Water Resources and forwarded to appropriate departments and agencies.

- H. Following any major emergency/disaster, an after-action meeting will be held to evaluate the departments' response to the event.
- I. An assessment report on the status of public utility systems will be provided along with the impact of system outages.

IV. Resource Requirements

Estimated logistic requirements such as personnel, supplies, equipment, facilities and communications needs will be developed during normal planning and exercises.

#13 Public Safety & Security

Lead: Lynchburg Police Department

Support:

- Lynchburg Fire Department
- Lynchburg Sheriff's Office
- Blue Ridge Regional Jail Authority
- Virginia State Police
- Other Regional Law Enforcement Agencies (by Mutual Aid Agreements)
- Virginia Department of Transportation

I. Introduction

A. Purpose

Emergency Support Function (ESF) 13 integrates public safety and security capabilities and resources to support the full range of incident management activities associated with potential or an actual incident of City, regional or national significance.

B. Scope

ESF13 provides a mechanism for coordinating and providing support to City agencies to include non-investigative/non-criminal law enforcement, public safety, and security capabilities and resources during a potential or actual incident of City, regional or national significance. Capabilities support incident management requirements including evacuations, access control, critical infrastructure protection, security planning and technical assistance, technology support, law enforcement and public safety services in both pre-incident and post incident situations.

II. Situation & Assumptions

- A. In an emergency/disaster, law enforcement measures may be required to protect life and property.
- B. During an emergency situation, traffic control personnel may be required to ensure orderly vehicular and/or pedestrian traffic flow:
 - to facilitate an evacuation

- at shelters, donation and distribution centers
- C. The concentration of large numbers of people in shelters during an evacuation may necessitate law enforcement presence to maintain orderly conduct.
- D. Extra law enforcement patrols or surveillance may be required within evacuated areas to protect property or to enforce an emergency curfew.
- E. Evacuation of jails/prisons may require the assistance of law enforcement personnel.
- F. When donation centers are operating, there will be law enforcement presence at the centers.

III. Operations

A. Mission

The mission of the Public Safety and Security functions will be to maintain law and order, protect life and property, provide traffic control and law enforcement support, guard essential facilities/supplies, and coordinate mutual aid.

B. Direction and Control

1. *The Lynchburg Police Chief or his/her designee is responsible for coordinating operations pertaining to Emergency Support Function 13.*
2. *The Lynchburg Police Chief or his/her designee is responsible for law enforcement services within Lynchburg. A chain-of-command will be established to cover staffing arrangements and contingencies.*
3. *Law enforcement and support agencies involved in ESF13 functions will utilize their regular radio communications equipment wherever possible. Mutual radio talk groups will be established whenever feasible to provide effective multi-agency communication capability.*

IV. Organizational Roles & Responsibilities

A. Lynchburg Police Department

1. *Assume the role of coordinator for this ESF13 functions.*
2. *Staff control points in order to:*
 - ensure orderly vehicular and /or pedestrian traffic flow at shelters donation and distribution centers;
 - to facilitate evacuations and to prevent reentry into evacuated areas.
3. *Provide perimeter control, traffic control, law enforcement and security services at criminal incident scenes, hazard scenes, at-risk City property or infrastructure.*

4. *Provide security at shelter facilities, donation and distribution centers.*
5. *Assist the Fire Department with evacuations and the coordination of needed equipment in support of evacuations.*
6. *Develop and maintain mutual aid agreements with regional law enforcement jurisdictions.*
7. *Provide the Emergency Operations Center with timely and regular updates as to the status of ESF13 functions.*
8. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

B. Lynchburg Sheriff's Office

1. *Provide personnel, equipment, supplies and other resources necessary to assist in ESF13 functions*
2. *Staff control points in order to ensure orderly vehicular and /or pedestrian traffic flow:*
 - *at shelters, donation and distribution centers;*
 - *to facilitate evacuations and to prevent reentry into evacuated areas.*
3. *Provide perimeter control, traffic control, law enforcement and security services at criminal incident scenes, hazard scenes, at-risk City property or infrastructure.*
4. *Provide security at shelter facilities, donation and distribution centers.*
5. *Provide security at the Emergency Operations Center during activation.*
6. *Assist Blue Ridge Regional Jail Authority staff in identifying appropriate shelter locations and in relocating inmates if relocation is necessary.*
7. *Provide the Emergency Support Function Coordinator with timely and regular updates as to the status of Lynchburg Sheriff's Office ESF13 functions.*
8. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

C. Blue Ridge Regional Jail Authority

1. *Provide care and security for inmates in detention centers and relocation facilities.*
2. *Identify appropriate shelter locations and relocate jail inmates if relocation is necessary.*
3. *Provide the Emergency Support Function Coordinator with timely and regular updates as to the status of Blue Ridge Regional Jail ESF13 functions.*
4. *Assist in securing, processing and transporting persons detained in mass arrest situations.*
5. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

D. Lynchburg Fire Department

1. *Provide personnel, equipment, supplies and other resources necessary to assist in ESF13 functions.*
2. *Provide the Emergency Support Function Coordinator with timely and regular updates as to the status of Lynchburg Fire Department ESF13 functions.*
3. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

E. Virginia State Police

1. *Provide personnel, equipment, supplies and other resources necessary to assist in ESF13 functions.*
2. *Staff control points in order to ensure orderly vehicular and /or pedestrian traffic flow:*
 - at shelters, donation and distribution centers;
 - to facilitate evacuations and to prevent reentry into evacuated areas.
3. *Provide perimeter control, traffic control, law enforcement and security services at criminal incident scenes, hazard scenes, at-risk City property or infrastructure.*
4. *Provide security at shelter facilities, donation and distribution centers.*
5. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

F. Other Regional Law Enforcement Agencies (by Mutual Aid Agreements)

1. *Provide personnel, equipment, supplies and other resources necessary to assist in ESF13 activities.*
2. *Staff control points in order to ensure orderly vehicular and /or pedestrian traffic flow:*
 - at shelters, donation and distribution centers;
 - to facilitate evacuations and to prevent reentry into evacuated areas.
3. *Provide perimeter control, traffic control, law enforcement and security services at criminal incident scenes, hazard scenes, at-risk City property or infrastructure.*
4. *Provide security at shelter facilities, donation and distribution centers.*
5. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

G. Management Control and Procedures

1. *Each agency's personnel will carry out ESF13 functions under the overall direction of the designated Emergency Support Function Coordinator.*
2. *Whenever possible, each involved agency's personnel will carry out ESF13 functions within the parameters of their agency's standard operational procedures.*
3. *Each involved agency's command staff will be responsible for ensuring that an agency's standard operational procedures do not conflict with accomplishment of overall ESF13 objectives.*

#14 Long-Term Community Recovery and Mitigation

Lead: Department of Community Development

Support:

- Lynchburg Office of Economic Development (OED)
- Department of Parks and Recreation
- Department of Emergency Services
- Virginia Department of Historic Resources
- Regional Business and Nonprofit Community
- Business Partnership Organizations
- Lynchburg Museum System

I. Introduction

A. Purpose

To guide the actions of the Long-Term Community Recovery and Mitigation emergency support function during an emergency or large scale disaster response.

B. Scope

Coordinate operations in the following areas:

1. *Bring Lynchburg Government back up to full pre-disaster operating levels.*
2. *Evaluate the economic impact of an emergency or large scale disaster.*
3. *Protect historic resources prior to, during and/or after an emergency/disaster.*
4. *Provide a thorough mitigation analysis and comprehensive program implementation for full community recovery.*

II. Situation & Assumptions

A. Situation

1. *Any disaster or emergency is likely to have an economic impact on the City which must be assessed by OED in order to minimize the long-term impact on City operations and the fiscal health of the community. Completing this assessment is likely to require the assistance of outside consultants.*
2. *A disaster or an emergency that will damage historic buildings – publicly or privately held – to the*

extent that they be uninhabitable or in a condition requiring stabilization and general repair before renovation/rehabilitation can be initiated.

- 3. The City of Lynchburg's Comprehensive Plan and supporting documents will provide policy guidance for the recovery and reconstruction as needed. Site plan approval documents will guide reconstruction of approved projects.*

B. Assumptions

- 1. Lynchburg is at risk for both natural disasters and other emergencies that could harm the long-term economic health of the City.*
- 2. Damage to or disruption of residential and commercial buildings, infrastructure, communications networks, transportation infrastructure may hamper the recovery process and will have an economic impact on individuals, businesses and the City.*
- 3. A disaster or emergency may affect the City disproportionately and require resources to be deployed to the affected areas, businesses, etc., thereby disrupting regular City service delivery.*
- 4. Routine operations may be disrupted or postponed to support recovery.*
- 5. External partners, including non-profit organizations and business partnerships will be necessary for communication, case management and long-term recovery.*

III. Organizational Roles & Departmental Responsibilities

A. Department of Community Development

- 1. Assume role of coordinator of this Emergency Support Function (ESF).*
- 2. Provide personnel and other resources as directed by the Department of Emergency Services (DES) to support response and recovery.*
- 3. Maintain records of costs and expenditures and forward them to Financial Services/ Administration Team Leader.*
- 4. Maintain records of staff time spent in support of recovery activities.*
- 5. Identify those damaged buildings that are of historic status, inspect all damaged historic buildings and those listed on the Historic Resources Inventory and make initial assumptions as to their hazardous condition.*
- 6. Coordinate with ESF18 Damage Assessment and others on repair, stabilization and/or demolition.*
- 7. Provide assessment of land use policy impacts of disaster or emergency and advice on process for reconstruction in the case of nonconforming buildings or where redevelopment is possible.*

B. Lynchburg Office of Economic Development

- 1. Provide personnel and other resources as directed by DES to support response and recovery.*
- 2. Maintain records of costs and expenditures and forward them to Financial Services/ Administration Team Leader.*

3. *Maintain records of staff time spent in support of recovery activities.*
4. *Prepare economic impact analysis covering the following areas, as appropriate, and as directed by DES:*
 - Infrastructure: (i.e. damage/disruption of commuter rail lines, transportation systems, telecom switching stations, electrical substations, cable, etc.)
 - Equipment: (i.e. damage/disruption of telecom and computer equipment, furniture, fixtures and supplies, etc.)
 - Business Activity (i.e. interruption of activities, suppliers, and/or markets due to inaccessible or damaged work sites, lack of backed up information and secure off site storage, lack of functioning alternative facilities, etc.)
 - Human Productivity (i.e. loss/injury of workforce, damaged machinery and equipment, etc.)
 - Transport of goods and workers (i.e. shut down/slow down of passenger and freight systems)
 - Insurance (i.e. payout costs)
 - Tourism: (i.e. income losses due to decrease in visitor travel and spending, damaged closed facilities and attractions)
 - Revenue: (i.e. losses due to declines in taxes/assessments from property damage and or reduction in business income, additional overtime and service delivery expenditures)
 - Goods and services (i.e. decrease in manufacture or delivery due to closure of establishments and other downstream or upstream production/delivery delays)
 - Other economic factors (i.e. indirect and induced impacts due to lost income, unemployment, etc.)
5. *Evaluate need for outside assistance. Form specific partnerships as appropriate*

C. Department of Parks and Recreation

1. *Provide personnel and other resources as directed by DES to support response and recovery.*
2. *Maintain records of costs and expenditures and forward them to Financial Services/ Administration Team Leader.*
3. *Maintain records of staff time spent in support of recovery activities.*
4. *Assess impact of disaster or emergency on cultural resources.*
5. *Coordinate with ESF18 Damage Assessment and others on repair, stabilization and/or demolition.*

#15 External Affairs

Lead: Department of Communication & Marketing, City Manager's Office

Support:

- Lynchburg City Schools Public Information Officer
- Central Virginia Public Information Network (CVPIN)

I. Introduction

A. Purpose

1. Provide for effective collection, control, and dissemination of information to inform the public of emergency conditions and available assistance.
2. Manage rumor control and misinformation during an emergency.
3. Quickly relay critical and potentially lifesaving information to those at risk.
4. Provide timely, consistent information on the status of emergency operations.
5. Coordinate the release of public information from all responding agencies.
6. Assure the public that government is responding effectively to the emergency.
7. Make credible and consistent information available to answer citizen inquiries.
8. Provide ongoing and useful information regarding recovery activities.
9. Ensure a system is in place to provide information and guidance to City elected and appointed officials.

B. Scope

Public information is an on-going responsibility prior to, during, and after a disaster occurs. A coordinated effort to communicate with the media and the public must be initiated and coordinated early in any emergency or disaster event.

Many agencies have designated Public Information Officers (PIOs) and existing departmental emergency public information plans and procedures. ESF15 is not designed to take the place of these plans, rather it is designed to complement and support the departmental staffing and procedures already in place.

II. Assumptions

- A. If the situation dictates, emergency public information activities will be coordinated from a Joint Information Center (JIC).
- B. Activating a JIC will help City departments and participating organizations coordinate their activities and help to ensure consistent and accurate information is disseminated.
- C. Since many emergencies strike rapidly, the public information system cannot always react swiftly enough to properly inform the public about the hazard and for this reason, it is important that citizens are made aware of potential hazards and appropriate protective measures prior to the occurrence of an emergency. The City will make every effort to provide ongoing public education to its citizens regarding emergency preparedness activities.
- D. Every effort will be made to provide emergency public information to special needs groups, such as the hearing and visually impaired and non-English speaking populations.
- E. Close coordination will be required with the government, volunteer and community agencies described further in ESF6 – Mass Care, Housing and Human Services.
- F. A large disaster will result in state, national and international media coverage, and in the aftermath of a disaster, media personnel may attempt to obtain information from other than official sources.

III. Organizational Roles & Responsibilities

- A. Joint Information Center (JIC)
 - 1. *The Joint Information Center (JIC) is a physical location where PIOs from organizations with primary disaster involvement come together to coordinate and disseminate information. The purpose of JIC is to:*
 - Gather and coordinate information and serve as the “hub” for the release of timely, accurate, consistent and useful disaster related information.
 - Allow all involved organizations to speak from “one sheet of paper” providing consistent messages to the public.
 - Enable the EOC Team to concentrate on emergency decision-making and refer all media and public inquires to the JIC.
 - Ensure the ability exists to answer direct inquiries from the public.
 - Monitor media coverage to verify the accuracy of information being disseminated.

- Be proactive in responding to the disaster related information needs of all audiences.
- Develop and implement a comprehensive public information strategy to gain and maintain public trust and confidence.
- The City's JIC will be located in the Information Technology Center.
- Once a JIC is activated, all emergency public information activities, including media inquiries, should be coordinated through the JIC. The JIC will become the central coordination point for all emergency public information and external communications activities.

2. *Direction and control:*

- Public Information and External Communications Coordinator in the EOC will ensure the most up to date information is available to answer public inquiries regarding the emergency by developing uniform talking points for all employees who have direct, daily contact with the public such as receptionists, secretaries and departmental field staff to help ensure all government employees can answer basic questions and make referrals regarding the emergency.
- Work with the EOC Director, or designee, to help ensure the individuals answering the citizen hot line telephone have timely, accurate and useful information available to answer direct inquiries from the public.
- Schedule and coordinate frequent news conferences and media briefings as dictated by the event.
- Work with elected officials and department heads to ensure appropriate representation at news conferences and ample opportunities for media interviews and photos.
- Work with field PIOs to establish a media information site near the disaster area and encourage all media to gather at this location for the most recent information.
- Coordinate with the staff of elected officials and other dignitaries visiting the disaster area (i.e., members of congress, senators, governor, etc.) to coordinate site visits, tours and media opportunities. The ESF15 Leader will ensure local officials are kept apprised of such visits.
- Continue to work with the Department of Emergency Service throughout the recovery phase to help ensure useful information continues to be made available to the media and the public.

#16 Employee Support

Lead: Department of Human Resources (HR)

Support:

- Assigned staff from HR and other administrative departments
- All Points Employee Assistance Program (All Points EAP)

I. Introduction

A. Purpose

To provide support to City employees during an emergency/disaster. The actions to be taken include but are not limited to the following:

- Critical Incident Stress Management
- Provide tangible support to employees during response
- Support communications between the employees and their families
- Monitor organizational responses

B. Scope

The HR Department will coordinate the delivery of on-scene mental health intervention as requested, and will coordinate delivery of post-incident mental health intervention, as requested.

II. Situation & Assumptions

A. Situation

When emergencies/disasters occur, no matter the duration, those employees engaged in the response will most likely need some type of support.

B. Assumptions

1. *Employees working in support of or directly involved in the emergency/disaster will need assistance.*
2. *There are several types of support needed during and after these types of events*
 - Support and comfort during the response phase
 - Employee/family support during the response phase
 - Assisting the employees with basic needs during the response phase

- Mental health assistance after the incident is over
- 3. *Employees may need to have contact with their family while assisting with the emergency/disaster.*
- 4. *Employees not able to make personal contact with their families may need to have accurate information relayed to their families.*
- 5. *During long-term operations where critical incident stress is likely, consideration should be given to establishing a rest area for workers away from the incident.*
- 6. *Large, complex incidents/events or ones that are spread out over large geographical areas may require the assistance of outside Critical Incident Stress Management professionals.*
- 7. *City agencies need to have plans in place and may request that training based on these plans be provided by the Human Resources Department prior to events.*
- 8. *The HR Department is the coordinator of this Emergency Support Function. They will maintain all operational plans and will coordinate the training that pertains to this function.*

III. Operations

1. *The HR Department is the lead for this Emergency Support Function and will be supported by other administrative staff and All Points EAP.*
2. *During incidents where the complexity and/or the scope of the incident make it obvious that responding employees will need support, the ESF Coordinator or his/her designee must report to the Emergency Operations Center.*
3. *The Emergency Operations Center Command Staff or the Incident Command Staff may initiate this support function based on the needs of the responding employees.*
4. *The staff assigned to Employee Support will typically operate in several places. These may include but are not limited to:*
 - Incident scene(s)
 - Incident scene(s) rehabilitation areas
 - Off-site rehabilitation areas
 - Emergency Operations Center
 - Incident Command Post (if different location than the incident itself)
 - Fire Stations and Police Station
 - Hospital Emergency Department (as needed for the emergency medical crews)
5. *Coordinate with other Emergency Support Functions to establish necessary communication links with employees' families when needed.*
6. *Monitor the other Emergency Support Functions, and assist them as well as focusing on the responders.*
7. *Request assistance from those agencies outside the City that can assist if the magnitude of the incident makes it necessary.*

8. *Coordinate early with the other Emergency Support Functions to establish appropriate food and lodging for employees engaged in the response and recovery operations.*
9. *Plan for the long-term needs early in the response and establish communications with all employees allowing them to have ample opportunity to reach out and use the program. The types of information that may be shared:*
 - The on-scene location(s) of the Employee Assistance Program staff.
 - The availability of the Employee Assistance Program at the off-site rehabilitation area.
 - Establish procedures for employees needing assistance communicating with their families.
 - Available assistance from the Human Resource staff to support the employees. Establish procedures for long-term employee support.
10. *Maintain records of costs and expenditures and forward them to Financial Services/ Administration Team Leader.*

#17 Volunteer and Donations Management

Lead: Department of Communications & Marketing

Support:

- Libraries
- Department of Emergency Services

I. Introduction

A. Purpose

Develop and implement a system to manage and coordinate unaffiliated (or spontaneous) volunteers and donated goods (including cash donations) during an emergency/disaster recovery effort.

B. Scope

This Emergency Support Function will address the following:

1. *A plan to respond to public inquiries regarding the need for volunteers or donations, including how to make monetary donations.*
2. *A plan to communicate with non-profits and other agencies to assess their need for volunteers or donations.*
3. *If needed, manage Volunteer Reception Center(s) to integrate volunteers into the response/recovery.*
4. *If donations are needed, develop procedures to integrate donations into the response/recovery.*
5. *Maintain communication with other regional Volunteer Centers regarding mutual assistance.*

II. Situation & Assumptions

A. Situation

In the event of a disaster that has significant impact on the City as a whole or individual neighborhoods, people will want to volunteer their services and donate goods or cash. It is the responsibility of the City government to have a plan to communicate with the public and manage appropriate systems for receiving and coordinating volunteers and/or managing donations.

B. Assumptions

1. *Volunteers will attempt to self-deploy if there is not a coordinated process in place to assign the*

volunteers to needed roles.

2. *Many people will work through recognized nonprofit voluntary organizations, but the government cannot count on this and must be prepared for spontaneous unaffiliated volunteers and donations.*
3. *If the public is not informed as to the established methods of making donations, they will find their own method which could adversely impact the incident.*
4. *If managed in an efficient way, volunteers and donations may support the response and recovery, rather than impede it.*
5. *People will offer assistance of many types and the government needs to be able to manage these offers. Types of offers that could be expected include:*
 - Individual services, both skilled and unskilled
 - Money
 - Goods
 - Equipment
 - Clothing, furniture, blankets etc.
 - Loaning of specialized equipment
6. *The decision to call upon this Emergency Support Function should be based upon:*
 - The size and complexity of the event is such that the public will want to do things to show their support, such as volunteer and/or donate.
 - Non-profits or other agencies have requested assistance with volunteers or donations.
 - Other requests for volunteer or donations assistance have been received by Department of Emergency Services.
 - People are self deploying and impeding the rescue or recovery effort.

III. Organization Roles & Responsibilities

A. Department of Communications & Marketing

1. *Assume the role of coordinator of this Emergency Support Function.*
2. *Coordinate requests for volunteers and donations from community agencies and other ESFs with calls from the public who wish to volunteer or donate.*
3. *Provide personnel necessary for volunteer and donation management activities during a disaster/recovery effort.*
4. *Upon activation by ESF15 External Affairs, coordinate with Libraries to help staff the information telephone line to receive calls from residents during a disaster.*
5. *Coordinate with Communications and Marketing to send appropriate information to the public about ongoing efforts to solicit and receive volunteers and donations.*

6. *Communicate with other ESFs, non profits and other community organizations to assess their needs for volunteers and/or donations.*
7. *Ensure coordination with other local, regional and state volunteer management and donations efforts.*
8. *Maintain records of costs and expenditures, and forward them to the Financial Services/ Administration Team Leader.*

B. Libraries

Will provide oversight and staffing for the telephone line, and will coordinate with Department of Human Services to respond to calls from residents who wish to volunteer or donate.

C. Department of Emergency Services

1. *Provide direction and guidance regarding volunteer and donation management.*
2. *Direct the opening of selected Volunteer Reception Centers if indicated.*

IV. Resource Requirements

Estimated logistic requirements such as personnel, supplies, equipment, facilities and communications needs will be developed during normal planning processes and exercises.

#18 Damage Assessment

Lead: Department of Community Development

Support:

- Department of Water Resources
- Department of Public Works
- Department of Parks and Recreation
- Fire Department
- Lynchburg City Schools
- Public Utilities
- City Assessor's Office

I. Introduction

A. Purpose

To serve as the central repository for information regarding post-disaster damage in the City. This Emergency Support Function (ESF) will coordinate damage assessment and reporting functions, estimate the nature and extent of the damage and provide disaster recovery assistance.

II. Situation & Assumptions

A. Situation

1. *Most hazardous events which may affect Lynchburg have the potential for causing damage. A planned damage assessment program is essential for effective response and recovery operations and for timely receipt of State and/or Federal resources and assistance.*
2. *If a significant emergency/disaster occurs, governmental damage assessment activities will be broken down into multiple phases:*
 - Rapid Needs Assessments (Windshield Surveys)
 - Initial Damage Assessments
 - Joint Damage Assessments
3. *Federal/State supported damage assessment precedes the delivery of a Presidential Disaster Declaration and defines the specific needs for a long-term recovery.*
4. *Concurrent with government led assessments, a multitude of independent damage assessment activities will be conducted by a variety of organizations including insurance companies and utility companies.*

B. Assumptions

1. *Lynchburg will continue to be exposed to various hazards resulting in damage to both public and private property.*
2. *Damage to utility, transportation, and communications systems may hamper the recovery process.*
3. *Some areas of the City may be initially inaccessible to damage assessment teams. In these instances, neighborhood contacts will be utilized as much as possible to fill in the gaps.*
4. *Routine government agency operations may be postponed or limited after a disaster in order to free up personnel and resources to assist in assessment and recovery.*

III. Operations

A. Situation

1. *Responsibility for Rapid Needs Assessments and Initial Damage Assessment reports lies with local government.*
2. *Emergency and recovery operations will initially be coordinated from the Emergency Operations Center (EOC). Accurate emergency logs and expenditure records must be kept from the onset of the disaster by each response agency/organization.*
3. *Rapid Needs Assessments and Initial Damage Assessment surveys will be conducted by Task Forces comprised of representatives from the City's departments of Community Development, Public Works, Water Resources, Parks and Recreation and Fire.*
4. *The Building Official or his/her designee will coordinate the compilation of damage survey data, prepare damage assessment reports for the EOC director and plot damaged areas on local maps. An Initial Damage Assessment should be submitted to the EOC director within 48 hours of the disaster with appropriate discretion based on the scope of the event.*
5. *The EOC director will review, with the City Manager's office, the directors (or their designee) of Community Development, Public Works, Water Resources and Parks and Recreation, as well as the Fire Chief, Police Chief, City Schools, Public Utilities and other appropriate officials, the damage assessment reports to determine if any outside assistance will be necessary to recover from the disaster.*
6. *The EOC director will forward damage assessment reports and any requests for assistance to the Virginia Department of Emergency Management.*
7. *Based upon the local damage assessment reports, the State Emergency Operations Team will determine what recovery capabilities are available to meet the anticipated requirements.*

IV. Organizational Roles & Departmental Responsibilities

A. Department of Community Development

1. *Assume the role of coordinator of this ESF.*
2. *Provide personnel, equipment, supplies, and other resources to conduct preliminary damage*

assessment on affected private property.

- 3. Develop and maintain a damage assessment plan and ensure during an emergency/disaster that the necessary documentation is forwarded to Virginia Emergency Operations Center within 72 hours of the peak event.*
- 4. Provide technical engineering in determining emergency operations required for irrigation, flood control, dam safety and other related areas.*
- 5. Maintain records of cost and expenditures and forward them to the Financial Services/ Administration Team Leader.*

B. Department of Water Resources & Department of Public Works

- 1. Provide personnel, equipment, supplies and other resources to assist in rapid needs assessments.*
- 2. Report initial damage assessment findings back to the EOC and the Building Official (or their designee) within 48 hours of the disaster, with appropriate discretion based on the scope of the event.*
- 3. Conducts damage assessment of City facilities and infrastructure.*
- 4. Maintain records of cost and expenditures and forward them to the Financial Services/ Administration Team Leader.*
- 5. Submit Initial Damage Assessment data to ISD within 36 hours of the event with appropriate discretion based on the scope of the event.*

C. Department of Parks and Recreation

- 1. Provide personnel, equipment, supplies and other resources to assist in rapid needs assessments.*
- 2. Report initial damage assessment findings back to the EOC and the Building Official (or their designee) within 48 hours of the disaster, with appropriate discretion based on the scope of the event.*
- 3. Provide assistance in conducting damage assessment of City facilities and infrastructure.*
- 4. Maintain records of cost and expenditures and forward them to the Financial Services/ Administration Team Leader.*
- 5. Submit Initial Damage Assessment data to ISD within 36 hours of the event with appropriate discretion based on the scope of the event.*

D. Fire Department (Fire Marshal's Office)

- 1. Provide personnel, equipment, supplies and other resources to assist in rapid needs assessments.*
- 2. Report initial damage assessment findings back to EOC and the Building Official (or their designee) within 48 hours of the disaster, with appropriate discretion based on the scope of the event.*
- 3. Maintain records of cost and expenditures and forward them to the Financial Services/ Administration Team Leader.*

V. Resource Requirements

Damage Assessment Go Kits

1. *The ESF18 Lead has 10 Damage Assessment Go Kits for the Initial Damage Assessment Survey Teams. The list of contents in the Go Kits is included in the ESF18 Standard Operating Guidelines.*
2. *Additional logistical requirements will be developed during normal planning processes and exercises.*