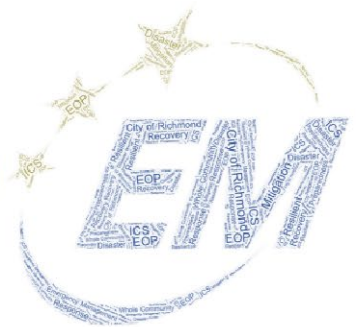**City of Richmond, VA
Emergency Operations Plan
Basic Plan**

March 2022

PROMULGATION

IMPLEMENTATION

This City of Richmond Emergency Operations Plan (EOP) has been approved by Richmond City Council by Resolution adopted on _____ 2022.

This Emergency Operations Plan shall be effective upon its full execution by all entities covered thereby and supersedes all previous editions of the Plan.

APPROVAL AND PROMULGATION

WHEREAS, section 44-146.19(E) of the Code of Virginia (1950), as amended, requires the City of Richmond to conduct a comprehensive review and revision of its Emergency Operations Plan every four years to ensure the Plan remains current; and

WHEREAS, section 44-146.19(E) of the Code of Virginia (1950), as amended, requires that the City Council formally adopt the City's Emergency Operations Plan, as revised, every four years; and

WHEREAS, the City Administration has conducted a comprehensive review and revision of the City's Emergency Operations Plan; and

WHEREAS, the Council believes that it is in the best interest of the citizens of the City of Richmond that the Council adopt the City's Emergency Operations Plan as section 44-146.19(E) of the Code of Virginia (1950), as amended, provides;

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF RICHMOND:

That the City of Richmond's Emergency Operations Plan a copy of which is attached to this resolution, is hereby adopted in accordance with section 44-146.19(E) of the Code of Virginia (1950), as amended.

Dated: _____   City Council, City of Richmond, VA

Attest: _____   _____
      Clerk, City of Richmond   _____
      Commonwealth of Virginia   _____
               _____
               _____
               _____
               _____
               _____
               _____

PROMULGATION STATEMENT

The City of Richmond Emergency Operations Plan (EOP) was developed to prevent, prepare for, respond to, recover from natural, human-caused, technological disasters, and public health emergencies to include pandemics, which threaten its jurisdiction, and ensure a coordinated and organized response to those hazards. The City of Richmond Office of Emergency Management (OEM) has been charged with coordination of all emergency management activities and is legally authorized to serve as the coordinating agency for execution of this Plan within the City. In the City of Richmond, the Emergency Management Director is the Mayor of the City of Richmond, and the Deputy Director is the Chief Administrative Officer (CAO). The Director empowers and delegates emergency management authority to the City of Richmond Emergency Management (EM) Coordinator.

The Code of Virginia, § 44-146.19, requires each local jurisdiction and inter-jurisdictional agency to prepare and keep current a local emergency operations plan (EOP). Every four years, each local agency will conduct a comprehensive review and revision of its emergency operations plan to ensure that the plan remains current. Included herein is the revised All Hazard Emergency Operations Plan for the City of Richmond. This plan supersedes any previous Emergency Operations Plan promulgated for this purpose. It provides a framework in which the City and other local governmental entities within the City can plan and perform their respective functions during an emergency or disaster.

This plan coordinates with the National Response Framework (NRF) and Virginia Department of Emergency Management (VDEM). It is consistent with the National Incident Management System (NIMS) requirements, and the "Commonwealth of Virginia Emergency Services and Disaster Laws of 2000" (Code of Virginia, §44-146.19) which requires that each locality in the State develop and maintain a current Emergency Operations Plans (EOP) in order to be prepared for a variety of emergencies or hazards that may occur. This is based on the finding that planned-for and coordinated response on the part of local officials in support of in-the-field emergency responders can save lives, protect property, and more quickly restore essential services. The Law further requires that the EOP be updated every four years and the revised plan be formally adopted by the Locality's governing body. The Plan contains all the necessary elements to ensure that the Local governments comply with their legal responsibilities to minimize the adverse effect of any type of disaster.

This plan will be reviewed and recertified annually by City of Richmond's Office of Emergency Management. All participants are requested to advise the City's Office of Emergency Management of any changes which might impact its usefulness.

_____   _____
Coordinator, Emergency Management   Date
City of Richmond, VA

RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1	92-96	Attachment 4	Replaced Administrative Regulations with correct version	K. Robins	12/29/22
2	96	Attachment 6	Added Attachment 6: EOC Floor Plan	K. Robins	8/29/23
3	97	Attachment 6	Renamed: Attachment 7: Proposed Change Form	K. Robins	8/29/23
4	99	Attachment 8	Added Attachment 8: NIMS Resolution	K. Robins	8/29/23
5	101	Attachment 9	Added Attachment 9: Virginia Victims Fund Contacts	K. Robins	8/29/23
6	102	Attachment 10	Added Emergency Contact Phone Numbers	K. Robins	8/29/23
7	101	Attachment 9	Update Attachment 9: Virginia Victims Fund Contacts	K. Robins	11/20/23

RECORD OF DISTRIBUTION

Department	Point of Contact (by Role)	Phone	Email	Date of Distribution

ACRONYMS

AAR	After-Action Report
ADA	Americans with Disabilities Act
AFN	Access and Functional Needs
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
CAO	Chief Administrative Officer
CARE	Community Assisted Ride Enterprise
CDC	Centers for Disease Control and Prevention
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations Plan
CONOPS	Concept of Operations
COVEOP	Commonwealth of Virginia Emergency Operations Plan
COVID-19	Novel Coronavirus Disease 2019
DEI	Diversity, Equity, and Inclusion
DHS	Department of Homeland Security
EAS	Emergency Alert System
EDA	Economic Development Authority
EEI	Essential Elements of Information
EM	Emergency Management
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPT	Emergency Planning Team
ESF	Emergency Support Functions
FedEx	Federal Express
GRTC	Greater Richmond Transit Company
HazMat	Hazardous Materials
HSPD	Homeland Security Presidential Directive
IA	Individual Assistance

IAP	Incident Action Plan
IC	Incident Command or Incident Commander (depending on context)
ICP	Incident Command Post
ICS	Incident Command System
IDA	Initial Damage Assessment
IHE	Institutions of Higher Education
IMT	Incident Management Team
IP	Improvement Plans
JPDA	Joint Preliminary Damage Assessment
JIC	Joint Information Center
LNO	Liaison Officer
MACC	Multi-Agency Coordination Center
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OEM	Office of Emergency Management
PA	Public Assistance
PDA	Preliminary Damage Assessment
PG	Policy Group
PIO	Public Information Officer
RACES	Radio Amateur Civilian Emergency Services (also see ARES)
RIC	Richmond International Airport
SBA	Small Business Administration
SITREP	Situation Report
SOGs	Standard Operating Guidelines
SOPs	Standard Operating Procedures
UC	Unified Command or Unified Commander
UPS	United Parcel Services
VAVOAD	Virginia Voluntary Organizations Active in Disaster
VCU	Virginia Commonwealth University

VDEM	Virginia Department of Emergency Management
VEOC	Virginia Emergency Operations Center
WebEOC	Web Emergency Operations Center
WHO	World Health Organization
WMD	Weapons of Mass Destruction

FOREWORD

AUTHORITIES

The following policies, statutes, bylaws, regulations, executive orders, or directives pertain to powers, authorities, or requirements that affect or relate to emergency planning and response in the City of Richmond.

FEDERAL

- Robert T. Stafford Disaster Relief and Emergency Assistance Act and Amendments
- Homeland Security Presidential Directives #5, Management of Domestic Incidents
- Homeland Security Presidential Directive #8, National Preparedness
- Title 44 of the Code of Federal Regulations
- United States Department of Homeland Security
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- Emergency Management and Assistance, 44 Code of Federal Regulations (CFR)
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- Federal Radiological Emergency Response Plan
- National Oil and Hazardous Substances Pollution Contingency Plan
- Target Capabilities List (TCL) 2.0
- Universal Task List (UTL) 2.0

COMMONWEALTH OF VIRGINIA

- Commonwealth of Virginia Emergency Services and Disaster Laws of 2000, as amended, Title 44, Chapter 3.2 Code of Virginia, §44-146.19 through §44-146.28, as amended.
- House Bill (HB) 1993, State agencies and their appointing authorities; diversity, equity, and inclusion strategic plans, March 2021

CITY OF RICHMOND

- Richmond-Crater Multi-Regional Hazard Mitigation Plan, March 2017
- All applicable City Department Directive Manuals

GUIDING DOCTRINE

This EOP was developed with input from the City of Richmond's departments and stakeholders. These stakeholders have been organized into the City's Emergency Planning Team (EPT) and will be referenced as the EPT in this plan. The EOC is designed to be compliant with the National Incident Management System (NIMS) and it employs a multi-agency operational structure based on the Incident Command System (ICS) to manage, coordinate, and direct resources committed to an incident. The City is a practitioner of NIMS and is committed to ensuring that the required trainings

are provided to all persons with responsibility for implementing the Plan and critical functions within the Plan. Supporting plans for all hazards set forth the concepts and procedures whereby the City of Richmond can effectively apply available resources to ensure that casualties and property damage will be minimized, and essential services will be restored as soon as possible following an emergency or disaster situation.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment.

While NIMS provides the template for the management of incidents, the *National Response Framework (NRF)* provides the structure and mechanisms for national-level policy for incident management. Adoption and the ongoing practice of NIMS and NRF principles will assist the City in successfully coordinating and engaging with additional city, county, state, and federal response entities, should a disaster require their support and resources.

INCIDENT COMMAND SYSTEM (ICS)

Within NIMS, the Incident Command System (ICS) provides for the effective and efficient management of domestic incidents and events. ICS is scalable and can be used to organize operations for a broad spectrum of situations. When emergency management is applied, facilities, equipment, personnel, procedures, and communications integrate into a deliberate and organized response to a crisis or emergency.

The City of Richmond EOP adheres to NIMS concepts, requirements, and policies and outlines the desired actions of first responders and field-based operations in accordance with ICS while operating as a separate structure under NIMS. When necessary, multi-departmental and multi-agency coordination will occur through virtual, partial* or full activation of the City Emergency Operations Center (EOC). The organization will implement an EOC management structure in a manner that complements current non-emergency municipal functions while best supporting emergency operations.

TABLE OF CONTENTS

INTRODUCTION

PLAN DEVELOPMENT

This document is the City of Richmond Emergency Operations Plan (EOP). The EOP is an all-hazards plan that provides an overview of the City's guiding principles and methods for Planning, Response, Recovery, and Mitigation of hazards and threats.

HOW TO USE THIS PLAN

This EOP was developed in conjunction with four supporting Annexes, each of which has a specific purpose and scope. The EOP provides an overview of the City of Richmond's guiding principles and methods, while the Annexes (Mitigation, Preparedness, Response, and Recovery) provide greater detail and actionable guidance for personnel with responsibilities in each of the four mission areas, respectively. The following table provides an outline of the EOP and supporting Annexes and the types of information found in each:

Plan	Purpose
EOP Basic Plan	• Provides an overview of the City's approach to emergency operations. • Explains emergency response policies. • Describes the response organization. • Assigns responsibilities. • Provides a solid foundation for development of functional annexes.
Mitigation Annex	• Defines protective actions to reduce the impacts of a pending disaster or emergency. • Provides guidance for the development of post-disaster/post-exercise After Action Reports (AARs) and Improvement Plans (IPs).
Preparedness Annex	• Defines ongoing emergency management preparedness activities. • Defines the plan maintenance process and schedule. • Defines training and exercise/testing requirements.
Response Annex	• Defines specific hazards, their characteristics, and impacts. • Provides checklist of response actions for the City's departments. • Identify which strategies and capabilities of the emergency management organization are called on during a response. • Defines the disaster declaration process.

Plan	Purpose
Recovery Annex	• Provides instructions for the completion of the damage assessment process. • Provides a checklist of recovery actions. • Provides instructions for tracking the costs associated with the emergency or disaster.

MISSION

Our mission is to provide comprehensive management and coordination for the prevention, protection, mitigation, response, and recovery from all potential threats to the City of Richmond. Utilizing the most innovative and efficient methods to preserve life and property, and to stabilize and resolve incidents, we continue to engage and educate those who live and work in our city. By optimizing funding as well as training opportunities, the resilience we nurture will ensure a strong and vibrant community.

PURPOSE

The purpose of this plan is to establish the legal and organizational basis for emergency and disaster operations in the City of Richmond to effectively respond to and recover from disasters and/or emergency situations. All essential entities are to utilize all available resources when preventing, protecting, and mitigating against, preparing for, responding to, and recovering from an all-hazards incident. At the direction of the mayor, the EOP may be revised and amended as needed to conform with any changes in local, state and/or federal laws, or when the plan is used (ex: exercise or incident) and corrective actions are identified

The EOP is the centerpiece of a comprehensive emergency management program. This plan contains basic information that provides a framework for response to any disaster regardless of its size, scope, or causes. The EOP serves as the primary tool for city emergency management to prepare for, respond to, and recover from disasters by defining disaster-specific procedures, and outlining roles and responsibilities. EOP components and supplemental plans serve specific purposes in supporting the City of Richmond Emergency Management Program.

SCOPE

The City of Richmond EOP is an **all-hazards** plan that includes all personnel and equipment, which may be called upon to help facilitate a response to specific disasters and emergency events. The EOP establishes an emergency organization and defines responsibilities for all personnel having roles in the phases of emergency management to include prevention, protection, mitigation, response, and recovery in the City of Richmond.

The City of Richmond **"Whole Community"** consists of the City's staff, residents, business owners, vendors, visitors, state and federal agencies, non-governmental organizations and volunteers, and

other individuals and entities operating or transiting through, travelling for leisure, as well as the family of staff, which may require assistance.

The Emergency Operations Center (EOC) will be activated for major emergencies and disasters, as directed by the Emergency Management Director or his/her designee. The EOC staff will provide coordination and assist in the determination of priorities throughout the city. The on-scene Incident Commander(s) (IC) and their incident management teams (IMTs) will provide reports to and coordinate with the EOC. The EOC staff will provide support to the on-scene IC and coordinate required support from other localities, state and federal agencies as needed in support of the incident. In some widespread incidents, it may become necessary for the EOC to manage the incident. Additionally, there are roles and responsibilities that are solely EOC functions and not the functions of the IMT, such as mass care and shelter management.

Any requests not ordinarily coordinated through dispatch will be made through the City of Richmond's Office of Emergency Management. If local needs cannot be fulfilled internally, they will make a resource request through existing mutual aid agreements, if available. If the necessary resources cannot be provided through existing mutual aid agreements, the City's Office of Emergency Management (OEM) will follow their internal procedures to acquire resources (i.e., Regional, State, Federal).

PLANNING OBJECTIVES

This EOP has been developed to provide guidance for the City of Richmond based on the following objectives:

- Establish the City of Richmond's policy and procedures to respond to emergencies.
- Describe the City's emergency management organization.
- Define the concept of operations (CONOPS) for emergency management.
- Identify the roles and responsibilities of assigned personnel during an emergency.
- Identify lines of authorities and relationships.
- Describe the City's Emergency Operations Center (EOC), its organization and activation levels.

PLANNING ASSUMPTIONS

The City of Richmond EOP is based on the Situational Analysis and the Hazard and Risk overview which drives the following planning assumptions:

- The City of Richmond will be responsible for initial response within its boundaries with the resources it has on hand.
- The City of Richmond incorporates diversity, equity, and inclusion (DEI) in all aspects of emergency planning, training, and exercise.
- Response to a particular incident may require State and Federal assistance.
- Assistance from outside the city may be needed for large-scale, little, or no-warning emergencies or disasters.

- The level of impact may vary in location, type, and magnitude and may require a flexible approach to emergency operations.
- Incidents including major emergencies or catastrophic events will require full coordination of operations and resources, and might:
  - Occur at any time with little or no warning.
  - Require significant information-sharing across multiple jurisdictions and between the public and private sectors.
  - Involve single or multiple jurisdictions and/or geographic areas.
  - Require significant inter-governmental resource coordination and/or assistance.
  - Span the spectrum of incident management to include prevention, preparedness, response, recovery, and mitigation.
  - Involve multiple, highly varied hazards or threats on a local, regional, statewide or national scale.
  - Result in numerous casualties, fatalities, displaced people, property loss, significant damage to the environment, and disruption of economy and normal life support systems, essential public services, and basic infrastructure.
  - Impact critical infrastructures across sectors.
  - Overwhelm capabilities of the city and private-sector infrastructure owners and operators.
  - Attract a sizeable influx of independent, spontaneous volunteers and supplies.
  - Require extremely short-notice asset coordination and response timelines; and
  - Require prolonged, sustained incident management operations and support activities requisite to long term community recovery and mitigation.
- Top priorities for incident management are to:
  - Save lives and protect the health and safety of the public, responders, and recovery workers.
  - Ensure security of the city.
  - Protect and restore critical infrastructure and key resources.
  - Protect property and mitigate damages and impacts to individuals, communities, and the environment.
  - Facilitate recovery of individuals, families, businesses, communities, and the
  - environment; and
  - Manage public expectations regarding response activities.
- All departments are responsible for allocating equipment, personnel, and other resources for emergency response.
- Individuals designated to be responsible for emergency response coordination or who may be assigned to the EOC will be familiar with the EOP.
- The participating personnel will be trained in ICS and NIMS based on Homeland Security Presidential Directive-5 (HSPD-5) and according to the requirements of the U.S. Department of Homeland Security (DHS).
- Pre-planned coordination is necessary to avoid conflicting responsibilities and duplication of services during an emergency or disaster.

- The City's emergency mass notification system is sufficient to adequately provide warnings and notifications.
- City departments will ensure that alternate staff, facilities, and resources will be available in the event of damage or disruption to those normally used.
- Disaster conditions may require the city to fulfill emergency response and disaster recovery operations independently and without assistance for up to 72 hours following impact of the event.
- The city will coordinate response and recovery activities with neighboring jurisdictions as necessary.
- City officials will work toward re-establishing order and control within the area of the jurisdiction impacted by a disaster.
- The city may need to adjust day-to-day operations to assist disaster victims, restore community services, coordinate debris removal, and similar operations.
- Communication, exchange of information, and coordination of resources for life safety will be the highest priority for the EOC.
- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, telephone communications, microwave, and repeater-based radio systems, cellular telephones, and information systems.
- Emergency conditions that affect the City of Richmond may also affect surrounding communities.
- Regional and local services may not be available.
- Major roads, overpasses, bridges, and local streets may be damaged.
- City-owned buildings, structures, and infrastructure may be damaged.
- Damage may cause injuries and/or displacement of the City of Richmond's population, disruption of City services, and postponement or cancelation of activities.
- The City of Richmond may be in competition with other organizations for available resources and existing suppliers may not be able to deliver materials.
- Requests for assistance from entities including, but not necessarily limited to, nursing homes, colleges and universities, and authorities will be submitted to OEM.
- Requests for assistance will be submitted to the Virginia Emergency Operations Center by OEM.
- The severity of the impact on state and local resources might necessitate a request for federal assistance; factors that might determine the need for federal involvement in response and recovery might include:
  - State or local needs that exceed available resources.
  - The economic ability of the state and the affected localities to recover from the incident.
  - The type or location of the incident.
  - The severity and magnitude of the incident.
  - The need to protect the public health or welfare or the environment; and,

- o When a major disaster depletes the available resources of the city, requests for assistance will be made to the Virginia Department Emergency Management (VDEM).
- People may become stranded at City of Richmond facilities, and conditions may be unsafe to travel.
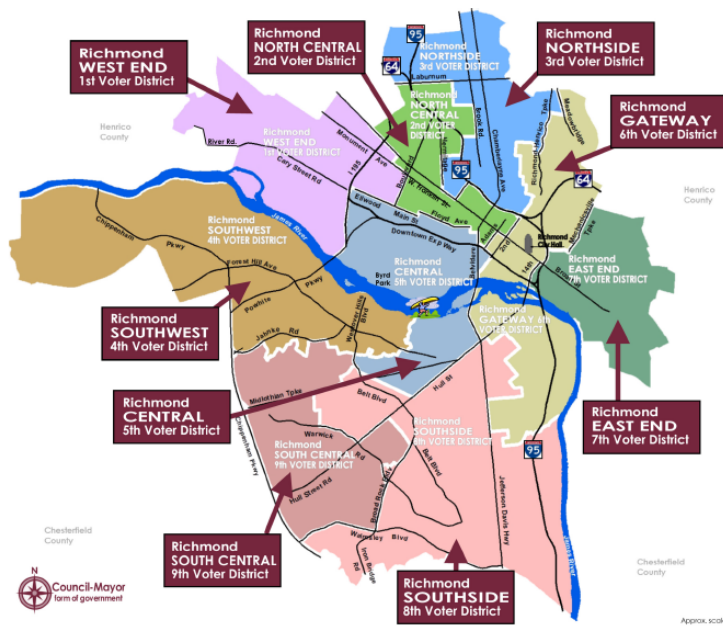
CITY OF RICHMOND PROFILE

GEOGRAPHY AND LOCATION

The City of Richmond, founded in 1737, occupies 62.55 square miles and is home to an estimated population of 226,610 (2020 U.S. Census). The City of Richmond is the Capital of the Commonwealth of Virginia and the commercial and cultural center of the Richmond Metropolitan Statistical Area (MSA) comprised of over 1.2 million people. Located in the middle of the eastern seaboard, the city is within 750 miles of two thirds of the Nation's population and less than 100 miles from the Nation's Capital.

The city is in the Piedmont Region of Virginia at the fall line of the James River (which travels through Richmond) between the Tidewater Region and the Blue Ridge Mountains. Richmond is located 66.10 miles southeast of Charlottesville, Virginia, 79.24 miles northwest of Norfolk, Virginia, 96.87 miles south of Washington, D.C., and 138.72 miles northeast of Raleigh, North Carolina.

The City of Richmond is within 50 miles of both the Surry and North Anna Power Stations. If an accident were to occur at either of the stations, the area within 50 miles of the facility would be assessed to determine if there has been any impact on the environment. The city maintains a Radiological Response Plan.

Richmond, Virginia U.S.A.
As of March 9, 2012

Map of City Council Districts

GOVERNMENT

Richmond's chosen form of local government is a Council-Mayor form of government, which establishes Richmond City Council as the governing body of city government and a mayor is elected to oversee a chief administrative officer (CAO) in the delivery of day-to-day government operations.

In Richmond's Council-Mayor form of government, the city is divided into nine citizen geo-demographic voter districts. These districts are used to elect members of the Richmond City Council, Richmond City Public Schools Board of Trustees and a Mayor At-Large. These Richmond Voting Districts include the: Richmond West End 1st Voter District, Richmond North Central 2nd Voter District, Richmond Northside 3rd Voter District, Richmond Southwest 4th Voter District, Richmond Central 5th Voter District, Richmond Gateway 6th Voter District, Richmond East End 7th Voter District, Richmond Southside 8th Voter District, and Richmond South Central 9th Voter District.

One person is elected in each of the nine individual Richmond Voting Districts to represent the district's residents as members of Richmond City Council, which is responsible for creating and amending local laws, providing policy and government oversight, appointing members to boards and commissions, and approving the annual Richmond Government Budget. In 2008 the term of a councilmember increased from two to four years.

Richmond City Council elects from among its members one person to serve as Council President and one to serve as Vice President. These positions are elected to serve for two-year terms. The Council President is responsible for providing overall Richmond City Council direction; leading Council meetings; serving as the senior representative of Council on behalf of Council action; and working with the administration.

CLIMATE

The climate in the City of Richmond is classified as a humid, subtropical climate (hot, humid summers and moderately cold winters). Precipitation (rain, snow, sleet, or hail) falls uniformly throughout the year, while dry periods lasting weeks at a time can occur, particularly in the fall season when mild weather is common. Rainfall amounts average 44 inches annually while snowfall averages about 11 inches per season. In recent years, weather patterns have produced warmer than average summer temperatures, more rainy days, and cases of severe weather including tornadoes, thunderstorms, freezing rain, flooding, and snow events (i.e., ice and snowstorms). Additionally, the city is subject to the Atlantic Hurricane Season which runs from June 1 to November 30, annually.

TRANSPORTATION

CITY OF RICHMOND ROADWAYS

The City of Richmond has an extensive network of interstate and state highways and expressways, offering multiple travel pathways throughout the region. The major east-west route is Interstate 64 (I-64), and the major north-south route is Interstate 95 (I-95). Three-digit Interstates 195 (I-195, Downtown Expressway) and 295 (I-295) are also heavily travelled highways. State Route 76, a toll
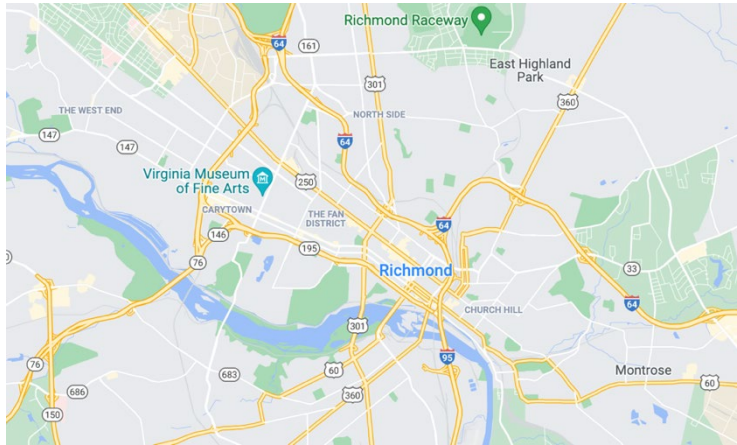
road known as the Powhite Parkway Extension, reaches southwest into Chesterfield County between Chippenham Parkway (State Route 150) and State Route 288, the World War II Veterans Memorial Highway. State Route 895, also known as the Pocahontas Parkway, is operated as a toll road under a public-private partnership.

RICHMOND INTERNATIONAL AIRPORT (RIC)

The Richmond International Airport (RIC) is located 8.7 miles east of the City in Sandston, an unincorporated town in Henrico County, and offers roughly 170 daily flights nonstop to 16 major domestic destinations and connecting services to locations worldwide. RIC is served by seven airlines: Allegiant, American Airlines, Delta Air Lines, JetBlue Airways, Southwest Airline, Spirit, and United Airlines. RIC has dedicated cargo carriers including Amazon Air, DHL, Federal Express (FedEx), and the United Parcel Service (UPS). Even with reduced flight traffic due to the novel-coronavirus disease (COVID-19) pandemic, over 121,000 passengers and more than 180 million pounds of cargo passed through RIC for Fiscal Year 2021. Annually, RIC typically conducts about 105,000 operations (landings/takeoffs) and has the capacity to accommodate about 225,000 operations.

GREATER RICHMOND TRANSIT COMPANY (GRTC)

Founded in 1860, the public transit system known today as GRTC Transit System, has operated continuously, with one temporary suspension of service during the Civil War, for over 150 years. Jointly owned by the City of Richmond and Chesterfield County, the transit agency was purchased from private owners and incorporated as GRTC Transit System, on April 12, 1973, for the purpose of providing public transportation service in the Greater Richmond area including fixed route and express route bus service, specialized services such as CARE and RideFinders. GRTC Transit System's CARE and CARE Plus services provide origin-to-destination service under the guidelines of the Americans with Disabilities Act (ADA) for individuals with disabilities who may not be reasonably able to use GRTC fixed route bus service. In 2018 GRTC launched the Pulse, a bus rapid transit (BRT) system serving a 7.6 mile east-west route through the city.

INDUSTRY AND COMMERCE

The City of Richmond Department of Economic and Community Development works with the Richmond Economic Development Authority (EDA), an independent organization created under the Code of Virginia, to expand and diversify the City's economic base by attracting new business investments to the area and building resilience into the City's economy.

The City of Richmond's economic base includes research and development, manufacturing, retail services, tourism, banking, and state government. The City is home to the Fifth District Federal Reserve Bank and Fourth Circuit U.S. Court of Appeals, several Fortune 500 company headquarters and many Fortune 1000 companies. The Port of Richmond and Richmond International Airport provide water and air service to both the city and surrounding areas. Two major freight rail lines (Norfolk Southern and CSX) and Amtrak passenger rail serve the area.

Several institutions of higher education (IHEs) call Richmond home, including Virginia Union University, Union Theological Seminary and Presbyterian School of Christian Education, J. Sergeant Reynolds Community College, University of Richmond, and Virginia Commonwealth University (VCU) and its health system schools. Additionally, the VCU Health System is the largest Level 1 Trauma Center in the Commonwealth.

POPULATION AND DEMOGRAPHICS

RICHMOND CITY DEMOGRAPHICS			
POPULATION			
Total Population (2020 Census)			226,610
GENDER			
Male			47.40%
Female			52.60%
RACE AND ETHNICITY			
White			45.5%
Black			46.9%
Native			0.4%
Asian			2.1%
Islander			0.0%
Other			1.72%
Two+			3.4%
Hispanic			6.9%
AGE			
0-9	11%	40-49	10%
10-19	10%	50-59	11%
20-29	20%	60-69	11%
30-39	18%	70+	9%
Median Age:	34.2		
AT RISK POPULATION			
Population < 18yrs	19%		
Population > 65yrs	10%		
Population with any type of disability	11.9%		
Population with English as second language	9.44%		
MARITAL STATUS			
Married	33%		
Single	67%		
NUMBER OF HOUSEHOLDS			
Number of Households	89,878		
Persons per Household	2.39%		
Married Couples	23.8%		
Single Male	4.0%		
Single Female	17.9%		
Non-Family	11.8%		

INCOME	
Per Capita Income	$33,549
Median Household Income	$47,250
Population Living in Poverty	23.2%
Families in Poverty with children	24%
Families in Poverty over 65 years of age	14%
Families living on less than < $50,000 per year	49%
HOUSING	
Housing Units	99,455
Housing Units Built 1939 or earlier	30,412
Owner-Occupied Housing Units	44%
Renter-Occupied Housing Units	56%
Occupied Housing Units (Owners and Renters) with No Vehicle Available	15%
Vacant Housing Units	11%
Median Value Owner-Occupied Housing Units	$249,500
VETERAN STATUS	
Total Veterans	10,136

Table 1. Richmond City Demographics
(*Source: U.S. Census Bureau, City-Data, and Census Reporter)*

HAZARD AND RISK VULNERABILITY PROFILE

The city is vulnerable to the effects of a variety of hazards including natural, human-caused, and technological. These hazards can occur independently, simultaneously, or in conjunction with or as a result of a particular hazard.

Natural hazards are hazards related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations. They include extreme heat, hail, flooding, hurricane, lightning, severe wind, and winter storms,

Human-caused hazards are hazards that rise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include school violence, terrorist acts, or sabotage.

Technological hazards refer to hazards originating from technological or industrial accidents, infrastructure failures, such as dam/levy failures, utility outages, gas leaks, and hazardous materials (HazMat) spills.

Public Health Emergencies is defined by the World Health Organization (WHO) as an occurrence or imminent threat of an illness or health condition, caused by bio terrorism, epidemic, or pandemic disease, or (a) novel and highly fatal infectious agent or biological toxin, that poses a substantial risk of a significant number of human fatalities or incidents or permanent or long-term disability (WHO/CDC, 2001). A public health emergency is a condition that requires the Governor to declare a State of Public Health Emergency.

Civil Disturbance refers to civil unrest, the risk of which is always present in densely populated urban areas with dynamic social, economic, and political issues.

Terrorism refers to activities undertaken by terrorist organizations, affiliates, or "lone actors" that employ threat or actuality of physical violence to threaten, terrify, or intimidate populations to achieve political aims. A number of factors make the City of Richmond more vulnerable to a terrorist incident than many other localities.

LEVELS OF DISASTER

The City of Richmond has identified a number of natural, human-caused, and technological events that pose the greatest risk to the City in terms of likelihood of occurrence and estimated impact severity. These are identified by hazard type in **Annex A Mitigation and Annex C Response.**

Hazard Type	Hazard Likelihood of Occurrence	Estimated Impact Severity
	LESS LIKELY/POSSIBLE/LIKELY	LIMITED/MODERATE/SIGNIFICANT
Natural Disasters		
Flooding	Likely	Moderate
Winter Weather	Likely	Moderate
Wind Events	Likely	Moderate
Tornado	Likely	Significant
Tropical Storms/Hurricane	Likely	Significant
Thunderstorms	Likely	Moderate
Droughts	Less Likely	Limited
Mass Evacuation	Less Likely	Limited
Wildfires	Possible	Limited
Earthquakes	Possible	Limited
Landslides/Shoreline Erosion	Less Likely	Limited
Land Subsidence/ Karst/Sinkholes	Possible	Limited
Human-Caused		
Active Threat	Possible	Significant
Civil Disturbance	Likely	Moderate
Public Health Emergency/ Pandemic/Epidemic	Likely	Moderate/Significant

Technological Hazards		
Cyber Terrorism	Likely	Moderate/Significant
Infrastructure Failure	Likely	Significant

Table 1. Threat and Hazard Analysis

CONCEPT OF OPERATIONS (CONOPS)

GENERAL

Most incidents and emergencies do not reach the level of a crisis or disaster and the initial response for these incidents will be handled by local emergency responders as appropriate. However, for escalating incidents, special events, or those emergencies requiring coordination across the City of Richmond that may require assistance from external agencies, the City of Richmond Office of Emergency Management holds primary responsibility for emergency management activities. The nature of certain hazards does not always allow for any warning or lead-time prior to incidents. In such a case, or when the duration of an incident is expected to be relatively short or require limited resources, management of the response will be directed at or near the scene. For major incidents with advance notice or those expected to be lengthy in duration, operations will be managed from the City of Richmond Emergency Operations Center (EOC).

All disasters begin and end locally. To the extent possible, the City of Richmond will respond to all incidents utilizing its own personnel and resources. When an emergency exceeds local capabilities, assistance may be requested from state and federal government agencies.

PROGRAMMATIC GOALS

The ultimate goals of the City of Richmond Emergency Management Program are to:

- Provide effective communications, coordination, deployment, and application of municipal resources to provide for life safety measures and property loss reduction.
- Provide for the rapid resumption of impacted mission-essential functions and services.
- Provide inclusive emergency policies that ensure persons with access and functional needs (AFN) can access the public safety and emergency management services of the City of Richmond.
- Provide accurate documentation and records required for future cost recovery and future mitigation efforts.

CITY OF RICHMOND EMERGENCY MANAGEMENT APPROACH

The City of Richmond Office of Emergency Management (OEM) is responsible for all phases of emergency management: Preparedness, Mitigation, Response, and Recovery (including continuity of operations (COOP)). This responsibility includes coordinating the mitigation of the effects of disasters, developing, and maintaining the City's emergency management plans, conducting training and exercises, providing guidance to City of Richmond leadership and other departments, and managing the Emergency Operations Center (EOC) for special events and in response to an emergency or disaster.

EMERGENCY MANAGEMENT PHASES

The City of Richmond plan is built around the Emergency Management phases, which facilitates an all-hazards cyclical-based plans (versus strictly event-specific plans). This methodology enables the city to mitigate, prepare for, respond to, and recover from any incident type.

Figure 3. Emergency Management Cycle illustrates the cyclical nature of the emergency management phases.

Figure 3. Emergency Management Cycle

MITIGATION

Mitigation activities provide a critical foundation in the effort to reduce the loss of life and property from hazards by avoiding or lessening their impact. Mitigation is usually a pre- disaster activity, although mitigation efforts may also occur in the aftermath of an emergency or disaster to prevent an expansion or repetition of the effects.

The City will conduct mitigation activities as an integral part of the emergency management program. The *Mitigation Act of 2000* (Public Law 106-390)[1] is the guiding document that ensures mitigation is done to federal standards and recommendations. Mitigation is intended to:

- Eliminate as many hazards as possible.
- Reduce the probability of hazards causing an emergency; and
- Lessen the consequences of unavoidable hazards.

Mitigation is further developed in **Annex A Mitigation.**
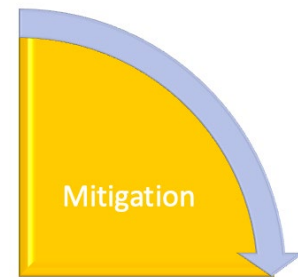
PREPAREDNESS

Preparedness is the process of identifying the personnel, training, equipment, and other resources needed for a wide range of potential incidents and developing specific plans for delivering capabilities when needed for an incident. Preparedness is made up of actions taken to organize, plan, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk. It also involves providing disaster education to the City of Richmond's "Whole Community" to include City of Richmond staff to assist them in their personal preparedness efforts. Preparedness activities are identified in **Annex B Preparedness**.

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[1]FEMA (Federal Emergency Management Agency) Mitigation Act of 2000 http://www.fema.gov/media-library/assets/documents/4596

The City of Richmond will conduct preparedness activities to develop the response capabilities needed in the event of an emergency. Among the preparedness activities included in the City's emergency management program are:

- Providing emergency equipment and facilities.
- Emergency planning, including maintaining this plan, its annexes, and appropriate standard operating procedures (SOPs).
- Conducting or arranging appropriate training for the Policy Group (PG), Emergency Planning Team (EPT), and others that will assist during an emergency.
- Distributing disaster preparedness education materials, information, and training to the City of Richmond's business and residential communities; and,
- Conducting periodic drills and exercises to test plans and training.

RESPONSE

The City of Richmond utilizes the Incident Command System (ICS) and the National Incident Management System (NIMS) to manage major special events, emergencies, and disasters. Response activities are immediate actions to save and sustain lives, protect property and the environment, and meet basic human needs. Primary response functions include:

- Public information and warning.
- Emergency medical services.
- Firefighting.
- Law enforcement operations.
- Intelligence development and dissemination as part of the Law Enforcement function.
- Evacuation.
- Shelter and mass care support (including compliance with the Americans with Disabilities Act).
- Search and rescue.
- Transportation; and,
- Other associated functions.
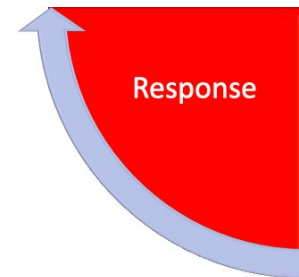
RECOVERY

The Response phase formally ends when there is no longer a threat to life safety. Often, response and recovery operations will run concurrently as there is rarely a clean delineation between the two. For example, some response functions such as shelter and mass care are directly linked to recovery functions (i.e., housing and utility restoration) and may be running simultaneously. The Director of Emergency Management in coordination with the Policy Group, will make the decision when to initiate recovery activities. The goal of recovery operations after any disaster is a return to normal everyday life (or a new normal) in the shortest possible time with the least amount of disruption.
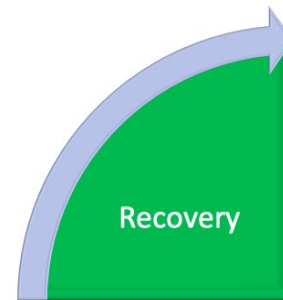
Recovery operations may span weeks or months and can initially be coordinated through the City of Richmond EOC, so long as it is effective to keep the EOC activated. Recovery operations can also be conducted from the City of Richmond departments' normal places of business and/or from facilities especially established for management of long-term recovery operations in the City of Richmond.

Recovery is formally initiated with the following activities:

- Initial Damage Assessment (IDA).
- Infrastructure assessments; and,
- The request for a disaster declaration.

Depending on the minimum dollar amount of disaster related expenses being met, the City of Richmond may qualify for Public Assistance (PA). The City of Richmond will carry out a recovery program that involves both short- and long-term efforts in the event that disasters occur.

- **Short-term Recovery Operations** seek to restore vital services to the city and provide for the basic needs of the Community.
- **Long-term Recovery Operations** focuses on restoring the City of Richmond to its normal or new normal state.

The Federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The Recovery process includes assistance to individuals, businesses, and to government and other public institutions. Examples of recovery programs include temporary housing, restoration of government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges, filing of damage reports, providing the City of Richmond representatives to a State or Federal disaster recovery center, etc.

The City of Richmond is prepared to coordinate with local, State, and Federal agencies to facilitate individual assistance for the residential population, apply for federal assistance (if available), or file insurance claims. This includes ensuring accurate documentation during response activities to capture funding and recover financial expenditures to the greatest extent possible.

Additional information pertaining to recovery operations and associated assignments are specified in **Annex D Recovery.**

LOCAL DECLARATION OF EMERGENCY

When an emergency has caused severe damage, injury, or loss of life or it appears likely to do so, the City Council and Director of Emergency Management are the constituted legal authority for approving Emergency Operations Plans and declaring a local state of emergency. The Declaration of a local emergency activates the Emergency Operations Plan and authorizes the provision of aid and assistance there under.

Note: A Disaster Declaration may be made before or after an EOC activation.

A local emergency may be declared by the 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/her 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 45 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.

Local emergency means the condition declared by the local governing body when in its judgment the threat or actual occurrence of an emergency or disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby, provided, however, that a local emergency arising wholly or substantially out of a resource shortage may be declared only by the Governor, upon petition of the local governing body, when he deems the threat or actual occurrence of such an emergency or disaster to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby, and provided, however, nothing stated shall be construed as prohibiting a local governing body from the prudent management of its water supply to prevent or manage a water shortage.

The Emergency Management Coordinator will notify the Virginia Department of Emergency Management (VDEM) immediately upon the local declaration of emergency. Daily situation reports are also required. All appropriate locally available forces and resources will be fully committed before requesting assistance from the State. All disaster-related expenditures must be documented in order to be eligible for post-disaster reimbursement should a federal disaster be declared.

EMERGENCY OPERATIONS PLAN (EOP) ACTIVATION

This EOP is designed to guide the day-to-day emergency management program related to preparedness, certain mitigation activities, coordinating planned special events, and for emergency situations requiring activation of the Response and Recovery Annexes. The EOP and the EOC may be activated concurrently. The Director of Emergency Management, the Deputy Director of Emergency Management, the Emergency Management Coordinator, or their designees may activate the EOP.

The circumstances which trigger an automatic activation of Response and Recovery include the following:

- Major threats to life and safety.
- Disruptions which impact the continuity of leadership, essential programs and functions, and their supporting systems and data.
- Incident posing a threat to critical assets and infrastructure.
- Incidents posing a threat to property.
- Incidents posing a threat to the environment.
- Incidents requiring restoration/resumption of essential systems and services.
- Incidents posing a threat to revenue or the financial stability of the City; and,
- Situational Overview.

EOC OPERATIONS AND MANAGEMENT

The Coordinator of Emergency Management maintains the control and authority for the overall management of the Emergency Operations Center (EOC) reporting directly to the Deputy Director of Emergency Management (CAO) or their designee. The supporting EOC staff is comprised of OEM personnel, designated departments (will perform emergency activities as closely related as possible to those they perform routinely), Virginia Voluntary Organizations Active in Disaster (VAVOAD), and designated private sector entities. The City of Richmond recognizes there may be instances that require additional temporary staff and/or personnel to assist in other areas as required to meet the needs of the emergency operation.

The City's Emergency Operations Center (EOC) can be activated both virtually and physically on-site at 101 E. Franklin Street, Richmond, VA 23219. Activation may be full or partial depending on the size, scope, and severity of the incident. For virtual activations, a teleconference line, temporary facility, or mobile command vehicle may be used to coordinate activities. It is unlikely that all non-routine emergency situations will require a full activation. Most emergency incidents will be handled with a graduated response based on the extent, size, duration and/or complexity of the event. Initially, at the onset of an emergency, a single or dual response from city departments (i.e., Law Enforcement and Fire) may be sufficient to handle the incident. If the emergency escalates beyond the capability of a single or dual response, additional measures will be implemented as needed.

Situations that may warrant activation of the City of Richmond EOC include, but are not limited to, the following:

- Upon request of an Incident Commander when emergency operations exceed the City's capabilities.
- When requested by partner agency leadership or to support emergencies that are being managed by their agency or organization.
- When the City of Richmond is confronted with the imminent impact of a significant disaster.
- Prior to, and for the duration of, a significant or highly controversial public event occurring within the City of Richmond.
- Upon request of the City of Richmond Emergency Management and/or the Virginia Department of Emergency Management (VDEM).
- To coordinate City efforts in support of emergency response or disaster recovery operations in other jurisdictions to include the following:
  - Any municipal police or fire chief, county administrator, manager or executive or city manager or their designee, from a jurisdiction adjacent to the city of Richmond may make a request to activate the EOC to support an emergency occurring in or affecting their jurisdiction directly to, or through, the Department of Emergency Communications.
  - When requested by the Governor or their designee that the City of Richmond EOC be activated to support emergency events occurring with the Commonwealth.

Detailed EOC procedures are found in **Annex C Response.**

EOC LEVELS

Depending on the nature and the scope of the emergency and its operational requirements. The EOC operates various levels ranging from Level 1 (Daily/Normal Conditions) to Level 4 (Recovery Operations).

Level 1 (Daily/Normal Conditions): Emergency Operations Plans and procedures are developed and maintained. Training and tests/exercises are conducted periodically as required to maintain readiness, personnel rosters are updated, emergency resources are identified (i.e., facilities, equipment, technology, personnel, etc.), mutual aid agreements are developed, etc.

Level 2 (Increased Readiness): When a disaster threatens, all departments having responsibilities will take action as called for in their respective parts of the Plan. The following actions may occur during increased readiness:

- Monitor the situation.
- Provide updates as necessary via WebEOC, text or email.
- Alert emergency response personnel and develop a staffing pattern for a minimum of 72 hours as necessary.
- Issue Preparatory Actions Citywide.

- Disseminate Preparatory Actions to members of City Council and emergency response personnel.
- Determine any protective action measures that need to be implemented in preparation for the situation.
- Discuss activation of the EOC with City leadership.
- When Central Virginia is in the National Weather Service five (5) day forecast zone, begin disseminating preparedness information to residents and businesses via External Affairs and PIO in preparation for possible impacts.
- Participate in State-level conference calls, as necessary.
- Brief Policy Group (as necessary).

Level 3 (Response Operations): Full-scale operations and a total commitment of manpower and resources required to mobilize and respond in time of emergency. The following actions may occur during response operations:

- Virtual, partial, or full activation of portfolios within the EOC. Partial activation will be dependent on the incident or event.
- Daily functions that do not contribute directly to the emergency operation may be suspended for the duration of the emergency response.
- Efforts and resources may be redirected to accomplish an emergency task.
- Implement evacuation orders as needed.
- Open and staff emergency shelters as needed.
- Conduct daily EOC briefings.
- Develop and disseminate Situation Reports (SitReps).
- Brief Policy Group, as necessary.

Level 4 (Recovery Operations): This phase requires that priority attention be given to establishing normalcy or identifying a new normal, the restoration of essential facilities, functions, programs, and services. The following actions may occur during recovery operations:

- Within 72 hours of incident stabilization, complete an Initial Damage Assessment (IDA) and submit to the Virginia Emergency Operations Center (VEOC).
- Assess infrastructure and determine viability for re-entry of residents.
- Begin repairs to electric, water and sewer lines and stations.

- Restore essential facilities, functions, services, and programs.
- Provide temporary housing and food to those impacted by the emergency as needed or required.
- Continue to maintain a record of disaster-related expenditures.
- Support State/Federal Joint Preliminary Damage Assessment (JPDA) as necessary.

EOC STAFF POSITIONS

The EOC organization is designed to expand and contract as necessary to address the operational need. EOC personnel are assigned to coordinate and execute the missions and maintain the capabilities of a given functional area while continuing to address operational needs. There may be times when these agencies will not be physically represented in the EOC. During these periods, other City of Richmond departments will provide support with personnel, material, or other resources for the successful execution of response missions.

The nature and scope of the incident will determine who staffs the EOC. **Only EOC positions needed for a given incident should be filled.** For example, if a Public Information Officer (PIO) is on-scene and reporting to the Incident Commander, the EOC may not require the PIO position be filled. However, if there are multiple scenes involved or a PIO has not yet been assigned to the incident, the EM Coordinator may choose to fill the PIO position at the EOC.

In a prolonged EOC activation or when the EOC is open for extended hours, multiple individuals may be assigned to any one position to cover shifts or time off.

POSITION TYPES

The EOC organizational structure consists of:

- **EM Coordinator –** Oversees all EOC activities, sets EOC objectives, establishes battle rhythm, and coordinates with the Policy Group.
- **Command Staff –** Includes Safety Officer, Public Information Officer, and Liaison Officer. Command Staff positions report directly to the EM Coordinator.
- **General Staff –** The EOC General Staff includes representation from the City's portfolios (Operations, Human Services, and Economics), Public Safety, and Emergency Management. Operational responsibilities are divided into functional groups and areas, as illustrated in **Attachment 5: EOC Organization** on page 78 of this EOP Basic Plan.

ROLES AND RESPONSIBILITIES

Table 3 below shows the EOC functional roles and responsibilities.

COMMAND STAFF

Command Staff		
Command Staff includes the positions which report directly to the EM Coordinator.		
Command Staff	**Emergency Management Coordinator**	The EM Coordinator has overall authority, knows agency policy and is responsible for EOC operations. May assign technical specialists as additional command advisors, depending on the nature, scope, complexity, and location(s) of the incident(s), or according to specific needs.
	Public Information Officer (PIO)	Responsible for interfacing with incident personnel, the public and media and/or with other agencies/organizations with incident-related information needs. Gathers, verifies, coordinates, and disseminates accessible, meaningful, and timely information on the incident for both internal and external audiences. The PIO monitors the media and other sources of public information to collect relevant information and transmits this information to the appropriate components of the incident management organization.

FINANCE/ADMINISTRATION SECTION

FINANCE/ADMINISTRATION SECTION		
Responsible for recording personnel time, negotiating leases and maintaining vendor contracts, administering claims, and tracking and analyzing incident costs. Staff closely coordinates with other portfolio functional areas to reconcile operational records with financial documents.		
Finance Portfolio (Budget, Finance (includes Risk Management), Procurement, HR, DIT)	Manages all financial functions during an incident requiring EOC activation.	
	Ensures the daily recording of incident personnel and equipment time is accurate and in accordance with the policies of the relevant agencies. Provides all incident cost analysis, tracks cost, analyzes cost data, makes estimates, and recommends cost-saving measures.	
	Administers all financial matters pertaining to leases, fiscal agreements, and vendor contracts. Oversees the completion of all forms required by workers' compensation and local agencies	
	Assist with processing injury-related and liability claims.	

PLANNING SECTION

PLANNING SECTION
Richmond OEM will coordinate th planning function within the EOC. Long-Term Recovery Planning provides a framework to facilitate long-term recovery from a disaster. The recovery process begins with an impact analysis of the incident and support for available programs and resources then expands to the coordination of programs that assist with the comprehensive economic, social, and physical recovery and reconstruction of the city. Both short term and long-term efforts focus on recovery, but also on reducing or eliminating risks and losses from future incidents. Support will vary depending on the magnitude and type of incident and the potential for long-term and severe consequences.

	ECONOMICS PORTFOLIO (Economic Development, Economics, OMBD, Planning, Development and Review/PDR) **/ EMERGENCY MANAGEMENT**	Organizes structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike.
		Assesses the social, economic, and environmental consequences in the impacted area and coordinate state and Federal efforts to address long-term community recovery issues.
		Partners with disaster assistance agencies to implement short term recovery programs for private individuals and businesses as well as public services authorities and certain non- profit organizations.
		Advises on the long-term recovery implications of response activities and coordinate the transition from response to recovery in field operations.
		Works with non-governmental organizations (NGOs) and private-sector organizations to conduct comprehensive market disruption-and -loss

analysis and develop a market-based comprehensive long term recovery plan.

Identifies appropriate programs and agencies to support implementation of the long-term recovery plan, ensure coordination, and identify gaps in available resources.

Avoids duplication of assistance, coordinates to the extent possible program application processes and planning requirements to streamline assistance and identify and coordinate resolution of policy and program issues.

Identifies responsibilities for recovery activities, including emergency permitting.

Provides a method to maintain continuity in program delivery among all support agencies, and other involved parties, to ensure follow through of recovery and hazard mitigation efforts.

OPERATIONS SECTION

OPERATIONS SECTION

Public Safety is responsible for the tactical activities necessary to achieve incident objectives established by the Incident Commander or Unified Command. Objectives typically focus on saving lives, reducing the immediate hazard, protecting property and the environment, establishing situational control, and restoring normal operations.

The Departments of Public Works and Public Utilities coordinate and organize the capabilities and resources of the City of Richmond to facilitate the delivery of essential services, technical assistance, engineering expertise, construction management and operation of water and sewage treatment facilities to prevent, prepare for, respond to, and/or recover from an incident.

Human Services Portfolio staff provide services and support for effective and efficient Mass Care, Housing, and Human Services - addresses the non-medical mass care, housing, and human services needs of individuals and/or families impacted by natural and/or technological incidents. Promotes the delivery of services and the implementation of programs to assist individuals, households and families impacted by potential or actual incidents. This service delivery includes immediate relief, short-term housing and relocation assistance and direct financial services for individuals impacted by an incident within the City of Richmond.

Provides law enforcement capabilities in the mission to prepare for, protect against, respond to, recover from, and mitigate all hazards. Sets policy, programs and operations affecting or impacting the law enforcement community. Enhances communication and coordination between national

	Public Safety (RPD, RFD, DEC, RAA, Sheriff's Office)	security agencies and law enforcement professionals by enabling synchronization of internal and external initiatives that involve law enforcement and security activities through partnership, intelligence, information-sharing, analysis, and decision-making support.
		Provides fire and emergency services, manages, and coordinates firefighting activities, including detection and suppression, search and rescue, HazMat.
		Provides emergency communication services and dispatch in response to emergency calls for service.
		Provides Basic and Advanced emergency medical services and transport.
		Monitors on-scene incident operations and advises the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel.
	Operations Portfolio (DPU, DPW, ACC) External partners to include: GRTC, VCU	Structured to provide support for the changing requirements of all-hazards incident management. Activities include, but are not limited to, conducting pre and post incident assessments of public facilities and infrastructure; executing emergency contract support for life- saving and life-sustaining services; providing technical assistance to include engineering expertise, and construction management; providing emergency repair of damaged infrastructure and critical facilities; and implementing and managing the cost recovery programs for public works and infrastructure.
		The Department of Public Works will provide the following services as appropriate. They will perform tasks as requested by the EOC and under their own initiative and authorities as applicable:

(1) Direct and coordinate all public works mitigation, response and recovery strategies leading up to, during, and following a disaster situation. (2) Coordinate resource allocation to support damage assessment and provide technical support. (3) Provide the necessary equipment and resources needed to address the incident. (4) Identify and activate private contractors and procurement procedures, as needed. (5) Identify and prioritize debris removal. (6) Post appropriate signage to address road closures and closed buildings. |
| | **Operations Portfolio** (DPU, DPW, ACC) | The Department of Public Utilities will provide the following services as appropriate. They will perform tasks as requested by the EOC and under their own initiative and authorities as applicable:
(1) Direct and coordinate all water and sewer mitigation, response, and recovery strategies leading up to, during, and following a disaster situation. (2) Coordinate resource allocation to support damage assessment and provide technical support. (3) Identify and address essential water needs (potable water). (4) Implement appropriate measures regarding the efficient |

	External partners to include: GRTC, VCU	utilization and distribution of limited water resources (conservation measures). (5) Maintain and enforce regulatory standards for the treatment and disposal of waste, as necessary. (6) Assess and restore flood protection and control facilities. (7) Develop and maintain plans and procedures to address water-related emergency situations to include provisions for repairing system failures quickly and for mandatory conservation in the event of water shortages. (8) Keep the EOC informed about the status of any potential or occurring water system-related problem in the city, and recommend appropriate actions, such as an emergency declaration, when necessary. (9) Assist the EOC in identifying and obtaining needed resources to supplement the supply of safe drinking water and ensure sanitation. (10) Provide the required interface with state and federal agencies during emergency operations. (11) Determine the potential impact of the disaster on water and wastewater systems.
	Human Services Portfolio (DJS, PIE, PRCF, RPL, DSS, Human Services) External Partners to include: VDH/RCHD, RPS	**Coordination:** Brings together the non-medical human services of government and non-governmental organizations. **Shelter:** An emergency shelter is an immediate short-term accommodation either (1) designated by local officials for persons threatened by or displaced by an incident or (2) designated by state officials directing a mandatory evacuation across jurisdictional boundaries either before or after an incident. Public emergency shelters will provide accommodations for all population groups. Appropriate provisions must be made within the shelter facilities to accommodate people with access and functional needs that do not require hospital admission, people without their own transportation, and registered sex offenders. Additionally, sheltering for pets and service animals must be included in planning and coordinated with Animal Care and Control for details regarding pet and animal sheltering. **Feeding:** Feeding is provided to disaster victims and emergency workers through a combination of fixed sites, mobile feeding units, and bulk distribution of food. Feeding is based on sound nutritional standards and to

	Human Services Portfolio (DJS, PIE, PRCF, RPL, DSS, Human Services) External Partners to include: VDH/RCHD, RPS, Non-Profit Organizations.	the extent possible includes meeting the requirements of victims with ethnic or special dietary needs.
		Emergency First Aid: Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care facilities and at designated sites.
		Reunification Services: This service collects information regarding individuals who are separated from family during an incident and supports their reunification.
		Bulk Distribution: Emergency relief items, limited to urgent needs, are distributed through sites established within the affected area. These sites are used to coordinate the distribution of food, water, and other resources to people living in areas where the normal supplies and distribution system are temporarily disrupted.
		Housing: The housing function involves monitoring the need and availability of housing units to use temporarily for displaced people. The Human Services component coordinates various government and nongovernmental organizations that implement programs and provide services for people impacted by the disaster.
		Donations Management: Identify how to effectively manage the surge of goods, solicited and unsolicited. Gather information from organizations, agencies, volunteers, media, and others for donations intelligence purposes. Facilitate the matching of unaffiliated volunteers with appropriate organizations or agencies during program implementation. List the planning considerations for cash donations. Incorporate technology needed to successfully manage data and information on unaffiliated volunteers and unsolicited goods. Develops the Volunteer Management Plan and coordinates with Donations Management to ensure coverage is provided for volunteer services. Creates activation and deployment schedules for disaster volunteers and maintains and updates volunteer roster. Leverages the expertise of local community partners for volunteer initiatives.

	LOGISTICS SECTION Coordinator

Responsible for the coordination of the acquisition and movement of supplies, equipment, and personnel in support of the response operations in the field. This section also will provide for the establishment of operating facilities needed to support on-going response and recovery operations	
Supported by Operations Portfolio, Public Safety Group and Human Services Portfolio	

LOGISTICS SECTION COORDINATOR

Table 3. EOC Functional Roles and Responsibilities

EOC ORGANIZATION
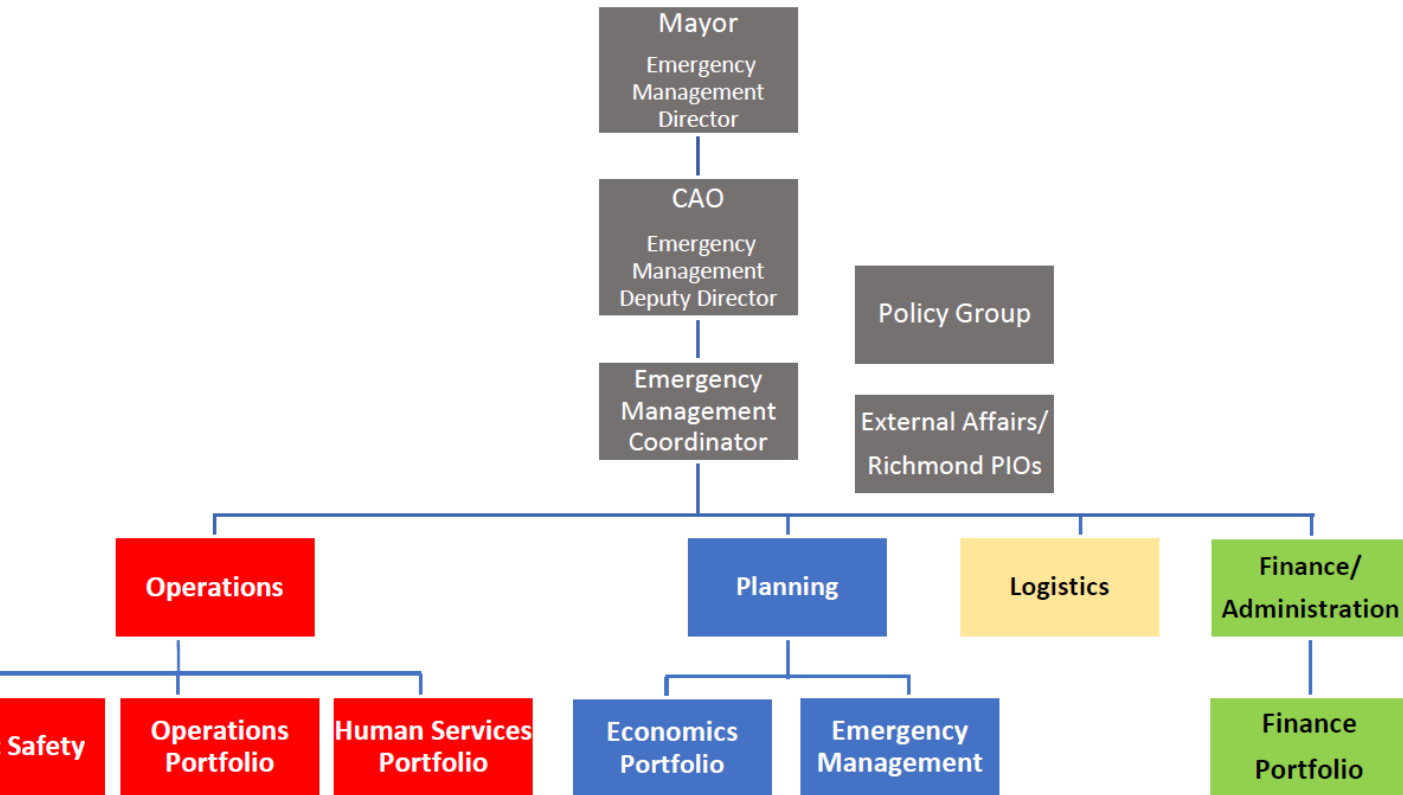
```
                    Mayor
                   Emergency
                  Management
                   Director
                      │
                     CAO
                   Emergency                Policy Group
                  Management
                 Deputy Director
                      │                  External Affairs/
                  Emergency              Richmond PIOs
                  Management
                  Coordinator
        ┌─────────────┼──────────────────┬──────────────┐
    Operations      Planning          Logistics       Finance/
                                                     Administration
  ┌─────┼─────────┐      ┌──────┬──────┐                 │
Safety Operations Human   Economics Emergency          Finance
       Portfolio  Services Portfolio Management         Portfolio
                  Portfolio
```

During an emergency, each department has responsibilities to assist in Richmond's response and recovery efforts. **Table 4 (**below) shows role(s) and departmental specific actions and responsibilities...

CITY COUNCIL, EMERGENCY MANAGEMENT DIRECTOR (MAYOR), POLICY GROUP

Role/Department	Responsibility
City Council	☐ Collectively reviews and ratifies local declaration of emergency. ☐ Collectively works in conjunction with the Emergency Management Director or Deputy Director to provide guidance to citizens concerning the response and recovery phase. ☐ Individually, host community meetings to ensure needs are being addressed and to provide information to residents. ☐ Individually, serve as advocates for constituent recovery efforts. ☐ Individually, maintains notification for their respective office and staff.
Emergency Management Director or Deputy Director	☐ May declare a local emergency. ☐ Provide leadership and play a key role in communicating to the public, and in helping people, businesses, and organizations cope with the consequences of any type of domestic incident within the city. ☐ Negotiate and enter into mutual aid agreements with other jurisdictions to facilitate resource-sharing. ☐ Coordinate with other elected officials at the regional, state, and federal levels including the Congressional Delegation.
Policy Group	☐ Consists of the Emergency Management Deputy Director (CAO), Deputy Chief Administrative Officers, City Attorney, Command Staff and the Directors of departments and partner agencies responding to or aiding in the recovery from the incident. ☐ Provides policy guidance on priorities and objectives based on situational needs and the Emergency Operations Plan. ☐ Approve spending for resource allocation to support the incident. ☐ The Mayor, acting in his/her role as Director of Emergency Management may re-assign local government employees, as needed, to maintain continuity of government during disaster response and recovery operations.

EMERGENCY MANAGEMENT COORDINATOR

Role/Department	Responsibility
Emergency Management Coordinator	☐ Serves as the Emergency Operations Center Manager. ☐ Coordinates resources to address the full spectrum of actions to prevent, prepare for, respond to, and recover from incidents involving all hazards including terrorism, natural disasters, accidents, and other contingencies. ☐ Receives and fulfills requests for assistance from entities including, but not necessarily limited to, nursing homes, colleges and universities, and authorities within the City until capabilities have been exceeded or exhausted. ☐ Activates and manages the Emergency Operations Center to coordinate response to disasters and ensure the most effective and efficient integration and utilization of activated assets to address the situation at hand. ☐ Develops standard operating procedures to facilitate the communications and operational interface during all phases of disaster management. ☐ Develops and maintain plans and procedures to address the full spectrum of hazards. ☐ Coordinates needs assessment and damage assessment operations. ☐ Coordinates disaster assistance and recovery operations. ☐ Requests state assistance when local capabilities have been exceeded or exhausted. ☐ Coordinates with state and federal officials after a disaster to implement recovery strategies and programs.

DEPARTMENT OF PUBLIC WORKS

Role/Department	Responsibility
Department of Public Works	☐ Develop and maintain plans and procedures to support transportation in coordination with GRTC and the Department of Public Utilities. ☐ Support the implementation of traffic control measures. ☐ Support initial and as necessary, more detailed damage assessments. ☐ Provide emergency engineering services. ☐ Coordinate evacuation needs. ☐ Coordinate and provide debris clearance and removal.

DEPARTMENT OF INFORMATION TECHNOLOGY

Role/Department	Responsibility
Department of Information Technology	☐ Develop and maintain applicable plans and procedures. ☐ Ensure the continuation and restoration of IT infrastructure. ☐ Coordinate with the appropriate local, state, and federal agencies and private partners, to facilitate the exchange of information and the provision of services to relatives of victims in a mass casualty event.

DEPARTMENTS OF FINANCE, BUDGET, HR, DIT, PROCUREMENT SERVICES

Role/Department	Responsibility
Departments of Finance, Budget, HR, DIT, Procurement Services	☐ Responsible for finance-related functions. ☐ Provides Service Code for event. ☐ Coordinates the framework for City resource management activities. ☐ Activates contracts with internal and external agencies to provide resources. ☐ Assists in overseeing and expediting the purchase of emergency equipment. ☐ Monitors City liability and risk ☐ In an emergency, the Procurement Director, or designee, will be responsible for expediting the process of purchasing necessary emergency equipment, supplies and contracted support personnel. ☐ The Budget Director or designee would permit over-spending in particular line items (e.g., overtime, materials, and supplies) under emergency circumstances as defined in the EOP. A year-end adjustment can be made if required. ☐ The Procurement, Budget and Strategic Planning Departments will staff the Emergency Operations Center's Finance and Administration Section during emergency operations. This section will work with the portfolios to facilitate needed purchases. ☐ The EOC's Finance and Administration Section will work within the EOC's Logistics Section – to track resource needs, purchases, equipment, and personnel utilizing electronic software to the extent possible. ☐ Employees must complete normal time accounting procedures, to include overtime hours worked, during disaster response and recovery operations. Employee time will be approved through standard department leadership routes. ☐ The City of Richmond has mutual aid agreements in place with local volunteer and nongovernmental agencies for use of facilities, food, equipment, etc. during disaster response and recovery operations. The City of Richmond also participates in both the Emergency Management Assistance Compact (EMAC)

	and Statewide Mutual Aid (SMA) Agreement, which provides for requesting goods, services, personnel, and equipment through the Virginia Emergency Operations Center.

RICHMOND CITY HEALTH DISTRICT

Role/Department	Responsibility
Richmond City Health District	☐ Develop and maintain plans and procedures in coordination with Richmond Ambulance Authority. ☐ Provide for Prevention of Disease to include surveillance and investigation of diseases. ☐ Assist Mass Fatality Management operations and coordination. ☐ Provide guidance and technical assistance regarding emergency evacuation of People with Access and Functional Needs. ☐ Dispense life-saving pharmaceuticals and medical supplies including the activation of the Strategic National Stockpile.

RICHMOND AMBULANCE AUTHORITY

Role/Department	Responsibility
Richmond Ambulance Authority	☐ Develop and maintain plans and procedures in coordination with Richmond City Health District. ☐ Provide basic and advanced life support care. ☐ Transport patients to hospital facilities. ☐ Support the evacuation of patients with special needs.

RICHMOND POLICE DEPARTMENT

Role/Department	Responsibility
Richmond Police Department	☐ Develop and maintain plans and procedures in coordination with the Sheriff's Office. ☐ Coordinate law enforcement component of incident response and recovery operations. ☐ Assist in evacuating areas at risk in coordination with other law enforcement authorities and emergency support functions. ☐ Implement traffic control actions in and around site. ☐ Establish the necessary security and accessibility policies around incident and evacuated areas.

DEPARTMENT OF EMERGENCY COMMUNICATIONS

Role/Department	Responsibility
Department of Emergency Communications	☐ Develop and maintain applicable plans and procedures. ☐ Ensure adequate communications throughout the city in support of response and recovery operations.

DEPARTMENT OF PUBLIC UTILITIES

Role/Department	Responsibility
Department of Public Utilities	☐ Develop and maintain applicable plans and procedures in coordination with Department of Public Works. ☐ Coordinate the conservation of resources, as necessary. ☐ Maintain and restore gas, water, wastewater, and street light services. ☐ Provide utilities and power outage reports.

DEPARTMENT OF PARKS, RECREATION, AND COMMUNITY FACILITIES

Role/Department	Responsibility
Department of Parks, Recreation, and Community Facilities	☐ Works in coordination with Public Works and Engineering and Mass Care. ☐ Develops and maintains applicable plans and procedures. ☐ Assists with damage assessments.

DEPARTMENT OF FIRE AND EMERGENCY SERVICES

Role/Department	Responsibility
Department of Fire and Emergency Services	☐ Develops and maintains plans and procedures to support firefighting, search and rescue, and oil and hazardous materials. ☐ Provides for the management and coordination of all activities as they relate to the prevention and suppression of fires. ☐ Develops specialized response resources and crews according to capabilities including hazardous materials response, search and rescue and other specialized equipment. ☐ Assists with damage assessments. ☐ Continually monitors the fire potential, on-going fire situation, and resources committed and available.

DEPARTMENT OF SOCIAL SERVICES

Role/Department	Responsibility
Department of Social Services	☐ Responsible for Mass Care. ☐ Develop and maintain plans to establish and manage mass care human services operation sites in a timely manner, in coordination with the Office of Emergency Management, Richmond Public School Systems and private and not profit entities.

SHERIFF'S OFFICE

Role/Department	Responsibility
Sheriff's Office	☐ Develop and maintain plans and procedures in coordination with the Richmond Police Department. ☐ Provides security for Emergency Shelters.

CITY SECURITY

Role/Department	Responsibility
City Security	☐ Provide security services at the Emergency Operations Center (EOC) and shelters. ☐ Develop and maintain plans and procedures to support security services in coordination with the Richmond Police Department and Sheriff's Office.

DEPARTMENT OF ECONOMIC DEVELOPMENT

Role/Department	Responsibility
Department of Economic Development	☐ Develop and maintain plans and procedures to support long-term recovery in coordination with the Department of Planning and Development Review. ☐ Assess the social and economic consequences in the impacted area and coordinate State and Federal efforts to address long-term community recovery issues. ☐ Partner with disaster assistance agencies to implement short- and long-term recovery programs for private individuals and businesses as well as public services authorities and certain non-profit organizations.

DEPARTMENT OF PLANNING AND DEVELOPMENT REVIEW

Role/Department	Responsibility
Department of Planning and Development Review	☐ Develop and maintain plans and procedures to support long-term recovery in coordination with the Department of Economic Development. ☐ Support initial and as necessary, more detailed damage assessments. ☐ Identify ways to support projects that mitigate further damage to redeveloped structures.

ANIMAL CARE AND CONTROL

Role/Department	Responsibility
Animal Care and Control	☐ Develop and maintain plans and procedures to support Animal Care and Control. ☐ Provide and operate pet shelters. ☐ Coordinate animal search and rescue operations. ☐ Match lost animals with proper owners. ☐ Coordinate the evacuation of animals, if necessary.

Table 4. City of Richmond Roles and Responsibilities

INCIDENT AND RESOURCE MANAGEMENT

WEBEOC

The City of Richmond utilizes an internet-enabled incident and event management platform called WebEOC as its system of record. With access to the Internet, personnel with prior authorization can view and enter incident information in WebEOC status boards. City of Richmond personnel have been granted password protected access to WebEOC and will use this system for capabilities including Incident Action Plans (IAPs), entering, and tracking incident information, making resource requests, reporting damage, etc. to the City of Richmond EOC. Traditional methods of communication and documentation will be utilized as back-up if WebEOC is inoperable.

RESOURCE MANAGEMENT

All City of Richmond departments are encouraged to inventory and document their critical resources and address any shortfalls prior to an incident. If response operations deplete City resources, requests for resources are made to VDEM through WebEOC.

STATUS REPORTS

Status reporting should be conducted through WebEOC, using the Significant Events Board. The City of Richmond EOC will advise as to when Significant Events should be reported as they arise.

ALERTS AND NOTIFICATIONS

The City of Richmond utilizes the CodeRED Emergency Notification System to provide mass notifications during emergency situations. Emergency warnings will address the diverse whole community with equitable messaging. Additional alerts and notifications will be distributed through various means with special attention to issues of access and usability for populations with access and functional needs (AFN). Internal alerts and notifications will be provided through Emergency Communications, email, text message, telephone call, etc. Emergency protective actions will be distributed to the public through the Emergency Alerts System (EAS).

COMMUNICATIONS

EOC communications systems include standard telephone lines, cellular phones, pagers, satellite communications, 800 MHz radio system, conference calls, email, fax, incident management system software (WebEOC), desktop and laptop computers.

The primary means of communication between the City of Richmond and the State EOC will be via WebEOC and telephone. Secondary (back-up) communications will be conducted via 800 MHz radio, e-mail and/or cellular telephone to include text messaging.

EOC DEACTIVATION

As the City of Richmond's emergency response operations are completed or recovery operations no longer require intensive coordination, the EM Coordinator in coordination with the Policy Group may consider deactivation of the City EOC.

There is no definitive point after the emergency occurs where the response phase ends, and the recovery phase begins. In general, most recovery and mitigation efforts occur after the deactivation of the EOC, when City departments return to normal operations. Many long-term recovery programs will be integrated into the day-to-day project activities of the departments, rather than be managed from the EOC. Deactivation of the City of Richmond EOC is further discussed in **Annex C: Response**.

This decision will take into account the following considerations:

- The need for continuing coordination of City of Richmond responsibilities and decision-making as response operations are completed and the City of Richmond transitions to disaster recovery operations.
- The continued operation of the City of Richmond Command Posts or continued field activities.
- The continued activation of the City of Richmond EOC and/or EOCs of adjacent localities, as well as potential need for City of Richmond support to operations outside of the Jurisdiction.
- The capabilities of City departments to effectively conduct remaining operations from their normal offices or other places of operations.

Upon deactivation, the EM Coordinator will:

- Notify the City of Richmond Emergency Management Director or their designee, along with VDEM of the deactivation.
- Notify all City departments and members of the Policy Group of the deactivation.
- Notify any other organizations or agencies conducting operations within the City of Richmond of the deactivation.
- Continue coordination efforts with Finance to ensure all financial data relating to event is accounted for, recorded, and maintained.
- Work with External Affairs/Richmond PIO to issue public information and/or a media release explaining the City's ongoing actions for the event.
- If necessary, identify the disaster recovery facilities that will be activated and the Recovery operations that will be implemented.

PLAN MAINTENANCE, TRAINING, AND TESTING

PLAN MAINTENANCE AND UPDATES

The City of Richmond Office of Emergency Management is responsible for the overall development and maintenance of the EOP. The Emergency Management Coordinator or their designee, will ensure the EOP is reviewed and updated by each department. It should be updated with minor changes based on lessons learned following a real-world incident or exercise, or after a known threat passes without incident. At a minimum, the EOP will be readopted every four (4) years by City Council.

The EOP should be updated and tested annually for the purpose of correcting deficiencies identified through actual emergency response operations, drills, exercises, and through changes in the City of Richmond organizational structure, technological resources, etc. Plan change requests will be documented on **Attachment 5 Plan Change Form** and submitted for review in compliance with policy and protocol.   Approved and incorporated updates will be documented in the **Record of Changes** at the beginning of this document.

CORRECTIVE ACTIONS

After-Action Reports (AARs) are essential for identifying issues that impeded operations or innovative approaches that were introduced during the response and recovery that may improve management of future incidents. In order for issues to be addressed, these issues need to be identified and documented. The City of Richmond Emergency Management Coordinator or their designee will coordinate AARs and provide documentation, dissemination, and tracking of findings and corrective actions.

TRAINING

Trained and knowledgeable personnel are essential for the prompt and proper execution of the EOP. The City of Richmond Office of Emergency Management will ensure all members of the Policy Group and other departmental support personnel have a thorough understanding of their assigned responsibilities in a disaster or emergency, as well as how their roles and responsibilities interface with the other response components of the EOP. The City of Richmond OEM will provide personnel with the necessary training to execute those responsibilities in an effective and responsible manner. The Training is identified in greater detail in **Annex B Preparedness.**

TESTING

The City of Richmond Office of Emergency Management will develop, plan, and should conduct an exercise at least annually. These exercises will be designed to improve the overall emergency management organization and capability of the City of Richmond. Exercise information is detailed in **Annex B Preparedness**.

ATTACHMENT 1: PRIOR CITY DECLARATION OF A LOCAL EMERGENCY (FOR REFERENCE USE ONLY)

INTRODUCED: January 11, 2021

Expedited Consideration

A RESOLUTION No. 2021-R006

To consent to the Director of Emergency Management's declaration that a local emergency exists in the city of Richmond due to the potential for civil unrest to occur in the city of Richmond in light of the civil unrest that occurred in Washington, D. C., and state capitals across the United States on January 6, 2021.

Patron – Mayor Stoney and All Members of Council

Approved as to form and legality by the City Attorney

PUBLIC HEARING: JAN 11, 2021, AT 6 P.M.

WHEREAS, on January 6, 2021, protesters unlawfully entered and damaged the United States Capitol building in Washington, D. C.; and

WHEREAS, the actions of these protesters resulted in injuries to protesters and first responders, significant damage to property, and the occurrence of similar events in state capitals across the United States; and

WHEREAS, on January 6, 2021, the Governor of Virginia issued Executive Order No. 75 (2021) declaring pursuant to sections 44-146.17 and 44-75.1 of the Code of Virginia (1950), as amended, that a state of emergency exists as a result of instances of civil unrest occurring on

January 6, 2021, to support requests for assistance from federal, state, and local jurisdictions surrounding Washington, D. C.; and

WHEREAS, the Mayor of the City of Richmond, as the City's Director of Emergency Management, has declared a local emergency pursuant to section 44-146.21(A) of the Code of Virginia (1950), as amended, due to the potential, arising from the civil unrest that occurred on January 6, 2021, in Washington, D. C., and state capitals across the United States, for civil unrest in the city of Richmond in relation to the General Assembly's "Lobby Day" events beginning on January 18, 2021, at the Virginia State Capitol and the presidential inaugural ceremonies in Washington, D. C., on January 20, 2021; and

WHEREAS, the Council of the City of Richmond desires now to consent, as required by section 44-146.21(A) of the Code of Virginia (1950), as amended, to the mayor's declaration of this local emergency;

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF RICHMOND:

That in accordance with section 44-146.21(A) of the Code of Virginia (1950), as amended, the Council of the City of Richmond consents to the declaration made by the Mayor of the City of Richmond in his role as Director of Emergency Management that a local emergency exists in the city of Richmond due to the potential, arising from the civil unrest that occurred on January 6, 2021, in Washington, D. C., and state capitals across the United States, for civil unrest in the city of Richmond in relation to the General Assembly's "Lobby Day" events beginning on January 18, 2021, at the Virginia State Capitol and the presidential inaugural ceremonies in Washington, D. C., on January 20, 2021.

BE IT FURTHER RESOLVED:

That, for the avoidance of doubt, the Council, by consenting to the mayor's declaration

of such local emergency, has authorized the mayor to exercise the powers set forth in section 44- 146.21(C) of the Code of Virginia (1950), as amended, during the period of such local emergency.

AYES: 9   NOES: 0   ABSTAIN:

ADOPTED: JAN 11, 2021,   REJECTED: STRICKEN

ATTACHMENT 2: DECLARATION OF A LOCAL EMERGENCY - EXAMPLE TEMPLATE

AT A SPECIAL MEETING OF THE CITY COUNCIL OF THE CITY OF RICHMOND, VIRGINIA, HELD AT _____, ON_____, _____, 2____.

RESOLUTION _____-_____ DECLARING A LOCAL EMERGENCY TO EXIST IN THE CITY OF RICHMOND, VIRGINIA

WHEREAS, the City Council of the City of Richmond, Virginia, does hereby find as follows:

1.   That due to the occurrence of _____,   the City of Richmond is facing a condition of extreme peril to the lives, safety,   and property of the residents of the City of Richmond.

2.   That as a result of this extreme peril, the proclamation of the existence of an   emergency is necessary to permit the full powers of government to deal   effectively with this condition of peril.

NOW, THEREFORE, BE IT HEREBY PROCLAIMED by the City Council of the City of Richmond, Virginia, that a local emergency now exists throughout the City of Richmond; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of this emergency the powers, functions, and duties of the Emergency Management Director and the Emergency Management organization and functions of the City of Richmond shall be those prescribed by the laws of the Commonwealth of Virginia and the ordinances, resolutions, and approved plans of the City of Richmond in order to mitigate the effects of said emergency.

In order to carry out the effect of this resolution, a sum of money, not to exceed $_____, is hereby appropriated from the city's unappropriated fund balance to cover the reasonable operational costs of emergency services pending further report to this Council and such additional appropriations as shall be deemed necessary to cover the expected scope of this emergency.

Dated: _____
City Council, City of Richmond, VA

_____
_____
_____

_____

_____
_____

Attest: _____   _____
        Clerk, City of Richmond   _____
        Commonwealth of Virginia   _____

ATTACHMENT 3: KEY TERMS AND DEFINITIONS

Key Term	Definition
Amateur Radio Emergency Services (ARES)	Public service organization of licensed amateur radio operators who have voluntarily registered their qualifications and equipment to provide emergency communications for public service events as needed.
American Red Cross (ARC)	Humanitarian organization led by volunteers, that provides relief to victims of disasters and helps prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.
Area Command (Unified Area Command)	An organization established: (1) to oversee the management of multiple incidents that are each being handled by an ICS organization; or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.
Chain of Command	A series of command, control, executive, or management positions in hierarchical order of authority.
Command	The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.
Command Staff	In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
Continuity of Government (COG)	A process of identifying the essential functions of government, including the critical functions of government offices and departments, and developing and implementing plans to ensure the continuation of those functions in the face of disruptions from any cause.
Continuity of Operations (COOP)	A process of identifying the essential functions including staff, systems and procedures that ensure the continuations of the department's ability to operate

Key Term	Definition
Critical Infrastructure	Systems and assets, whether physical or virtual, so vital to the community, the Commonwealth, or the nation that the incapacity or destruction of such systems and assets would have a debilitating impact on security, economic security, public health or safety, or any combination of those matters.
Decontamination	The physical or chemical process of reducing and preventing the spread of contaminants from persons and equipment used at a hazardous materials incident.
Department	A division of government with a specific function offering a particular kind of assistance.
Emergency	Any occurrence, or threat, whether natural or man-made, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources.
Emergency Alert System (EAS)	A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission to operate in a controlled manner to inform the public of needed protective actions in the event of an emergency or disaster situation.
Emergency Management (EM)	The coordination of efforts to prepare for and carry out the functions to prevent, minimize, respond to, and recover from incidents caused by natural hazards, man-made hazards, and acts of terrorism.
Emergency Operations Center (EOC)	The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, regional, county, city, tribal), or by some combination thereof.
Emergency Operations Plan (EOP)	The plans for managing all-hazards incidents. The Code requires the Commonwealth and its jurisdictions to prepare and maintain emergency operations plans.
Emergency Services	The preparation for and carrying out of the functions to prevent, minimize and repair injury and damage resulting from natural or man-made disasters, together with all other activities necessary or incidental to the preparation for and carrying out of the forgoing functions.

Key Term	Definition
Emergency Support Functions (ESF)	A grouping of government and certain private and voluntary organization capabilities into an organizational structure to provide the support, resources, program implementation and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following incidents.
Evacuation	Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.
Event	A planned, non-emergency activity. The ICS can be used as the management system for a wide range of events (e.g., parades, concerts, or sporting events).
Incident	An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wilderness and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
Incident Action Plan (IAP)	An oral or written plan containing general objective reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
Incident Command Post (ICP)	The field location at which the primary tactical-level, on-scene incident command functions is performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.
Incident Command System (ICS)	A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. The ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Key Term	Definition
Incident Commander (IC)	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander (or IC) has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
Infrastructure	The manmade physical systems, assets, projects, and structures publicly and privately owned, that are used by or provide benefit to the public. Examples of infrastructure include utilities, bridges, levees, water systems, roads, etc.
Joint Information Center (JIC)	A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.
Joint Information System (JIS)	Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.
Jurisdiction	A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, state, or federal boundary lines) or functional (e.g., law enforcement, public health, etc.).
Liaison	A form of communication for establishing and maintaining mutual understanding and cooperation.
Liaison Officer (LNO)	A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have Assistants.
Local Government	A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or, in Alaska, a native village or Alaska Regional Native Corporation; a rural community, unincorporated

Key Term	Definition
	town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).
Local Emergency	The condition declared by the local governing body when in its judgment the threat of actual occurrence of an emergency or disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby.
Local Emergency Planning Committee (LEPC)	Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring that localities comply with the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III).
Logistics	Providing resources and other services to support incident management. Logistics Section: The section responsible for providing facilities, services, and material support for the incident.
Logistics Section	The section responsible for providing facilities, services, and material support for the incident.
Major Disaster	As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states, tribes, local governments and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
Mitigation	The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Key Term	Definition
Mobilization	The process and procedures used by all organizations—federal, state, local and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.
Multi-Jurisdictional Incident	An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.
Mutual-Aid Agreement (MOA)	Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment and/or expertise in a specified manner.
National Incident Management System (NIMS)	A system mandated by HSPD-5 that provides a consistent nationwide approach for federal, state, local and tribal governments; the private sector and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, local and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking and reporting of incident information and incident resources.
National Response Framework (NRF)	A guide to how the Nation conducts all-hazard response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation.
National Response Plan (NRP)	A plan mandated by HSPD-5 that integrates federal domestic prevention, preparedness, response, and recovery plans into one, all-discipline, all-hazards plan.
National Weather Service (NWS)	The federal agency which provides localized weather information to the population, and during a weather-related emergency, to state and local emergency management officials.
Nongovernmental Organization (NGO)	An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of nongovernmental organizations include faith-based charity organizations and the Red Cross.

Key Term	Definition
Operational Period	The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.
Operations Section	The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions and/or groups.
Planning Meeting	A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).
Planning Section	The Planning Section is responsible for the collection, evaluation, and dissemination of operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. Includes the Situation Unit, Documentation Unit, Resources Unit, and Demobilization Unit.
Preparedness	The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.
Prevention	Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.
Public Information Officer (PIO)	A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Key Term	Definition
Radio Amateur Civil Emergency Services (RACES)	An amateur radio communications system organized to provide temporary emergency communications support to federal, state, and local governments during periods of imminent or actual emergency.
Recovery	The development, coordination and execution of service and site-restoration plans; the reconstitution of government operations and services; individual, private- sector, nongovernmental and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.
Recovery Plan	A plan developed by a state, local, or tribal jurisdiction with assistance from responding federal agencies to restore the affected area.
Resources	Personnel and major items of equipment, supplies and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.
Resource Management	Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special federal, state, local, and tribal teams; and resource mobilization protocols.
Recovery	Activities that address the short- term and long-term needs and the resources to assist, restore, strengthen, and rebuild affected individuals and communities.
Response	Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity and apprehending actual perpetrators and bringing them to justice.

Key Term	Definition
Section	The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.
Key Terms	Definitions
Span of Control	The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)
Stafford Act	The Robert T. Stafford Disaster Relief and Emergency Assistance Act, 93 Pub. L. No.288 Stat. 143 as amended, establishes the programs and processes for the federal government to provide disaster and emergency assistance to states, local governments, tribal nations, individuals, and qualified private nonprofit organizations. The provisions cover all hazards including natural disasters and terrorist events.
Staging Area	Location established where resources can be placed while awaiting a tactical assignment.
State of Emergency	The condition declared by the Governor when, in his/her judgment, the threat or actual occurrence of an emergency or a disaster in any part of the Commonwealth is of sufficient severity and magnitude to warrant disaster assistance by the Commonwealth to supplement the efforts and available resources of the several localities and relief organizations in preventing or alleviating the damage, loss, hardship or suffering threatened or caused thereby and is so declared by him/her. (Code § 44-146.16)
Statewide Mutual Aid	A program to assist cities, counties, and eligible towns to exchange services and resources, in response to a major disaster wherein assistance needs to be provided from one area or region of the state to another.
Threat	Any indication of possible violence, harm, or danger.
Unified Command (UC)	An application of the Incident Command System (ICS) used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single Incident Command Post.

Key Term	Definition
Virginia Department of Emergency Management (VDEM)	The state agency responsible for coordinating the preparations and actions required to prevent and minimize the impact of hazards and to respond to and recover from emergencies and disasters.
Virginia Voluntary Organizations Active in Disaster (VAVOAD)	A statewide organization, affiliated with the National VOAD, composed of voluntary organizations, faith-based and sectarian, that have developed specific disaster response and/or recovery programs as part of their overall mission.

ATTACHMENT 4: ADMINISTRATIVE REGULATIONS

Administrative Regulations
Office of the Mayor
Title: EMERGENCIES AND
CLOSINGS
A.R. Number: 1.5 **Effective Date:** 10/31/17 **Page:** 1 of 5
Supersedes: Emergencies & Closings **A.R.:** 1.6 **DATED:** 1/5/2016

I.   PURPOSE

The purpose of this policy is to ensure that all employees are properly notified and compensated when weather or other emergency circumstances force the closing of most City offices. This includes both formal declared emergencies and other occasions not formally declared as an emergency.

II.   POLICY

This policy provides the Chief Administrative Officer (CAO) or designee, the flexibility needed to take swift and appropriate action in such circumstances. This policy does not prohibit City Administration or Agencies from establishing other hours of operation that are necessary to carry out the business of the City government, establishing emergency practices consistent with operating needs and City policy, or determining which employees are essential or non-essential.

III.   PROCEDURES

A. General

1. Declaration of an Emergency– The Mayor, CAO, or City Council have the authority to declare that there exists in the City an emergency, which constitutes a danger to the safety, health, peace, good order and welfare of the citizens of the City.

    In the event of an emergency or inclement weather, the City Administration will make every effort to open facilities to the public and employees should assume they must report as normal. However, if roads are too dangerous for travel or there is structural damage to a building, the administration may decide to delay opening or close City facilities until conditions improve. Staff should seek current information by:

    a. Calling your voice mail from an outside phone. A message left on your office voice mail will announce any closures or delayed openings. Call the designated voicemail access

number (646-1500) and follow the instructions for those with a mail box on the system by pressing the star key, and entering your extension and password when prompted.

b.   Listening to area broadcast news outlets for closings and delayed opening notices, including WTVR, WWBT, WRIC and WRVA radio, 1140 AM.

c.   Watching your email for an early closing announcement when dangerous weather or other dangerous conditions occur during working hours.

d.   Visit www.richmondgov.com and follow the City on Twitter @CityRichmondVA for updates of City events.

e. Contacting your immediate supervisor if you have any questions.

2. Employee Notification – The CAO shall ensure that all employees are properly notified and compensated in accordance with the appropriate Administrative Regulation(s). Unless otherwise notified by sources identified in this Administrative Regulation, all personnel are to assume that the City of Richmond will be open for business regardless of any weather or other emergency condition that may develop. Employees must report to work and should expect that all offices will be fully operational unless notified by a media broadcast. If a media broadcast indicates that offices are in any status other than fully operational, the status (e.g., late opening or early closing) will be broadcast via one or all of the following:

a.   Broadcast voice mail
b.   Broadcast E-mail
c.   Television broadcast: WTVR-TV 6; WRIC-TV 8; WWBT-TV 12
d.   Radio broadcast: WRVA 1140 AM

It is the employee's responsibility, prior to reporting for duty, to monitor the above listed broadcast media or call 804-646-1500 for a recorded message pertaining to the status of offices for that day.

If a non-essential employee elects not to report to work due to emergency or adverse weather conditions when offices are open, the employee will be charged annual leave for the time period in which offices are open. If the employee does not have annual leave, then the hours will be treated as "leave without pay".

3. Continuity of Critical Operations - The continuity of critical operations/services during adverse weather or other emergency conditions is essential. Departments may be required to maintain the minimum level of staff needed to provide services. Under conditions of emergencies and/or closings, essential employees may be required to report to work when other City employees are not required to do so.

Departments are responsible for notifying their respective employees and maintaining and posting a list of essential employees. During an emergency and/or closing, an employee who is not listed on the essential personnel staffing list may still be designated as essential, and must report to work.

B.   Compensation for Declared Emergency

1. Non-exempt employees, as defined by FLSA, either essential or non-essential, who are required to work during a declared emergency will receive regular pay for the day or shift worked plus any additional hours worked. Employees may also be granted additional time or compensation, on an hour-for-hour basis, for all hours worked during the emergency. The CAO or designee will determine the hours to which this provision applies. The CAO designee has the discretion to apply this provision to selected groups of employees performing emergency work and may apply this provision in non-continuous time units (e.g., after normal work hours or weekends). Overtime is required for non-exempt employees who work more than the allowed hours of their work cycle (weekly, biweekly, 28 days). The additional time or compensation discussed above is in addition to any required overtime payment.

2. Exempt employees who are required to work due to the emergency are not eligible for either overtime payment or compensatory time. However, due to the situation and in recognition of their service, exempt employees may be eligible for administrative leave. Administrative leave is awarded by the Agency/Department Head and should be taken at the earliest possible time. Administrative leave must be used as leave and is not compensable. Administrative leave earned and not used within 26 pay periods will be forfeited.

3. All employees who were not required to work their regular day or shift due to the emergency will receive regular pay for that day or shift.

4. For essential employees, the Appointing Authority or designee is authorized to cancel previously approved leave to ensure these employees are available for work during the emergency period.

C. Closings and Delayed Openings

1. **Full Closing** – If City offices are fully closed, employees who are not designated as essential will be excused from work. Essential employees may be required to report to work. Essential employees who do not report to work during closed status when required to do so will be placed on unauthorized leave without pay and may be disciplined, up to and including termination. If an emergency is not declared, the CAO or designee has the discretion to provide the emergency pay provisions outlined in Section B. Non-essential employees who are on pre-approved leave will not have leave time charged for the designated time in which the City is officially closed.

2. **Early Closing** – If City offices are closed early, employees who are not designated as essential will be excused from work. Essential employees may be required to remain at work. Essential employees who do not remain at work when required to do so during closed status will be placed on unauthorized leave without pay and may be disciplined, up to and including termination. Employees who work their full shift or workday will receive no additional compensation. Non-essential employees who are on pre-approved leave will have leave time charged for the entire period for which the leave was approved.

3. **Delayed Openings** – If the opening of offices is delayed, essential employees may be required to report for normal working hours. All non-essential personnel are expected to report at the broadcasted time. If an employee reports later than the broadcasted opening

time, the employee will be charged leave time for the period of absence between the late opening time and the time the employee actually reports for duty.

In the event that the opening of offices is delayed, non-essential employees that work flexible schedules will revert back to the standard work schedule of 8:00 a.m. to 5:00 p.m. For example, if the employee's flexible schedule is from 7:00 a.m. to 4:00 p.m. and the offices open at 10:00 a.m., the employee would report for work from 10:00 a.m. until 5:00 p.m. If the employee leaves earlier than 5:00 p.m., the difference in hours will be charged to annual leave. Employees who work their full shift or workday will receive no additional compensation. Non-essential employees who are on pre-approved leave will have leave time charged for the designated time in which the City is officially closed.

4. **Partial Closings/Locations** – If the emergency or other circumstance is limited to a portion of City offices (as determined by the CAO or designee), employees may be relocated to an unaffected designated area of the City. Employees who fail to report to the designated location may be placed on unauthorized leave without pay status, and may be disciplined, up to and including termination. Employees who work their full shift or workday will receive no additional compensation. Non- essential employees who are on pre-approved leave will have leave time charged for the designated time in which the City offices are officially closed.

D. Liberal Leave Determinations

Under certain emergency conditions, the CAO or designee may declare liberal leave for non-essential employees. Such determinations are reported to the media and are posted in accordance with section III.A.2.

The following conditions apply when liberal leave is in effect:

1. Non-essential employees are allowed to be absent for a portion of a workday or the entire workday and are charged paid leave (i.e., vacation or compensatory) or leave without pay, as appropriate, for the period of absence. Employees must notify their supervisors if they intend to take leave.

2. Non-essential employees arriving late under a liberal leave determination will not be penalized for tardiness, but will be charged paid leave or leave without pay, as appropriate, for the period between the regular starting time and their arrival.

3. If liberal leave is announced during the workday, non-essential employees will be permitted to leave the work site, at their discretion <u>after apprising their supervisors</u>. Employees will be charged paid leave or leave without pay, as appropriate, for the period between their departure and the end of their regular workday.

4. Liberal leave determinations do not apply to essential employees. Essential employees are required to report for work when liberal leave is declared, unless they are specifically excused by their supervisors.

5. Employees may not use sick leave for a liberal leave absence unless the absence meets the criteria for Personnel Rule 6.4– Sick Leave (i.e., personal illness; non-compensable bodily injury or disease; infection with or exposure to a contagious disease such that his or her presence on the job might jeopardize the health of others; to keep a medial appointment; or immediate family illness).

IV. DEFINITIONS

Terms	Definitions
Delayed Openings	The opening of offices is delayed due to adverse weather conditions or other emergency circumstances.
Early Closing	The closing time of offices is adjusted to an earlier time due to adverse weather conditions or other emergency circumstances.
Essential	Personnel designated by each Agency/Department Head that are "essential" to the effective operations of the City because of his/her responsibilities to protect and serve the citizens of Richmond. An individual may be determined as essential in one given situation (i.e., snow storms/removal) and non- essential in another situation (i.e., sewer maintenance). The decision to designate an individual as essential is determined by the Agency/Department Head.
Exempt	A classification for which overtime compensation (payment or compensatory time) is not required under the Fair Labor Standards Act. Positions classified as exempt are so noted in the Compensation Plan.
Full Closing	City offices are fully closed for the entire workday due to adverse weather conditions or other emergency circumstances.
Liberal Leave	Leave/time-off requested by employees and granted by supervisors without delay in the time of an emergency. This is at the discretion of the CAO, Mayor or City Council and only for non-essential employees.
Non-Essential	Personnel who are not designated as "essential" for the emergency or closing.
Non-exempt	A classification for which overtime compensation (payment or compensatory time) is required by the Fair Labor Standards Act. Positions classified as non-exempt are so noted in the Compensation Plan.
Partial Closings/Locations	If the emergency or other circumstance is limited to a portion of the City.

V.   **AUTHORITY**

City Pay Ordinance;
FLSA

VI.   **REGULATION UPDATE**

The Department of Human Resources shall be responsible for modifications to this Policy.

RECOMMEND APPROVAL: _____
                        CHIEF ADMINISTRATIVE OFFICER

APPROVED:

_____
MAYOR

ATTACHMENT 5: EOC ORGANIZATION

ATTACHMENT 6: EOC FLOOR PLAN

City of Richmond
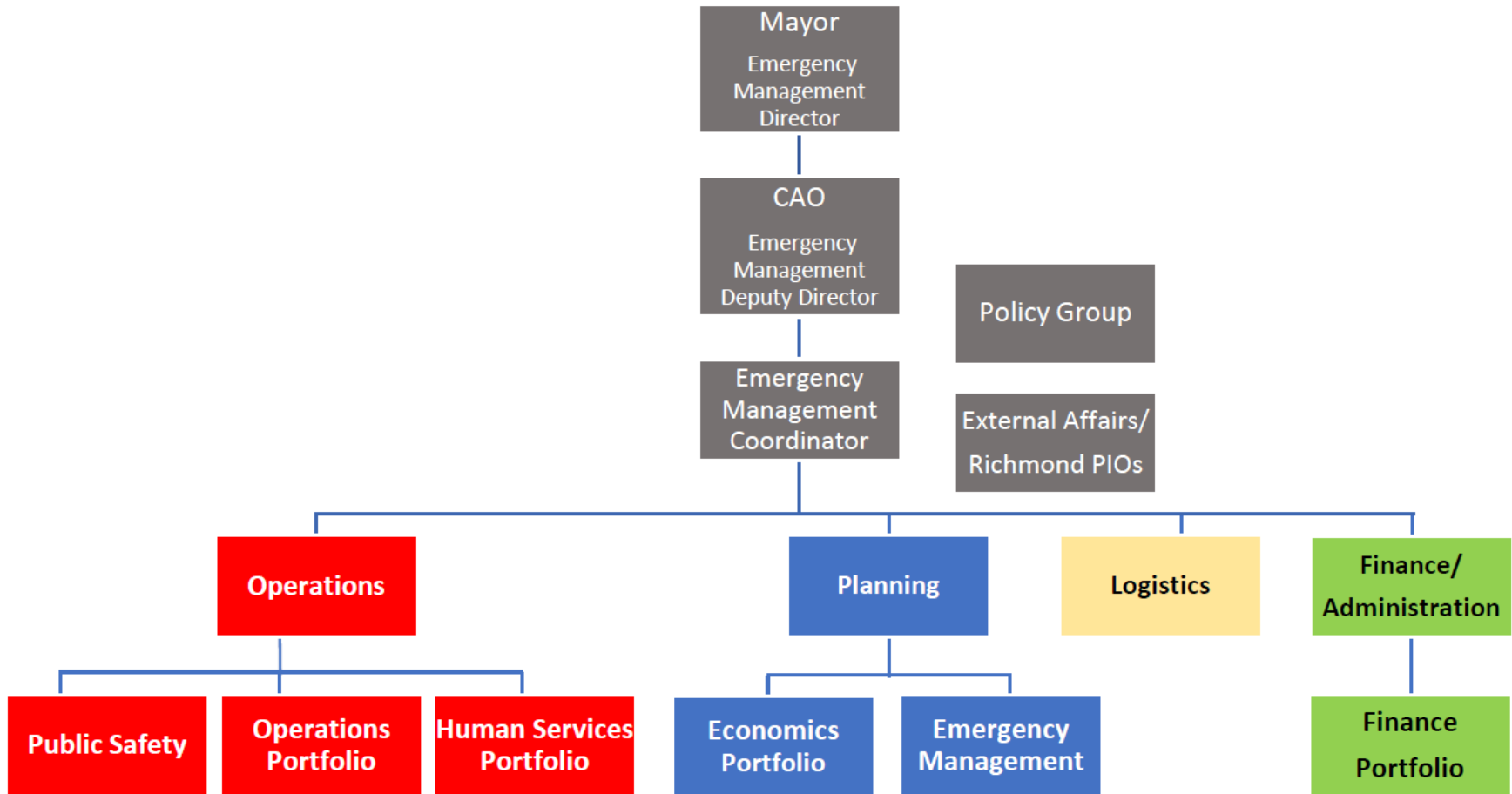
EMERGENCY OPERATIONS CENTER FLOOR PLAN
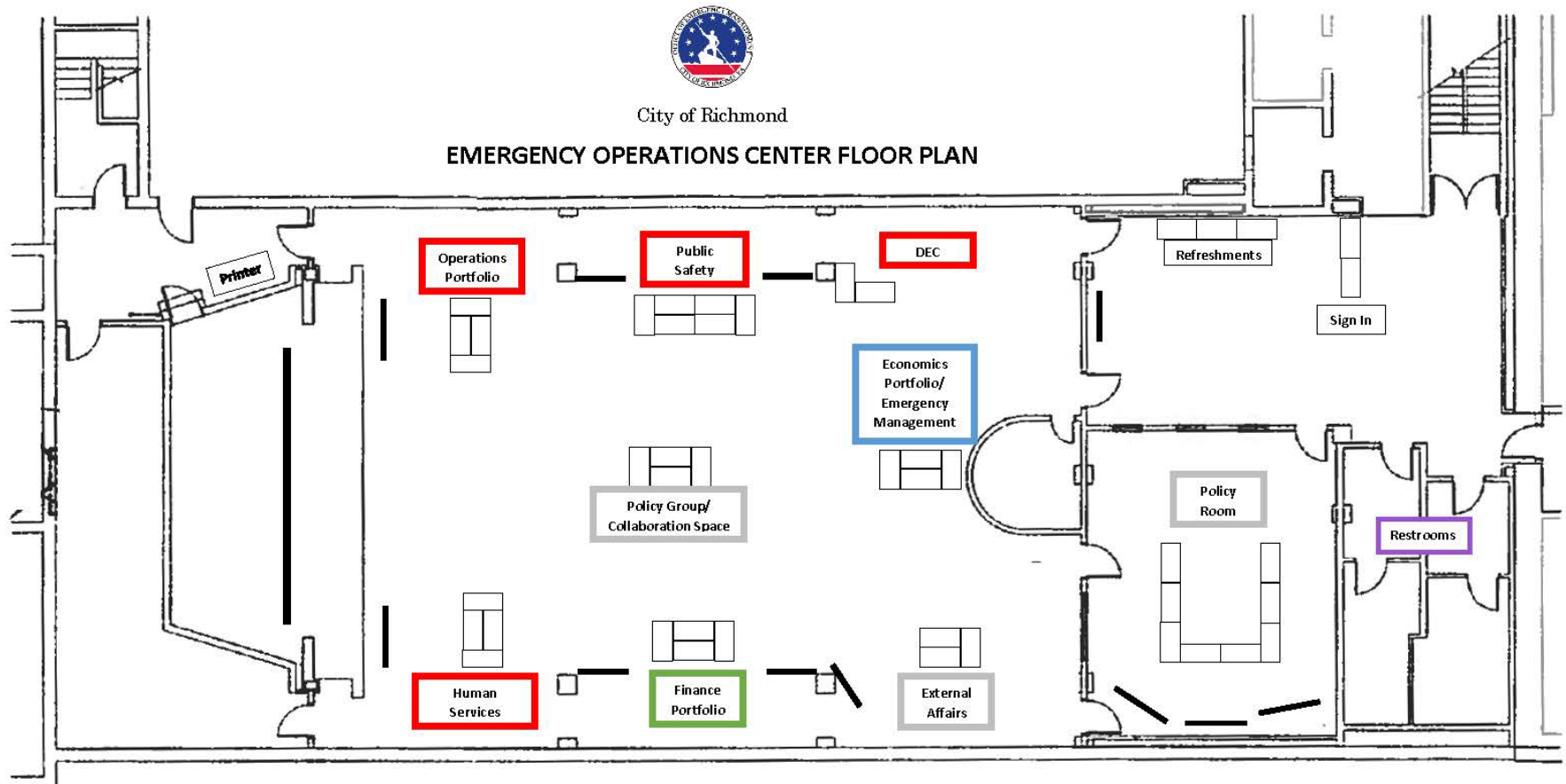
ATTACHMENT 7: PROPOSED CHANGE FORM

Instructions: This form is used to a change to the Emergency Operations Plan. Please email the completed form with the top portion completed to the City of Richmond Office of Emergency Management.

EMERGENCY OPERATIONS PLAN CHANGE FORM	Date:
Name:	Department:
Phone:	Email:

CHANGE REQUESTED	
Plan Page(s)	Reason for Change:
	Proposed Change Language:

CITY OF RICHMOND OFFICE OF EMERGENCY MANAGEMENT USE	
Reviewed by:	Change Approved? Yes ☐ No ☐
Approved Change Language:	
☐ Recorded in Record of Changes Date:	☐ Updated Plan Sent to Plan Holders

ATTACHMENT 8: NIMS RESOLUTION

INTRODUCED: **NOV 2 2 2004**

A RESOLUTION No. 2004-R 282-271

ADOPTED: **DEC 1 3 2004**

To adopt the National Incident Management System ("NIMS") established by the United States Department of Homeland Security pursuant to Homeland Security Presidential Directive HSPD-5 as the City's standard for incident management.

———————————

Patron – City Manager

———————————

Approved as to form and legality
by the City Attorney

———————————

PUBLIC HEARING: **DEC 1 3 2004** AT 6 P.M.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF RICHMOND:

WHEREAS, the President of the United States of America, in Homeland Security Presidential Directive HSPD-5, directed the Secretary of Homeland Security to develop and administer a National Incident Management System ("NIMS"), which would provide a consistent nationwide approach for federal, state, and local governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents; and

WHEREAS, the collective input and guidance from all federal, state, and local homeland security partners has been, and will continue to be, vital to the development, effective implementation and utilization of a comprehensive NIMS; and

AYES: _____9_____   NOES: _____0_____   ABSTAIN: _____

REJECTED: _____   STRICKEN: _____

WHEREAS, it is necessary and desirable that all federal, state, and local emergency agencies and personnel coordinate their efforts to effectively and efficiently provide the highest levels of incident management; and

WHEREAS, in order to facilitate the most efficient and effective incident management, it is critical that federal, state and local organizations utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, and unified command structures; and

WHEREAS, the NIMS standardized procedures for managing personnel, communications, facilities and resources will improve the City's ability to utilize federal funding to enhance local agency readiness, maintain first responder safety, and streamline incident management processes; and

WHEREAS, the Incident Command System components of NIMS are already an integral part of various City incident management activities, including current emergency management training programs; and

WHEREAS, the National Commission on Terrorist Attacks, also known as the 9-11 Commission, recommended adoption of a standardized Incident Command System; and

WHEREAS, it is in the best interests of the citizens of the City of Richmond that the City Council act on behalf of the City to adopt the NIMS.

NOW THEREFORE,

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF RICHMOND:

That the National Incident Management System ("NIMS") established by the United States Department of Homeland Security pursuant to Homeland Security Presidential Directive HSPD-5 is hereby adopted as the City's standard for incident management.

A TRUE COPY:

[signature]

CITY CLERK

2

ATTACHMENT 9: VIRGINIA VICTIMS FUND CONTACTS

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

Department of Criminal Justice Services
Julia Fuller-Wilson, Violence Against Women Program Administrator and State Crisis Response Coordinator
Victims Services, Division of Programs and Services
Virginia Department of Criminal Justice Services
1100 Bank Street, Richmond, VA 23219
(804) 371-0386   F: (804) 786-3414
Crisis Response Emergency Cell: (804) 840-4276
julia.fuller-wilson@dcjs.virginia.gov

Andrew Kinch (alternate to Julia Fuller-Wilson)
(804) 801-2622
Andrew.kinch@dcjs.virginia.gov

DCJS Website Information for Reporting Emergencies:
https://www.dcjs.virginia.gov/victims-services/report-campus-local-emergency

Virginia Victim Fund (VVF)/Criminal Injury Compensation Fund
Jessica Buchanan, Mass Casualty Senior Claims Coordinator
333 E Franklin Street
Richmond, VA 23219
(804) 205-3211 (Office)   (804) 823-6905 (Fax)
(804) 659-9857 (24/7 Cell Phone Number)
Jessica.Buchanan@virginiavictimsfund.org

§44-146.19.E Excerpt for Localities:

"The plan shall include, but not be limited to, responsibilities of all local agencies and shall establish a chain of command, and a provision that the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be contacted immediately to deploy assistance in the event of an emergency as defined in the emergency response plan when there are victims as defined in § 19.2-11.01. The Department of Criminal Justice Services and the Virginia Criminal Injuries

Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims, and the plan shall also contain current contact information for both agencies."

§23.1-804.A Excerpt for IHEs:

"The governing board of each public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan. The plan shall (i) require the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund to 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 and (ii) include current contact information for both agencies. The Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund shall be the lead coordinating agencies for those individuals determined to be victims."

ATTACHMENT 10: RICHMOND EMERGENCY CONTACT PHONE NUMBERS

IMMEDIATE EMERGENCY: To request immediate assistance from the police, fire or ambulance service in case of a fire, car crash, medical emergency or crime.	**911**
COMMUNITY SERVICES: Call 211 VIRGINIA for free information about community services available in your area.	**211**
DOMINION ENERGY: To report or check the status of an outage, report downed lines, or for other customer service needs.	**dominionenergy.com** 1-866-DOM-HELP **(1-866-366-4357)**
LOCAL POLICE (Non-emergency)	**804-646-5100**
LOCAL EMERGENCY MANAGEMENT OFFICE:	**804-646-2504**
WATER UTILITY: DPU 24-hour #	**804-646-4646**
GAS UTILITY: RICHMOND GASWORKS	**804-646-4646**
RVA 311 (Richmond's non-emergency service request platform)	**311** (or download the app)
SENIOR HELP LINE	**804-646-1082**

City of Richmond, VA
Emergency Operations Plan

Annex A: Mitigation

March 2022

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PLAN DOCUMENTATION

APPROVAL

This Mitigation Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Emergency management authority is delegated to the City of Richmond Emergency Management Coordinator or their designee to modify this plan as necessary to address operational or organizational changes, comply with municipal policy, or address mandates from the Commonwealth of Virginia or Federal government. All City Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.

_____   _____

Emergency Management Coordinator   Date
City of Richmond, VA

RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1					
2					
3					

RECORD OF DISTRIBUTION

Department	Point of Contact (by Role)	Phone	Email	Date of Distribution

AUTHORITIES AND ACRONYMS

Legal authority to undertake the development of the Mitigation Annex and subsequent actions in an emergency derives from the City of Richmond City Council.

RELATED AUTHORITIES

See the City of Richmond EOP Basic Plan for general authorities and references.

ACRONYMS

CDC	Centers for Disease Control and Prevention
COOP	Continuity of Operations
EOP	Emergency Operations Plan
EPT	Emergency Planning Team
FEMA	Federal Emergency Management Agency
FMA	Flood Mitigation Assistance
HAZMAT	Hazardous Materials
HMGP	Hazard Mitigation Grant Program
HMP	Hazard Mitigation Plan
IA	Individual Assistance
NFIP	National Flood Insurance Program
PA	Public Assistance
PDM	Pre-Disaster Mitigation
PPE	Personal Protective Equipment
VDH	Virginia Department of Health

DEFINITIONS

Mitigation: The effort to reduce the loss of life and property from natural, human-caused, and technological hazards by lessening the impact of disasters.

- **Pre-Disaster Mitigation:** Pre-Incident Mitigation Activities take place prior to the occurrence of an emergency situation. This time frame, occurring as it does, *prior* to the more complex and urgent needs of a disaster allows for a calmer more reasoned and methodical atmosphere for the development and implementation of long-term, multi-hazard mitigation measures. Pre-Disaster Mitigation planning is preferred and most effective for the reduction of risks and potential damage to the area. Through this process, additional hazard identification may occur, providing for more comprehensive mitigation strategy development and implementation.

- **Post-Disaster Mitigation:** Post-Incident Mitigations Activities take place after an emergency situation has occurred. These activities are conducted in response to the emergency situation and are designed to reduce additional loss of life and property damage to facilities (e.g. repair to a broken water main). As mitigation opportunities that could aid in the reduction of potential damage from future incidents are identified, they are incorporated into updates to the Mitigation Annex.

Appropriate Mitigation Measures: Mitigation actions balance the cost of implementation against the potential cost of continued damages if such measures are not taken. Mitigation measures should be less costly to implement than the damages they are intended to prevent. Floodplain management, acquisition of flood-prone properties, enhanced insurance coverage, and the adoption and enforcement of safe land use regulations and construction standards are considered highly effective mitigation actions.

Area of Responsibility: The jurisdictional boundaries of the City of Richmond.

Benefit/Cost: The ratio between the costs of implementing a mitigation project versus the benefits (amount of future cost savings) potentially achieved. Projects funded under the Hazard Mitigation Grant Program (HMGP), or Post-Disaster Mitigation (PDM) grants must have a B/C of 1 to 1 or greater.

Disaster: A hazard-caused incident that results in widespread or severe damage, injury or loss of life, property, or resources, and exceeds the recovery capabilities of a jurisdiction. Disaster assistance provided by the Federal or State government is intended to supplement local government resources and enhance recovery capabilities to achieve a speedy and efficient return to pre-incident conditions.

Disaster-Resistant Community: A community, which makes a commitment to recognize the threats posed by natural and human-made hazards to its whole community and mission. It formulates policies, programs, and practices to assess its risk and implements actions to mitigate its impacts.

Flood Mitigation Assistance (FMA): FMA provides funds for planning and projects to reduce or eliminate the risk of flood damage to buildings that are insured under the National Flood Insurance Program (NFIP) on an annual basis.

Hazard Analysis: A document that provides a risk-based quantitative method of determining mitigation and preparedness priorities and consists of a hazard assessment, vulnerability

assessment, and risk assessment. A Hazard Analysis identifies vulnerabilities and risks within the City of Richmond and is a living document that is reviewed and updated regularly.

Hazard Incident: Any occurrence in which people and/or property are adversely affected by the consequences of a natural, technological, or security-related hazard.

Hazard Mitigation: Sustained actions taken to eliminate or reduce long-term risk to people and property from hazards and their effects. The goal of mitigation is to save lives and reduce damages to property, infrastructure, and the environment and, consequently, to minimize the costs of future disaster response and recovery activities.

Hazard Mitigation Grants: These are federal mitigation grant programs that provide federal cost-share funds to develop and implement vulnerability and risk reduction actions.

Hazard Mitigation Grant Program (HMGP): Authorized under Section 404 of the Stafford Act; provides funding for cost-effective post-disaster hazard mitigation projects that reduce the future potential of loss of life and property damage.

Hazard Mitigation Plan (HMP): A document that outlines the nature and extent of vulnerability and risk from natural hazards present in a jurisdiction and describes the actions required to minimize the effects of those hazards. A hazard mitigation plan also describes how prioritized mitigation measures will be funded and when they will be implemented. The area of coverage for an HMP is based on commonly shared hazards, needs, and capabilities; plans may be prepared for a single organization such as a city, or as regional- or national-level plans.

Risk Factors: A group of identifiable facts and assumptions concerning the impact of specific or associated hazards.

TABLE OF CONTENTS

INTRODUCTION

BACKGROUND

A list of the threats and hazards facing the City of Richmond, has been developed and refined to include those threats with the greatest likelihood of occurrence and rated by potential impact severity (limited, moderate, significant). In general, there are four (4) main categories of hazards: natural, human-caused, technological, and other. The hazard identified as "other" has been revised to reflect public health hazards to include pandemics.

Natural hazards are hazards related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations. They include extreme heat, hail, flooding, hurricane, lightning, severe wind, and winter storms,

Human-caused hazards are hazards that rise from deliberate, intentional human actions to threaten or harm the well-being of others. Examples include school violence, terrorist acts, or sabotage.

Technological hazards refer to hazards originating from technological or industrial accidents, infrastructure failures, or related to human activities such as dam/levy failures, utility outages, gas leaks, and hazardous materials (HazMat) spills.

Public Health Emergencies is defined by the World Health Organization (WHO) as an occurrence or imminent threat of an illness or health condition, caused by bio terrorism, epidemic, or pandemic disease, or (a) novel and highly fatal infectious agent or biological toxin, that poses a substantial risk of a significant number of human facilities or incidents or permanent or long-term disability (WHO/CDC, 2001). A public health emergency is a condition that requires the Governor to declare a State of Public Health Emergency. The Declaration of a State of Public Health Emergency permits the Governor to suspend state regulations and/or change the functions of state agencies1.

Civil Disturbance refers to an incident which disrupts a community and requires intervention to maintain public safety.

Terrorism refers to terrorist organizations or affiliates or "lone actors" that may seek to acquire, build, and use weapons of mass destruction (WMD), employ physical threats such as explosives and armed attacks, or seek to disable or interrupt critical infrastructure systems with cyber-attacks with the intent to terrorize or intimidate for a political aim. The City of Richmond is the capital and seat of government of the Commonwealth of Virginia and as such has a higher potential to be a target for terrorist activities.

1
https://www.who.int/hac/about/definitions/en/#:~:text=A%20public%20health%20emergency%20(the,infectious%20agent%20or%20biological%20toxin%2C

HAZARD AND RISK ANALYSIS

Hazard Type	Hazard Likelihood of Occurrence	Estimated Impact Severity
	LESS LIKELY/POSSIBLE/LIKELY	LIMITED/MODERATE/SIGNIFICANT
Natural Disasters		
Flooding	Likely	Moderate
Winter Weather	Likely	Moderate
Wind Events	Likely	Moderate
Tornado	Likely	Significant
Tropical Storms/Hurricane	Likely	Significant
Thunderstorms	Likely	Moderate
Droughts	Less Likely	Limited
Mass Evacuation	Less Likely	Limited
Wildfires	Possible	Limited
Earthquakes	Possible	Limited
Landslides/Shoreline Erosion	Less Likely	Limited
Land Subsidence/ Karst/Sinkholes	Possible	Limited
Human-Caused		
Active Threat	Possible	Significant
Civil Disturbance	Likely	Moderate
Public Health Emergency/ Pandemic/Epidemic	Likely	Moderate/Significant
Technological Hazards		
Cyber Terrorism	Likely	Moderate/Significant
Infrastructure Failure	Likely	Significant

Table 1. Threat and Hazard Analysis

PURPOSE

The purpose of the Mitigation Annex is to identify immediate actions to reduce death, injuries, and property losses to the City of Richmond caused by natural and/or human-caused hazards by avoiding or lessening the impact of a disaster.

SCOPE

This Annex identifies hazards based on historical occurrence, with a focus on those hazards classified as having the highest likelihood of occurrence and the most significant impacts to the City. This Annex provides goals, objectives, strategies, and appropriate mitigation measures or actions for reducing future losses within the City.

MITIGATION OBJECTIVES

- Identify ways to prevent or reduce the impacts of newly discovered hazards.
- Maintain hazard mitigation as an ongoing element of the Emergency Management program.
- Initiate mitigation activities at any time as appropriate and as needed to assist the City's whole community.

PLANNING ASSUMPTIONS

- **Proactive Process** – The City of Richmond is taking proactive measures and implementing improvements identified in the Threat and Hazard Analysis. The City's process of identification and improvement implementation is continuous.
- **Likelihood of Occurrence** - The likelihood of hazard-specific occurrence was estimated by examining the historic record and/or calculating the probability of annual occurrence.
- **Impact** - The potential impacts sustained from hazards outlined in this annex were considered. Impacts to Richmond and the ability to mitigate against potential hazards were utilized in the creation of the Hazard Specific Mitigation Activity Roles and Responsibilities.
- **Warning Time** - The timeframe associated with an upcoming hazard-specific event. The activities addressed in this annex include mitigation efforts for both notice and no-notice disasters. If proper mitigation activities are conducted on a regular basis and identified issues are corrected, both notice and no-notice disaster impacts should be lessened.
- **Changing Future Conditions** - This annex is a living document and updates will be completed as necessary. The understanding that Richmond will grow and expand its departmental programs and services, buildings, facilities, etc. has been considered.

CONCEPT OF OPERATIONS

ORGANIZATION

It is the responsibility of all City of Richmond Departments to conduct mitigation activities within their scope of responsibility regularly. The success of the City's mitigation efforts relies upon a proactive approach and interdepartmental cooperation in addressing mitigation.

INITIAL MITIGATION CONSIDERATIONS AND ACTIONS

Receive a situation briefing from Richmond Office of Emergency Management to understand the pending hazard and potential consequences. Departments conduct initial site/area surveys to identify immediate mitigation actions. Following a disaster situation, assess damaged buildings and facilities to identify mitigation opportunities that may prevent future damage. Evaluate the effectiveness of previously implemented mitigation actions. Review and develop procedures, adhere to building codes and develop standards to minimize the occurrence/impact of a hazard.

HAZARD-SPECIFIC MITIGATION ACTIVITY ROLES AND RESPONSIBILITIES

The checklists beginning on the following page address the differences in mitigation activities for different hazards and are organized by department/role and specific hazards based upon the highest likelihood of occurrence and potential impact severity. The hazard-specific checklists are presented separately to allow use as "tear-and-go" documents.

FLOODING

Responsible Department	Mitigation Actions
All Departments	☐ Elevate equipment and supplies above expected flood levels ☐ Label and secure essential records ☐ Arrange for the evacuation of records to back-up facilities ☐ Relocate essential functions/services to off-site locations and activate COOP as appropriate ☐ Communicate situational awareness and mitigation actions to WebEOC
Emergency Management	☐ Test City-wide alerts and notifications for flooding ☐ Provide flooding-related information to departments as needed for mitigation planning.
Department of Public Works	☐ Apply sandbags, if possible, or other waterproofing material ☐ Cover equipment and other supplies with a plastic barrier to prevent water damage ☐ Ensure drains are clear for de-watering purposes ☐ Test de-watering pumps ☐ Arrange for backup power ☐ If necessary, place de-watering pumps at needed locations
Department of Parks, Recreation, and Community Facilities	☐ Apply sandbags, if possible, or other waterproofing material ☐ Cover equipment and other supplies with a plastic barrier to prevent water damage ☐ Test de-watering pumps ☐ Ensure drains are clear for de-watering purposes ☐ Arrange for backup power ☐ If necessary, place de-watering pumps at needed locations ☐ If necessary, post site closures for the general public as appropriate

Police Department / Sheriff's Office / Security	☐ Evaluate roadways for flooding risk. ☐ Re-route and/or close public access to flooded areas ☐ Provide City-wide updates and roadway changes ☐ Ensure flooded areas are marked appropriately to prevent access
Department of Finance (including Risk Management)/ Department of Procurement Services	☐ Track damage costs as necessary ☐ Ensure availability and authorization to procure resources (i.e., equipment, contractors, etc.)
Department of Information Technology	☐ Back up computer and information systems
Department of Public Utilities	☐ Apply sandbags, if possible, or other waterproofing material ☐ Cover equipment and other supplies with a plastic barrier to prevent water damage ☐ Test de-watering pumps ☐ If necessary, place de-watering pumps at needed locations ☐ Ensure drains are clear for de-watering purposes ☐ Arrange for backup power

WINTER WEATHER

Responsible Department	Mitigation Actions
All Departments	☐ Create/maintain list of critical personnel with contact information ☐ Implement staffing/shift adjustments as needed ☐ Ensure vehicles are equipped with appropriate weather-related equipment. ☐ Train personnel on operation/donning/removal of weather-related equipment. ☐ Communicate situational awareness and mitigation actions to WebEOC
Emergency Management	☐ Develop/Maintain/Exercise Winter Storm Response operations. ☐ Identify and coordinate winter storm-related response/recovery actions ☐ Notify departments to maintain and test backup generators (portable & fixed) ☐ Provide winter storm-related information to departments as needed for mitigation planning ☐ Assist departments as needed with winter weather mitigation
Department of Fire and Emergency Services	☐ Create/maintain list of critical personnel with contact information ☐ Implement staffing/shift adjustments as required ☐ Ensure vehicles are equipped with appropriate weather-related equipment. ☐ Train personnel on operation/donning/removal of weather-related equipment.
Police Department / Sheriff's Office / Security	☐ Create/maintain list of critical personnel with contact information ☐ Ensure vehicles are equipped with appropriate weather-related equipment. ☐ Train personnel on operation/donning/removal of weather-related equipment.

Responsible Department	Mitigation Actions
Department of Public Works	☐ Create/maintain list of critical personnel with contact information ☐ Establish snow removal plan priorities (roads, sidewalks, parking lots, facilities) ☐ Create/maintain an equipment inventory for critical snow removal equipment ☐ Obtain/contract for sufficient critical materials (sand, salt, brine solution) ☐ Maintain and perform snow removal equipment tests and preventative maintenance (plows, spreaders, blowers, chainsaws etc.) ☐ Maintain and test backup generators (portable & fixed) ☐ Train personnel on operation of snow removal equipment
Department of Parks, Recreation, and Community Facilities	☐ Create/maintain list of critical personnel with contact information ☐ Establish snow removal plan priorities (roads, sidewalks, parking lots, facilities) ☐ Create an equipment inventory for critical snow removal equipment ☐ Obtain/contract for sufficient critical materials (sand, salt, brine solution) ☐ Maintain and perform snow removal equipment tests and preventative maintenance (plows, spreaders, blowers, chainsaws etc.) ☐ Maintain and test backup generators (portable & fixed) ☐ Train personnel on operation of snow removal equipment

WIND EVENTS/TORNADO

Responsible Department	Mitigation Actions
All Departments	☐ Move items away from glass windows ☐ Secure outdoor objects that could cause damage or injury. ☐ Communicate situational awareness and mitigation actions to WebEOC.
Emergency Management	☐ Test City-wide safety alerts and notifications for severe storms/tornadoes ☐ Provide wind event/tornado-related information to departments as needed for mitigation planning ☐ Assist departments with identifying mitigation actions to be completed for wind events/tornados
Department of Parks, Recreation, and Community Facilities	☐ Bring in outside equipment and furniture ☐ Trim back tree limbs and branches that could fall during high winds ☐ Locate and secure any outdoor items that could potentially become projectiles in high winds ☐ Take down any temporary shelters or tents ☐ Post site and facility closures as appropriate or required
Department of Public Works	☐ Bring in outside equipment ☐ Trim back tree limbs and branches that could fall during high winds ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Take down any temporary shelters or tents
Department of Public Utilities	☐ Bring in outside equipment ☐ Trim back tree limbs and branches that could fall during high winds ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Take down any temporary shelters or tents

TROPICAL STORMS/ HURRICANE/ HAIL/ LIGHTNING

Responsible Department	Mitigation Actions
All Departments	☐ Label and secure vital records ☐ Arrange for the evacuation of records to a secure and dry location ☐ Elevate equipment and supplies above projected flood levels ☐ If needed, ensure the relocation of essential functions/services ☐ Move items away from glass windows ☐ Communicate situational awareness and mitigation actions to WebEOC
Emergency Management	☐ Test City-wide safety alerts and notifications for tropical weather ☐ Provide tropical storm/hurricane/hail/lightning-related information to departments as needed for mitigation planning ☐ Assist departments with identifying mitigation actions to be completed ☐ Ensure evacuation routes are known and communicated ☐ Assess shelter capabilities
Department of Public Works	☐ Apply storm shutters and board up windows and doors ☐ Test back up power supply ☐ Bring in outside equipment ☐ Trim back tree limbs and branches that could fall during high winds ☐ Test de-watering pumps ☐ If necessary, place de-watering pumps at needed locations ☐ Take down any temporary work shelters or tents ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Ensure support staffing has been pre-identified

Responsible Department	Mitigation Actions
Department of Human Resources	☐ Update and verify City employee contact information
Police Department / Sheriff's Office / Security	☐ Secure evacuation routes ☐ Provide additional sworn officers as needed
Department of Parks, Recreation, and Community Facilities	☐ Apply storm shutters and board up windows and doors ☐ Test back up power supply ☐ Bring in outside equipment and furniture ☐ Trim back tree limbs and branches that could fall during high winds ☐ Test de-watering pumps ☐ If necessary, place de-watering pumps at needed locations ☐ Take down any temporary shelters or tents ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Ensure support staffing has been pre-identified
Department of Information Technology	☐ Back up computer and information systems
Department of Public Utilities	☐ Apply storm shutters and board up windows and doors ☐ Test back up power supply ☐ Bring in outside equipment ☐ Trim back tree limbs and branches that could fall during high winds ☐ Test de-watering pumps ☐ If necessary, place de-watering pumps at needed locations ☐ Take down any temporary work shelters or tents ☐ Locate and secure any outdoor items that could potentially become projectiles ☐ Ensure support staffing has been pre-identified

EARTHQUAKE

Responsible Department	Mitigation Actions
All Departments	☐ Develop and implement outreach program about earthquake awareness, risk, and resources ☐ Communicate situational awareness and mitigation actions to WebEOC
Emergency Management	☐ Develop a short informative pamphlet to inform citizens how to prepare their homes and what to do during an earthquake ☐ Provide earthquake related information to departments as needed for mitigation planning ☐ Assist departments with identifying mitigation actions to be completed
Department of Fire and Emergency Services	☐ Assist in the enforcement of building codes ☐ Use visual screening to quickly inspect a building to identify hazards ☐ Install shut off valves and emergency connector hoses
Police Department / Sheriff's Office / Security	☐ Assist in the enforcement of OSHA standards to vulnerable buildings ☐ Assist in educating the public about earthquake risks and available resources ☐ Coordinate with Richmond Fire and Emergency Services and Emergency Management to identify at risk structures
Department of Planning and Development Review	☐ Adopt the International Building Code (IBC) ☐ Identify and evaluate critical lifeline systems according to Seismic Design Guidelines and Standards for Lifelines ☐ Maintain a GIS database of all structures within the City, with support from DIT

ACTIVE THREAT

Responsible Department	Mitigation Actions
All Departments	☐ Ensure doors are always secured after access ☐ Maintain day-to-day situational awareness ☐ Report any suspicious activity to law enforcement ☐ Report any safety and security concerns to law enforcement ☐ Communicate situational awareness and mitigation actions to WebEOC
Emergency Management	☐ Maintain and share situational awareness and monitor local, state, and federal issues and activities ☐ Review current mitigation efforts and update as needed based upon risk assessment ☐ Provide active threat-related information to departments as needed for mitigation planning ☐ Assist departments with identifying mitigation actions to be completed ☐ Continue to conduct scenario-based training
Police Department / Sheriff's Office / Security	☐ Assess and identify potential gaps and vulnerabilities in overall security ☐ Conduct/review threat assessment ☐ If identified, provide additional security mitigation tasking to appropriate departments ☐ Establish additional patrols in areas identified as risks to public safety ☐ Meet and maintain industry standard acceptable response times ☐ Continue to conduct scenario-based training
Department of Public Works	☐ Make repairs to locks, lighting and other systems when identified ☐ Identify and repair buildings and facilities with noted deficiencies ☐ Restrict access and/or close sites and facilities as needed or required

Responsible Department	Mitigation Actions
Department of Fire and Emergency Services	☐ Inventory medical supplies and order items as needed ☐ Meet and maintain industry standard acceptable response times ☐ Continue to conduct scenario-based training
Department of Parks, Recreation, and Community Facilities	☐ Make repairs to locks, lighting and other systems when identified ☐ Identify and repair buildings and facilities with noted deficiencies ☐ Ensure Department of Parks, Recreation, and Community Facilities facilities/buildings have adequate monitoring and security in place ☐ Restrict access and/or close sites and facilities as needed or required
Department of Public Utilities	☐ Make repairs to locks, lighting and other systems when identified ☐ Identify and repair buildings and facilities with noted deficiencies ☐ Identify areas to restrict access to and/or close sites and facilities as needed or required

CIVIL DISTURBANCE

Responsible Department	Mitigation Actions
All Departments	☐ Ensure doors are always secured after access ☐ Report any suspicious activity to law enforcement ☐ Report any safety and security concerns to law enforcement ☐ Report lighting issues, broken doors/handles, window issues, etc. ☐ Maintain situational awareness ☐ Communicate situational awareness and mitigation actions to WebEOC
Emergency Management	☐ In coordination with law enforcement, ensure the assessment and identification of potential gaps and vulnerabilities in overall security ☐ Provide civil disturbance information to departments as needed for mitigation planning ☐ Assist departments with identifying mitigation actions to be completed ☐ If identified, provide additional security mitigation tasking to appropriate departments ☐ Continue to conduct scenario-based training
Police Department / Sheriff's Office / Security	☐ Assess and identify potential gaps and vulnerabilities in overall security ☐ If identified, provide additional security mitigation tasking to appropriate departments ☐ Ensure all ordinances and codes are enforced preventing the misuse of land and sites ☐ Establish additional patrols in areas identified as risks to public safety
Department of Public Works	☐ Make repairs to locks, lighting and other systems when identified ☐ Identify and repair buildings and facilities with noted deficiencies

Responsible Department	Mitigation Actions
Richmond Department of Fire and Emergency Services	☐ Inventory medical supplies and order items as needed ☐ Meet and maintain industry standard acceptable response times ☐ Continue to conduct scenario-based training
Department of Parks, Recreation, and Community Facilities	☐ Make repairs to locks, lighting and other systems when identified ☐ Identify and repair buildings and facilities with noted deficiencies ☐ Ensure departmental facilities/buildings have adequate monitoring and security in place ☐ Ensure to restrict access and/or close sites and facilities as needed or required

PUBLIC HEALTH EMERGENCY/ PANDEMIC/ EPIDEMIC

Responsible Department	Mitigation Actions
All Departments	☐ Practice social distancing to include working from home if allowed ☐ Maintain good hygiene and handwashing practices ☐ Ensure that all City personnel are wearing PPE correctly and all public health guidance and recommendations remain up to date ☐ If necessary, be prepared to activate department lines of succession or activate COOP
Emergency Management	☐ Maintain relationships and contacts with Department of Health ☐ Monitor outbreak severity and heavily concentrated areas ☐ Be prepared to seek additional services from Richmond City Health District and VDH as necessary or required ☐ Assist with public awareness and education on good hygiene practices year-round ☐ Coordinate with RCHD and City on vaccination sites ☐ Assist departments with identifying mitigation actions to be completed ☐ Continue to conduct scenario-based training
Department of Fire Emergency Services	☐ Inventory response/medical supplies and order items as needed ☐ Ensure adequate supply of PPE is on-hand ☐ Review and update all equipment and PPE vendor supply contact lists ☐ Conduct a PPE burn rate analysis to determine PPE needs ☐ Continue to conduct scenario-based training
Richmond City Health District	☐ Ensure all plans, policies, and procedures are up to date, roles and responsibilities are understood, and that any new guidance is incorporated appropriately ☐ Maintain public information and awareness campaigns regarding modes of transmission, proper PPE types and usage, PPE disposal, and general health and well-being

Responsible Department	Mitigation Actions
	practices (i.e., handwashing, sanitization, additional cleaning, etc.)
	☐ Provide all applicable guidance and conduct public health training
	☐ Activate testing sites (if applicable) and establish mass inoculation campaigns
	☐ Maintain and inventory all PPE and surge equipment to identify gaps or inaccuracies
	☐ Maintain current roster of all Richmond City Health District personnel and Public Heath contacts

CYBER TERRORISM

Responsible Department	Mitigation Actions
All Departments	☐ Update all City computers as required by the Department of Information Technology ☐ Maintain situational awareness ☐ Report any suspicious activity to law enforcement ☐ Ensure completion of identified departmental mitigation activities ☐ Communicate situational awareness and mitigation actions to WebEOC
Emergency Management	☐ Provide information to DIT regarding cyber threats, vulnerabilities, and risks. ☐ Coordinate with DIT for advanced resources as needed. ☐ Provide cyber terrorism-related information to departments as needed for mitigation planning
Department of Information Technology	☐ Maintain situational awareness and monitor local, state, and federal cyber security activities and alerts ☐ Conduct/review cyber threat assessment ☐ Assess and identify potential gaps and vulnerabilities in overall cyber security ☐ If identified, provide additional cyber security mitigation tasking to appropriate departments ☐ Conduct cyber sweeps on all City technology ☐ Conduct/review vulnerability assessment ☐ Conduct/review risk assessment ☐ Review current mitigation efforts and update as needed based upon risk assessment ☐ Ensure departmental mitigation activities have been assigned and completed
Department of Public Works	☐ Conduct a systems vulnerability assessment and identify gaps ☐ Make repairs to systems or place work orders for areas identified

Responsible Department	Mitigation Actions
	☐ Coordinate with DIT to identify additional mitigation actions
Department of Public Utilities	☐ Conduct a systems vulnerability assessment and identify gaps ☐ Make repairs to systems or place work orders for areas identified ☐ Coordinate with DIT to identify additional mitigations actions

CATASTROPHIC INFRASTRUCTURE FAILURE

Responsible Department	Mitigation Actions
Emergency Management	☐ Maintain relationships and contacts with critical public and private sector partners, including utility providers ☐ Provide catastrophic infrastructure failure-related information to departments as needed for mitigation planning ☐ Continue to conduct scenario-based training
Department of Information Technology	☐ Test and maintain Information Security and Network Security systems
Department of Public Utilities	☐ Ensure water delivery systems are clean and operational ☐ Perform regularly scheduled maintenance to electrical power systems ☐ Test back up power supply ☐ Ensure back up power maintenance schedule is current ☐ Inspect and conduct regularly scheduled natural gas supply systems tests
Department of Public Works	☐ Ensure water delivery systems are clean and operational ☐ Perform regularly scheduled maintenance to electrical power systems
Department of Parks, Recreation, and Community Facilities	☐ Ensure water delivery systems are clean and operational ☐ Perform regularly scheduled maintenance to electrical power systems ☐ Test back up power supply ☐ Inspect and conduct regularly scheduled natural gas supply systems tests

ANNEX MAINTENANCE AND UPDATES

The City of Richmond Emergency Management Coordinator or their designee is responsible for the overall development and maintenance of the Mitigation Annex. The Emergency Management Coordinator or their designee, will ensure the Annex is reviewed and updated by each involved

department. It should be updated with minor changes based on lessons learned following an actual or threatened emergency situation or exercise.

The Mitigation Annex should be reviewed annually in conjunction with the EOP to add and correct deficiencies in mitigation activities identified through actual emergency response operations, drills, exercises, and through changes in the City's organizational structure, technological changes, etc. Annex updates will be documented on **Attachment 2: Proposed Change to Mitigation Annex Form.**

ATTACHMENT 1: MITIGATION CORRECTIVE ACTION FORM

Instructions: This form is used to document, report, and act on identified mitigation concerns (i.e., broken windows, CCTV cameras, door locks, lighting, standing water). Please email the completed form with the top portion completed to the City of Richmond Office of Emergency Management. The issue will be tracked and routed to the appropriate department for action.

MITIGATION CORRECTIVE ACTION FORM	Date:
Name:	**Department:**
Phone:	**Email:**

ISSUE IDENTIFIED	
Location:	**Description of the issue:**

CITY OF RICHMOND OFFICE OF EMERGENCY MANAGEMENT USE	
Reviewed by:	**Department referred to:**

Corrective Action Needed:

RESOURCES	UNIT COST	QUANTITY	LINE TOTAL
Labor:			
Parts:			
Supplies:			
		TOTAL COST ESTIMATE	

Additional Notes or Instructions:	Approved by:

ATTACHMENT 2: PROPOSED ANNEX CHANGE FORM

Instructions: This form is used for a change to the Mitigation Annex. Please email the completed form with the top portion completed to the City of Richmond Office of Emergency Management.

MITIGATION ANNEX CHANGE FORM	Date:
Name:	Department:
Phone:	Email:

CHANGE REQUESTED		
Annex Page(s)	**Reason for Change:**	
	Proposed Change Language:	

CITY OF RICHMOND OFFICE OF EMERGENCY MANAGEMENT USE	
Reviewed by:	Change Approved? Yes ☐ No ☐
Approved Change Language:	
☐ Recorded in Record of Changes Date:	☐ Updated Annex Sent to Plan Holders

City of Richmond, VA
Emergency Operations Plan

Annex B: Preparedness
March 2022

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PLAN DOCUMENTATION

APPROVAL

This Preparedness Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Emergency management authority is delegated to the City of Richmond Emergency Management Coordinator or their designee to modify this plan as necessary to address operational or organizational changes, comply with municipal policy, or address mandates from the Commonwealth of Virginia or Federal government. All City Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.

_____   _____

Emergency Management Coordinator   Date
City of Richmond, VA

RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1					
2					
3					

RECORD OF DISTRIBUTION

Department	Point of Contact (by Role)	Phone	Email	Date of Distribution

AUTHORITIES AND ACRONYMS

Legal authority to undertake the development of the Preparedness Annex and subsequent actions in an emergency derives from the City of Richmond City Council.

RELATED AUTHORITIES

See the City of Richmond EOP Basic Plan for general authorities and references.

AAR	After-Action Report
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPT	Emergency Planning Team
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FSE	Full-Scale Exercise
HSEEP	Homeland Security Exercise and Evaluation Program
HMP	Hazard Mitigation Plan
ICS	Incident Command System
IP	Improvement Plan
IPP	Integrated Preparedness Plan
OEM	City of Richmond Office of Emergency Management
NIMS	National Incident Management System
NOAA	National Oceanic Atmospheric Administration
PG	Policy Group
POETE	Planning, Organization, Equipment, Training, and Exercise focus areas
SOP	Standard Operating Procedures

DEFINITIONS

Core Capabilities: FEMA has defined 32 core capabilities needed to achieve all the elements of the National Preparedness Goal. These capabilities are referenced in many national preparedness efforts, including the National Planning Frameworks. The Goal grouped the capabilities into five mission areas (Prevention, Preparedness, Mitigation, Response, and Recovery), based on where they most logically fit. Some fall into only one mission area, while others apply to several mission areas.

Drills: A drill is a coordinated, supervised activity usually employed to validate a specific function or capability in a single agency or organization. Drills are commonly used to provide training on new equipment, validate procedures, or practice and maintain current skills.

Functional Exercise: Functional Exercises (FEs) are designed to validate and evaluate capabilities, multiple functions and/or sub-functions, or interdependent groups of functions. FEs are typically focused on exercising plans, policies, procedures, and staff members involved in management, direction, command, and control functions. In FEs, events are projected through an exercise scenario with event updates that drive activity typically at the management level. An FE is conducted in a realistic, real-time environment; however, movement of personnel and equipment is usually simulated.

Full-Scale Exercise: Full-Scale Exercises (FSE) are typically the most complex and resource-intensive type of exercises. They involve multiple agencies, organizations, and jurisdictions and validate many facets of preparedness. FSEs often include many players operating under cooperative systems such as the Incident Command System (ICS) or Unified Command. In an FSE, events are projected through an exercise scenario with event updates that drive activity at the operational level. FSEs are usually conducted in a real-time, stressful environment that is intended to mirror a real incident. Personnel and resources may be mobilized and deployed to the scene, where actions are performed as if a real incident had occurred. The FSE simulates reality by presenting complex and realistic problems that require critical thinking, rapid problem solving, and effective responses by trained personnel.

Games: A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or hypothetical situation. Games explore the consequences of player decisions and actions. They are useful tools for validating plans and procedures or evaluating resource requirements.

Integrated Preparedness Cycle: The Integrated Preparedness Cycle is a continuous process of planning, organizing/equipping, training, exercising, and evaluating/improving that ensures the regular examination of ever-changing threats, hazards, and risks. Preparedness priorities are developed to ensure that the needed

preparedness elements are incorporated through this continual and reliable approach to achieve whole community preparedness.

Integrated Preparedness Plan (IPP): The IPP is a plan for combining efforts across the elements of the

Integrated Preparedness Cycle to make sure the City of Richmond and its partners have the capabilities to

handle threats and hazards.

The Integrated Preparedness Planning Workshop (IPPW): The IPPW is a periodic meeting that establishes the strategy and structure for the City's exercise program, in addition to broader preparedness efforts, while setting the foundation for the planning, conduct, and evaluation of individual exercises.

Seminars: Seminars generally orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, resources, concepts, and ideas.

Tabletop Exercise: A tabletop exercise (TTX) is intended to generate discussion of various issues regarding a hypothetical, simulated emergency. TTXs can be used to enhance general awareness, validate plans and procedures, rehearse concepts, and/or assess the types of systems needed to guide the prevention of, protection from, mitigation of, response to, and recovery from a defined incident.

Workshops: Workshops involve more participant interactions than a seminar and more focus is placed on achieving or building a product.

TABLE OF CONTENTS

INTRODUCTION

BACKGROUND

The City of Richmond Emergency Operations Plan (EOP) contains detailed responsibilities and tasks to be performed by City departments and other stakeholders during an emergency. Departments and personnel with disaster prevention/mitigation, response, recovery, and/or continuity of operations roles must prepare themselves for their responsibilities to ensure a prompt, appropriate response. Preparation should include training personnel with policies, plans, and procedures; conducting or participating in exercises; and, as appropriate, acquiring equipment or supplies.

The City of Richmond Office of Emergency Management (OEM) is responsible for providing preparedness education to the community (staff, residents, vendors/businesses, and visitors) to increase resilience and reduce the impacts of disasters and emergencies. The ultimate goal is to help them to become self-sufficient.

The City has developed and will maintain the EOP to provide a framework of preparedness across the five Mission Areas (Prevention, Protection, Mitigation, Response, and Recovery).

PURPOSE

This Annex catalogs the programs and initiatives that prepare the City of Richmond to manage emergencies efficiently and effectively prevent or minimize disruptions to the City, its programs and services.

SCOPE

The City of Richmond preparedness programs and initiatives are those that focus on improving the readiness and resiliency of the City of Richmond. These programs and initiatives have been organized under the five preparedness elements referred to as POETE, an acronym for **P**lanning, **O**rganization, **E**quipment, **T**raining, and **E**xercise.

The City of Richmond preparedness programs include:

- Planning to address the range of threats and hazards likely to impact the City.
- Development and maintenance of the Emergency Management Organization and structure.
- Identification, acquisition, and maintenance of Equipment to support all phases of Emergency Management.
- Training and education tailored to the needs of the various stakeholder groups; and
- Exercises to reinforce plan familiarization and test the plans.

OBJECTIVES

- Develop plans, policies, and procedures that will allow the City of Richmond, its departments, and stakeholders to integrate their respective capabilities into a city-wide emergency response and recovery effort.
- Build an Emergency Management organization that engages the whole community.
- Be adequately equipped to respond to and recover from emergencies and disasters effectively.
- Train Emergency Management personnel and provide community disaster education.
- Validate readiness for an emergency through internal drills and participation in ongoing preparedness training.

- Document exercise results and recommendations implemented to improve the City of Richmond's preparedness for an emergency.
- Revise this annex as required to address identified gaps and build or sustain capabilities.

CONCEPT OF OPERATIONS (CONOPS)

The City of Richmond Office of Emergency Management (OEM) is responsible for the coordination of the City's preparedness efforts and activities. Although OEM coordinates the process, City departments are responsible for regularly engaging in preparedness activities as described in this Annex. Through personal and city preparedness, the City of Richmond will be ready to face any emergency or disaster efficiently and effectively.

GENERAL PREPAREDNESS ACTIVITIES

The City of Richmond Office of Emergency Management takes an active role in emergency preparedness. The Richmond preparedness program will include ongoing preparedness activities including:

- Deliver disaster education materials and programs to encourage the preparedness of the City's whole community.
- Develop and maintain a Multi-Year Training and Exercise Plan (MYTEP)
- Provide basic and role-based emergency management training.
- Conduct exercises to reinforce training, test the effectiveness of emergency plans, policies, and procedures, and identify areas for improvement.

PLANNING

The City of Richmond Emergency Management Planning follows the 6-step process established by FEMA's Comprehensive Planning Guide-101 (CPG-101), Version 3, September 2021.

In Step 1 – Form a Collaborative Planning Team: potential planning team members are identified. The City of Richmond Emergency Planning Team (EPT) is comprised of stakeholders from across the City who provide subject matter expertise and input in developing Emergency Management plans and serve in support roles during a disaster.

In Step 2 – Understand the Situation, the EPT will conduct an assessment to identify:

- What threats and hazards exist?
- What are the potential consequences of the threats and hazards?
- What capabilities does Richmond need to respond and recover from the consequences?
- What gaps exist between our current capabilities and our desired capabilities?
- How do we address the gaps?

The EPT will use standardized sources such as FEMA's Threat and Hazard Identification and Risk Assessment (THIRA) and State Preparedness Report to guide this assessment

In Step 3 - Determine Goals and Objectives, FEMA's Stakeholder Preparedness Review (SPR) tools may assist the EPT in analyzing the results of the THIRA to determine the goals and objectives for The City of Richmond disaster plans.

The THIRA and SPR help identify the threats and hazards of the most significant concern, determine the capability targets (goals) needed to be prepared against the current capability (gaps), and identifies actions to address the gaps. The THIRA should be completed once every three years, along with an annual SPR to identify what capabilities were lost, sustained, gained, or improved. Whereas the EOP and other annexes can be updated on a less frequent basis, components of the Preparedness Annex should be reviewed and updated annually to make course corrections based on the itemized progress update obtained from the SPR.

Capabilities-based planning addresses the uncertainty of the number and type of hazards or threats The City of Richmond may encounter by using a wide range of possible scenarios to address all hazards. An all-hazards approach enables the City confirm that plans address the likeliest consequences of worst-case scenarios of the highest-ranked threats and hazards.

To assist in determining what capabilities are needed, FEMA has identified the 32 capabilities illustrated in **Attachment 3: FEMA Core Capabilities and Mission Areas.**

In Step 4 – Plan Development, courses of action for meeting the goals and objectives are identified based on the City's capabilities and resources.

In Step 5 – Plan Preparation, Review, and Approval, the draft plans are reviewed by the EPT and Policy Group (PG). The final plans are approved by the Richmond City Council and promulgated as policy. However, planning is an ongoing process that reflects the information and understanding of the City of Richmond at the time of writing. In effect, they are living, evolving, ever-changing documents and should be revised as new information emerges and lessons are learned.

In Step 6 – Plan Refinement and Execution, a strategy is established for testing the plan with a timeline to review and keep plans relevant and up to date. This is discussed in greater detail in the Training and Exercise sections of this document. The preparedness update schedule is found in **Attachment 1: Plan Maintenance.**

> Assignment of Planning related tasks are found in the
> **Preparedness Tasks** section of this document, beginning on page 20.

ORGANIZATION

It is critical to the City of Richmond's preparedness that the organization is sufficient to meet all planning goals and objectives. Typically, disaster-resilient organizations practice an all-hazards approach to preparedness with a focus on the whole community. The whole community approach encourages individual preparedness and engaging with members of the community as collaborative resources. The whole community includes anyone with a stake in the success of our preparedness activities. Each group within the whole community may have unique preparedness considerations and may also assist during the response and recovery from a disaster.

The EOP and its supporting annexes define the Emergency Management organization necessary to be effective. Specifically, it defines the leadership and operational structure for Emergency Management and the number of personnel and skill sets required to support disaster response and recovery.

EQUIPMENT

The Equipment component of preparedness refers to the equipment, systems, and supplies needed to carry out the functions and tasks identified in the emergency plans. An equipment list provides an inventory of supplies, associated vendors, and vendor contact information and pricing. This list will be reviewed and updated annually. Response partner Memoranda of Understanding (MOUs) that have been provided to OEM are maintained as **Appendix A: Memoranda of Understanding.** It is the responsibility of the participating department to keep current any MOUs in which they are a signatory. MOUs should be reviewed annually and updated by relevant departments.

SUPPORTING SYSTEMS

WebEOC is a web-based information management system that provides a single access point for the collection and dissemination of emergency or event-related information. WebEOC is utilized to share real-time information before, during, and after an event or emergency, to coordinate assets and resources, provide incident response overviews, and has the capability to develop Incident Action Plans (IAPs).

The **CodeRED™** alerting platform allows the City to send messages and alerts internally to city personnel and externally to residents (who sign up for the service) via telephone, text message, and email. Access and use of the **CodeRED™** alerting platform are managed by the City Department of Emergency Communications.

> Assignment of Equipment-related tasks are found in the
> **Preparedness Actions** section of this document, beginning on page 23.

TRAINING AND EXERCISES

GUIDING PRINCIPLES

Training and exercises, conducted regularly as part of a robust preparedness program, are critical to the City's ability to perform efficiently and effectively during a real-world incident. The industry standard is to conduct training and exercises in a "building block" fashion so that all training and exercises build upon one another to provide well-rounded, comprehensive preparation to all personnel. The following diagram
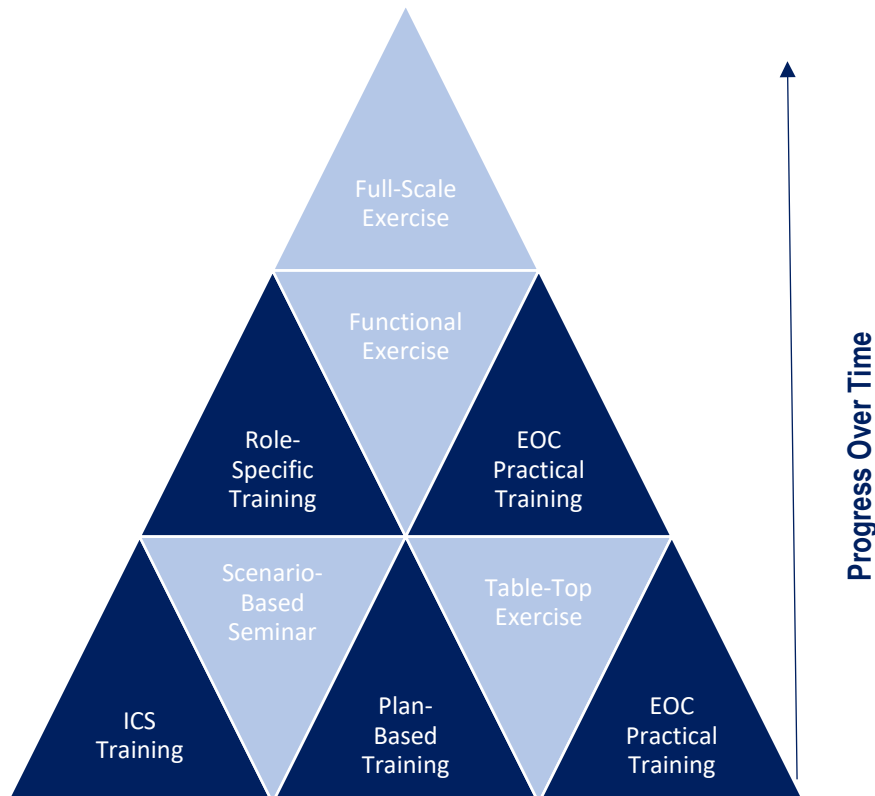
illustrates this principal:

Figure 1. Building Block Approach

To identify and prioritize needed training and exercises, the City of Richmond Office of Emergency Management works with City departments and stakeholders to develop a Multi-Year Training and Exercise Plan (MYTEP). It is considered a living document and will be updated annually based on the changing needs of the City.

TRAINING

Training refers to educational courses that provide the knowledge and skills necessary for PG and EPT members to perform the tasks of their assigned role, and responsibilities.

Training can be divided into the following categories:

- **Plan-based Training**– Plan-based training provides an orientation to relevant plans such as the City's EOP and its Annexes. Participants learn the types of information found in the Plans, how to locate necessary information within the Plans, and how the Plans relate to their roles and responsibilities.
- **Role-Specific Training**– Role-specific training provides detailed instructions for performing a specific ICS role including relevant forms, processes, and guidelines.
- **Practical Training**– Practical training typically includes jurisdiction-specific procedures such as checking in at the EOC, obtaining work tools (i.e., computers, forms, reference documents, etc.), logging in to relevant systems from the EOC (i.e., EOC computers, WebEOC, the City's Network, role-specific systems, etc.)

At a minimum, the City of Richmond Office of Emergency Management will provide appropriate training to personnel with response and/or recovery responsibilities within the Emergency Operations Center (EOC).

In addition to the training and disaster education programs offered by Richmond's OEM, FEMA offers a variety of online independent study training courses. These training courses are located on FEMA's online training platform website: https://training.fema.gov/is/.

EXERCISES

Exercises serve to reinforce training, stress the plans, and identify planning gaps and areas for improvement in a controlled environment rather than during an actual emergency.

The City of Richmond utilizes the Homeland Security Exercise and Evaluation Program (HSEEP) as a model to plan, conduct, and evaluate disaster exercises. HSEEP provides a set of guiding principles for exercise programs as well as a common approach to exercise program management, design, development, conduct, evaluation, and improvement planning. HSEEP exercise and evaluation doctrine is flexible, adaptable, and is for use by stakeholders across the whole community.

The HSEEP doctrine applies to exercises across the prevention, protection, mitigation, response, and recovery mission areas. **Table 1** on the following page illustrates the different types of exercises and their components.

> Assignment of Training-related tasks are found in the
> **Preparedness Actions** section of this document, beginning on page 24.

Discussion-Based Exercises	Operations-Based Exercises
Seminars– Informal discussion to orient participants to plans, policies, or procedures. Similar to a briefing.	**Drills**– Coordinated activity to test a single function in a single agency, such as a fire drill at a school.
Workshops– Discussion used to build specific products, more structured than a seminar. Two-way communication.	**Functional Exercises**– Activity to test command and control among coordination centers. No field assets ("Boots on Ground").
Tabletop Exercises– Discussion of simulated scenarios to assess policies, plans, and procedures.	**Full-Scale Exercises**– Multi-agency, multi-function evaluation of command-and-control centers and field assets.
Games– Competitive simulation involving two or more teams.	

Table 1. Exercise Types

Exercises should progress in difficulty and complexity over time and should build on previous training and exercises. This will ensure participants do not get overwhelmed early on, allow participants to practice new knowledge and skills, and provide an opportunity for participants to face challenges in their roles in a safe learning environment.

Richmond will include all the City's departments and key personnel in its drills and exercises to test elements of the EOP, as appropriate. Following an exercise and if necessary, Emergency Management will update relevant plans, annexes, policies, or procedures to address any areas for improvement identified as part of the exercise.

Exercise Schedule: Exercises are planned on a 3-year cycle to determine if plans and procedures are current and comply with any changes to requirements. The MYTEP provides a detailed exercise schedule; however, at least one evaluated exercise should be planned each calendar year.

Department Participation: Departments with emergency responsibilities should participate as fully as possible in the City's exercises. When department- or function-specific drills are conducted, only the departments responsible for those functions will participate.

Exercise Evaluation and Improvement Planning: Each exercise will be assessed to evaluate the effectiveness of current plans, policies, procedures, and training. An After-Action Report (AAR) will be developed for each exercise to identify strengths and areas for improvement objectively. Through this process, individual departments may identify corrective actions, which will be recorded and incorporated into an Improvement Plan (IP). Departments and agencies are responsible for implementing their own corrective actions.

Assignment of Exercise-related tasks are found in the
Preparedness Tasks section of this document, beginning on page 23.

PREPAREDNESS TASKS

PLANNING TASKS

Responsible Stakeholders	Actions
Richmond Whole Community	☐ Create a family disaster plan ☐ Establish an out-of-state contact ☐ Have an evacuation plan, learn the evacuation routes ☐ Create a list of essential phone numbers ☐ Promote weather alerts on personal cell phone ☐ Establish a family/friend unification point ☐ Familiarize themselves with potential hazards and threats and stay informed of emerging threats and notifications ☐ Attend emergency preparedness education training when offered ☐ Participate in planning initiatives to ensure stakeholder considerations are adequately addressed (i.e., individuals with disabilities, access, and functional needs, etc.)
All Departments	☐ Provide staff to participate in the development of the City of Richmond disaster plans and annexes ☐ Review and update Departmental COOP Annex on an annual basis ☐ Participate in the review and update to all the City of Richmond disaster plans and annexes
Emergency Management	☐ Establish a clear concept of operations including lines of authority and communications for disaster response and recovery activities ☐ Engage the PG in the development and/or update of required emergency plans and annexes ☐ Engage the whole community to ensure planning needs are addressed ☐ Monitor and incorporate trends and best practices in emergency management
Richmond City Council	☐ Promulgate the City of Richmond disaster plans and annexes
Policy Group (PG)	☐ Provide a policy-level review of all the City of Richmond disaster plans and annexes

Responsible Stakeholders	Actions
Emergency Planning Team (EPT)	☐ Serve as a member of the collaborative planning team for the development of the City of Richmond disaster plans and annexes ☐ Lead the development of any department-specific plans

ORGANIZATION TASKS

Responsible Stakeholders	Actions
Richmond Whole Community	☐ Engage in City of Richmond-sponsored preparedness activities
Emergency Management	☐ Identify and engage stakeholder groups and members (whole community) through outreach activities ☐ Engage members of the PG ☐ Develop and maintain relationships with community response partners ☐ Ensure the City of Richmond and all departments understand the Emergency Management program and are engaged in their activities ☐ Develop and/or deliver community disaster education to strengthen the preparedness and resiliency of the whole community
Policy Group	☐ Establish and enforce institutional policy for Emergency Management activities ☐ Ensure adequate funding to support mitigation, preparedness, response, and recovery programs, services, and activities ☐ Provide a policy-level review of all disaster plans and annexes
Emergency Planning Team (EPT)	☐ Serve as a member of the collaborative planning team for the development of the City of Richmond disaster plans and annexes ☐ Lead the development of any department-specific plans

EQUIPMENT TASKS

Responsible Stakeholders	Actions
Richmond Whole Community	☐ Develop and maintain personal and/or family disaster supplies kit
All Departments	☐ Ensure all department equipment is maintained
Emergency Management	☐ Identify and maintain a list of equipment, supplies, and technology to support the Emergency Management Program and the operation of the EOC
Department of Emergency Communications	☐ Ensure testing and maintenance of radio and dispatch equipment ☐ Maintain an inventory of replacement parts and spare radios ☐ Maintain updated contact information in the Code Red alerting system
Department of Fire and Emergency Services	☐ Identify and maintain an inventory of medical equipment and supplies ☐ Maintain inventory and location of all hazardous materials and containment/clean-up supplies
Departments of Public Utilities and Public Works	☐ Conduct regularly scheduled testing of backup generators ☐ Ensure an adequate inventory of parts and supplies for vehicle and equipment repair ☐ Ensure an adequate supply of fuel for extended emergency use

TRAINING TASKS

Responsible Stakeholders	Actions
Richmond Whole Community	☐ Participate in the City of Richmond's disaster education activities
All Departments	☐ Ensure all department staff are trained on the concepts of the City of Richmond's EOP and support annexes, and in their particular department emergency and continuity of operations plans and procedures ☐ Provide cross-training to ensure adequately trained personnel for mission-essential departmental functions and services
Emergency Management	☐ Develop a MYTEP with annual review and updates to determine the training needs in support of the Emergency Management Program ☐ Arrange for or develop and deliver general and role-specific training for EOC staff ☐ Arrange for or develop general disaster education materials and programs for current employees and new hire onboarding in preparation for all hazards

EXERCISE TASKS

Responsible Stakeholder	Actions
Richmond Whole Community	☐ Participate in the City's disaster preparedness drills and exercises, as appropriate
All Departments	☐ Ensure all department staff are trained on the concepts of the City's EOP and support annexes, and in their particular department emergency and continuity of operations plans and procedures ☐ Provide cross-training to ensure adequate trained personnel for mission-essential departmental functions and services
Emergency Management	☐ Develop a MYTEP with annual review and updates to determine the exercise needs in support of the Emergency Management Program ☐ Arrange for or develop and deliver at least one city-wide exercise annually ☐ Provide support for departmental drills ☐ Engage response partners in City-sponsored exercises ☐ Arrange for or develop general disaster education materials and programs for current employees and new hire onboarding in preparation for all hazards.

ATTACHMENT 1: PLAN MAINTENANCE SCHEDULE

Assessment or Plan Component	Schedule
Emergency Operations Plan (EOP), support annexes and attachments	☐ EOP Basic Plan and Annexes reviewed for minor updates annually; major updates and promulgation every four years ☐ Attachments for base plan and annexes have ongoing updates as information changes and reviewed at least annually
Hazard Mitigation Plan (HMP)	☐ Statistical and historical data maintained on an ongoing basis ☐ Plan is reviewed annually to update mitigation project status and changes in threats and hazards ☐ Plan is updated as a regional project through PlanRVA and EMACV and promulgated every 4 years through adoption by City Council
Continuity of Operations Plan (COOP) and Departmental Annexes	☐ Departmental COOP Annexes are reviewed and updated annually. Roll-up data is updated annually in the City of Richmond EOP
Multi-Year Training and Exercise Plan (MYTEP)	☐ Exercises are planned on a 3-year cycle to determine if plans and procedures are current ☐ The MYTEP provides a detailed exercise schedule; however, at least one evaluated exercise should be planned each calendar year
After-Action Review (AARs)	☐ For EOC activations, an After Action Report will be required to document best practices, areas for improvement, and corrective actions ☐ After-Action Review may be completed immediately following an exercise or real-world incident
Improvement Plan (IP)	☐ An Improvement Plan is maintained to track agreed-upon corrective actions, responsible party/parties, and the timeline for completion

ATTACHMENT 2: PROPOSED ANNEX CHANGE FORM

Instructions: This form is used to request a change to the Preparedness Annex. Please complete the top portion of the form and email to the City of Richmond Office of Emergency Management.

PREPAREDNESS ANNEX CHANGE FORM	Date:
Name:	Department:
Phone:	Email:
CHANGE REQUESTED	

Annex Page(s)	Reason for Change:
	Proposed Change Language:

CITY OF RICHMOND OFFICE OF EMEREGNCY MANAGEMENT USE	
Reviewed by:	Change Approved? Yes ☐ No ☐
Approved Change Language:	

☐ Recorded in Record of Changes   Date: ☐ Updated Annex Sent to Plan Holders

ATTACHMENT 3: FEMA CORE CAPABILITIES

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing			Infrastructure Systems	
Interdiction and Disruption		Community Resilience	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Fire Management and Suppression Logistics and Supply Chain Management Mass Care Services Mass Search and Rescue Operations On-scene Security, Protection, and Law Enforcement Operational Communications Public Health, Healthcare, and Emergency Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Natural and Cultural Resources
Screening, Search, and Detection		Long-term Vulnerability Reduction		
Forensics and Attribution	Access Control and Identity Verification Cybersecurity Physical Protective Measures Risk Management for Protection Programs and Activities Supply Chain Integrity and Security	Risk and Disaster Resilience Assessment Threats and Hazards Identification		

APPENDIX A: MEMORANDA OF UNDERSTANDING

This space has been provided to allow the attachment of any applicable the City of Richmond Memoranda of Understandings (MOUs).

City of Richmond, VA
Emergency Operations Plan

Annex C: Response

March 2022

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PLAN DOCUMENTATION

APPROVAL

This Response Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Emergency management authority is delegated to the City of Richmond Emergency Management Coordinator or their designee to modify this plan as necessary to address operational or organizational changes, comply with municipal policy, or address mandates from the Commonwealth of Virginia or Federal government. All City Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.

_____   _____
Emergency Management Coordinator   Date
City of Richmond, VA

RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1					
2					
3					

AUTHORITIES AND ACRONYMS

Legal authority to undertake the development of the Emergency Operations Plan (EOP) and subsequent actions in an emergency derives from the City of Richmond City Council.

RELATED AUTHORITIES

See the City of Richmond EOP Base Plan for general authorities and references.

AAR	After Action Report
AC	Area Command
AFN	Access and Functional Needs
DEI	Diversity, Equity, and Inclusion
EEI	Essential Elements of Information
EM	Emergency Management
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPT	Emergency Planning Team
HAZMAT	Hazardous Materials
IAP	Incident Action Plan
IC	Incident Command/Incident Commander
ICS	Incident Command System
IDA	Initial Damage Assessment
JIC	Joint Information Center
JIS	Joint Information System
NIMS	National Incident Management System
OEM	Richmond Office of Emergency Management
PG	Policy Group
PIO	Public Information Officer
SITREP	Situation Report
UC	Unified Command
VAVOAD	Virginia Voluntary Organizations Active in Disaster
VDEM	Virginia Department of Emergency Management
VEOC	Virginia Emergency Operations Center

DEFINITIONS

Area Command: Is an expansion of the incident command function, primarily designed to manage a very large incident that has multiple incident management teams assigned.

Emergency Operations Center: A specified location that serves as a focal point for emergency communications, information, and decision-making.

Emergency: An event that disrupts normal City operations and can potentially put City staff, residents, vendors/businesses, visitors, or property at risk.

Establishment and Transfer of Command: The command function needs to be clearly defined from the outset of incident operations. The organization that maintains principal jurisdictional authority appoints one person at the incident who is responsible for forming command. Transfer of command requires appraisal of fundamental information for conducting efficacious and safe operations.

General Staff: City personnel, typically comprised of the Operation, Logistics, Finance/Administration, and Planning section chiefs, responsible for the operative components of the Incident Command structure.

Incident Action Planning (IAP): A written, or verbal plan designed to provide a concise and comprehensible method of capturing and disseminating the comprehensive incident: objectives, strategies, priorities, and tactics.

Incident Command and Command Staff: Incident Command is responsible for the overarching administration of an incident and the delegation of duties to the Command Staff

Incident Command System (ICS): A management system for response to and recovery from large-scale emergencies. It has considerable internal flexibility and can grow or shrink to meet differing needs, which makes it a cost-effective and efficient management system.

Incident Commander (IC): The person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved.

Joint Information Center (JIC): A principal locale that assists with the functionality of the JIS (Joint Information System). An incident specific JIC is usually created at one location on-site. However, the establishment of a JIC is dependent upon the requisites of the incident at hand and is coordinated with state, local, federal, and national organizations The Incident Commander/Unified Command and/or other command officials must approve any messaging to ensure consistency and prevent confusion.

National Incident Management System: This system provides a flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, mitigation, response, and recovery.

Situation Report: A situation report (SitRep) is a report containing confirmed or verified information regarding the specific details relating to an incident. In the early stages, it provides information such as the nature, scope, and location of the incident, and is updated at regular intervals to provide situational awareness throughout the response.

Unified Command (UC): Affords agencies participating in the UC the ability to collaboratively coordinate, plan, and interact effectively without interfering with the responsibility, accountability, or authority of other involved agencies. A Unified Command is generally formed when an incident involves various jurisdictions, one jurisdiction that has multiagency involvement, and various jurisdictions have multiagency involvement. The UC is tasked with identifying, establishing, and ranking incident-related priorities and objectives.

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TABLE OF CONTENTS

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INTRODUCTION

BACKGROUND

Richmond Office of Emergency Management (OEM) will coordinate a single focused response to emergency events. The ultimate goal of the City of Richmond is to save lives, protect property and the environment, and to minimize economic loss from the disaster, emergency, or event.

PURPOSE

The purpose of the Response Annex is to describe how emergencies will be managed in the City and to describe the organization and operation of Richmond's Emergency Operations Center (EOC) and its role in supporting emergency response efforts.

SCOPE

This annex supports the overall management of incident response activities within the City. This annex provides the core management and administrative functions in support of the EOC. Additional information and checklists can be found in the **attachments to this annex.**

OBJECTIVES

- Provide centralized coordination of response activities.
- Describe functional responsibilities under NIMS and the City of Richmond Emergency Operations Plan.

WHOLE COMMUNITY APPROACH

Effective emergency management outcomes depend on the engagement of the whole community. The three main whole community principles include:

- Understand and meet the actual needs of the City of Richmond;
- Engage and empower all parts of the City;
- Ensure that diversity, equity, and inclusion (DEI) are applied to all aspects of planning; and
- Strengthen best practices within the City daily.

The City of Richmond must call on its whole community to engage, participate, and take ownership of collective preparedness and resiliency efforts.

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CONCEPT OF OPERATIONS (CONOPS)

ORGANIZATION

When an emergency occurs within the City, the on-scene response is led by the Incident Commander (IC) and first responders in the field and supported by the EOC. In major disasters, the response phase includes the assembly and allocation of all needed resources. Over time, Richmond may need to support recovery actions at the same time as the response. Recovery information can be found in **Annex D: Recovery.**

COORDINATION

The City of Richmond Emergency Management is responsible for coordinating overall emergency activities in the City, including core management, and administrative functions in support of emergency operations.

PRIORITIES

- Provide effective life safety measures, reduce property loss, and protect the environment;
- Provide for the rapid resumption of Richmond's services;
- Provide inclusive emergency policies that ensure persons with disabilities or other functional and access needs, including language barriers, can evacuate, use emergency transportation, stay in shelters and participate in emergency and disaster-related programs together with service animals;
- Provide documentation and records required for cost recovery efforts.

EOC OPERATIONS AND MANAGEMENT

The Coordinator of Emergency Management maintains the control and authority for the overall management of the Emergency Operations Center (EOC) reporting directly to the Deputy Director of Emergency Management or their designee. The supporting EOC staff is comprised of OEM personnel, designated departments (will perform emergency activities as closely related as possible to those they perform routinely), Virginia Voluntary Organizations Active in Disaster (VAVOAD), and designated private sector entities. The City of Richmond recognizes there may be instances that require additional temporary staff and/or personnel to assist in other areas as required to meet the needs of the emergency operation.

The EOC can be activated both virtually and physically on-site and partially or fully activated depending on the size, scope, and severity of the incident. The City's Emergency Operations Center (EOC) is located at 101 E. Franklin Street, Richmond, VA 23219. For virtual activations, a teleconference line, temporary facility, or mobile command vehicle may be used to coordinate activities. It is unlikely that all non-routine emergency situations will require a full activation of the EOC. Most emergency incidents will be handled with a graduated response based on the extent, size, duration and/or complexity of the event through established City protocols. If the emergency escalates beyond the City's capabilities, additional measures may be implemented.

Situations that may warrant activation of the City of Richmond EOC include, but are not limited to, the following:

- Upon request of an Incident Commander when emergency operations exceed the City's capabilities.
- When requested by partner agency leadership or to support emergencies that are being managed by their agency or organization.
- To coordinate City efforts in support of emergency response or disaster recovery operations in other jurisdictions to include the following:
  - When requested by a jurisdiction adjacent to the City of Richmond to activate the EOC to support an emergency occurring in or affecting their jurisdiction.
  - When requested by the Governor or their designee that the City of Richmond EOC be activated to support emergency events occurring with the Commonwealth.
- When the City of Richmond is confronted with the imminent impact of a significant disaster.
- Prior to, and for the duration of, a significant or highly controversial public event occurring within the City of Richmond.
- Upon request of the City of Richmond Emergency Management.

LOCAL DECLARATION OF EMERGENCY

When an emergency has caused severe damage, injury, or loss of life or it appears likely to do so, the City Council and Director of Emergency Management are the constituted legal authority for approving Emergency Operations Plans and declaring a local emergency. The local declaration of emergency activates the Emergency Operations Plan and authorizes the provision of aid and assistance thereunder.

Note: A Disaster Declaration may be made before or after an EOC activation.

It should be declared when a coordinated response among several local agencies/organizations must be directed or when it becomes necessary to incur substantial financial obligations to protect the health and safety of persons and property or aid the victims of a disaster.

A local emergency may be declared by the 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/her 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 45 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.

Local emergency means the condition declared by the local governing body when in its judgment the threat or actual occurrence of an emergency or disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby, provided, however, that a local emergency arising wholly or substantially out of a resource shortage may be declared only by the Governor, upon petition of the local governing body, when he deems the threat or actual occurrence of such an emergency or disaster to be of sufficient severity

and magnitude to warrant coordinated local government action to prevent or alleviate the damage, loss, hardship, or suffering threatened or caused thereby, and provided, however, nothing stated shall be construed as prohibiting a local governing body from the prudent management of its water supply to prevent or manage a water shortage.

The Emergency Management Coordinator will notify the Virginia Department of Emergency Management (VDEM) immediately upon the local declaration of emergency. Daily situation reports are also required. All appropriate locally available forces and resources will be fully committed before requesting assistance from the State. All disaster-related expenditures must be documented to be eligible for post-disaster reimbursement should a federal disaster be declared.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The City of Richmond Director of Emergency Management (Mayor), or their designee, will direct the City of Richmond emergency management coordination. In this role, the City of Richmond Director of Emergency Management provides overall management and policy direction of prevention, preparedness, mitigation, response, and recovery operations.

In the event of an actual or impending emergency event, the City of Richmond Director of Emergency Management has the authority to declare an emergency and direct all EOC activity and designate resources to support the event.

ORGANIZATION

The City's organizational structure to manage the EOC's response activities will include Richmond's portfolios. To enhance the ability to interface with the emergency response agencies that routinely use ICS, the portfolio organization is functionally based and aligns with the traditional Finance, Logistics, Operations, and Planning ICS sections.

POSITION TYPES

The EOC organizational structure consists of:

- **EM Director–** Oversees all EOC activities, sets EOC objectives, establishes battle rhythm, and coordinates with the Policy Group (PG).
- **Command Staff–** Includes Emergency Management Deputy Director, External Affairs, Emergency Management Coordinator, Policy Group. Command Staff positions report directly to the EM Director.
- **General Staff–** EOC General Staff includes representation from the City's four portfolios (Operations, Human Services, Economics, and Finance), Public Safety Group, and Emergency Management. Under each portfolio, operational responsibilities are divided into functional groups and areas, as illustrated in **Attachment 2** of this annex.

DIRECTION, CONTROL, AND COORDINATION

The Richmond Emergency Operations Center (EOC) shall serve as the central location for support of response activities unless otherwise announced.

The Richmond Director of Emergency Management or their designee will develop the criteria for response coordination and the development of appropriate procedures for staffing and operating the EOC consistent with plans to continue operations. For additional information, see the *City of Richmond Emergency Operations Plan (EOP)*.

DIRECTION OF RESPONSE

The EOC supports the City's response activities to address the short-term effects of an incident. These activities include the immediate needs to preserve life, property, and the environment, meet basic human needs, and maintain Richmond's economic structure.

Maintaining situational awareness and a common operating picture is key to the EOC's ability to assess the situation as it unfolds. Prompt and accurate information from the field using designated communication channels (radio, WebEOC, telephone, etc.) will help the EOC provide accurate and accessible information to decision-makers.

AUTHORITY TO TERMINATE ACTIONS AND EOC DEACTIVATION

As the City of Richmond's emergency response operations are completed or recovery operations no longer require intensive coordination, the Emergency Management (EM) Coordinator in coordination with the PG may consider deactivation of the City EOC.

There is no definitive point after the emergency occurs where the response phase ends, and the recovery phase begins. In general, most recovery and mitigation efforts occur after the deactivation of the EOC, when City departments return to normal operations. Many long-term recovery programs will be integrated into the day-to-day project activities of the departments, rather than be managed from the EOC. This decision will consider the following:

- The need for continuing coordination of City of Richmond responsibilities and decision-making as response operations are completed and the City of Richmond transitions to disaster recovery operations;
- The continued operation of the City of Richmond Command Posts or continued field activities;
- The continued activation of the City of Richmond EOC and/or EOCs of adjacent localities, as well as potential need for City of Richmond support to operations outside of the Jurisdiction; and,
- The capabilities of City departments to effectively conduct remaining operations from their normal offices or other places of operations.

Upon deactivation, the EM Coordinator will:

- Notify the City of Richmond Emergency Management Director or their designee, along with VDEM, of the deactivation;
- Notify all City departments and members of the PG of the deactivation;
- Notify any other organizations or agencies conducting operations within the City of Richmond of the deactivation;

- Continue coordination efforts with Finance to ensure all financial data relating to the event is accounted for, recorded, and maintained.
- Work with External Affairs/Richmond PIO to issue public information and/or a media release explaining the City's ongoing actions for the event.
- If necessary, identify the disaster recovery facilities that will be activated and the Recovery operations that will be implemented

INCIDENT ACTION PLANNING

OVERVIEW

The Planning "P" is a guide to the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, and preparing for the Tactics Meeting (tactics information about the incident situation and the resources allocated to the incident.

INITIAL RESPONSE

Planning begins with a thorough size-up that provides information needed to make initial management decisions. This planning element provides City leadership with information about the incident situation and the resources allocated to the incident.

THE START OF EACH PLANNING CYCLE

IC/UC Objectives Meeting: The on-scene Incident Command/Unified Command establishes incident objectives and coordinates with the EOC through the entire course of the incident. For complex incidents, it may take more than one operational period to accomplish the incident objectives.

The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is essential that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.

Command and General Staff Meeting: The Incident Command/Unified Command may meet with the Command and General Staff to gather input or to provide immediate direction that cannot wait until the planning process is completed. This meeting occurs as needed and should be as brief as possible.
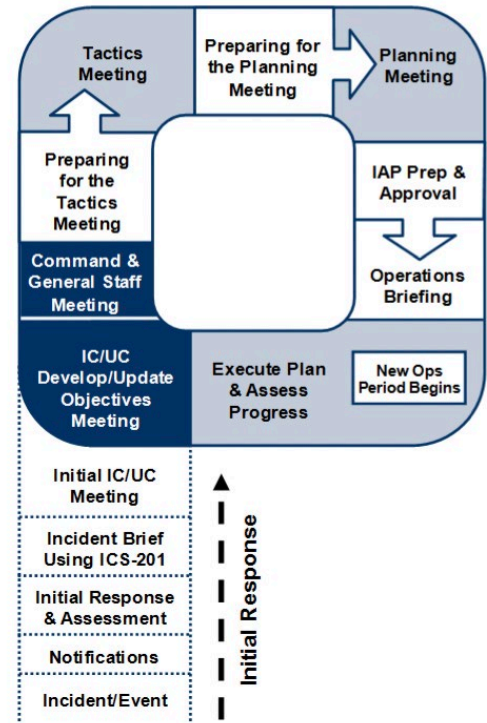
PREPARING FOR AND CONDUCTING THE TACTICS MEETING

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section. This includes the following:

- Determine how the selected strategy will be accomplished to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategies).

The Operations Section will lead the Tactics Meeting. Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and the number of resources available and needed to achieve the tactical operations desired for the operational period. If the required tactical resources will not be available, then an adjustment should be made to the tactical assignments being planned for the Operational Period. Tactical resource availability and other needed support must be determined prior to investing a great deal of time working on strategies and tactical operations that realistically cannot be achieved.
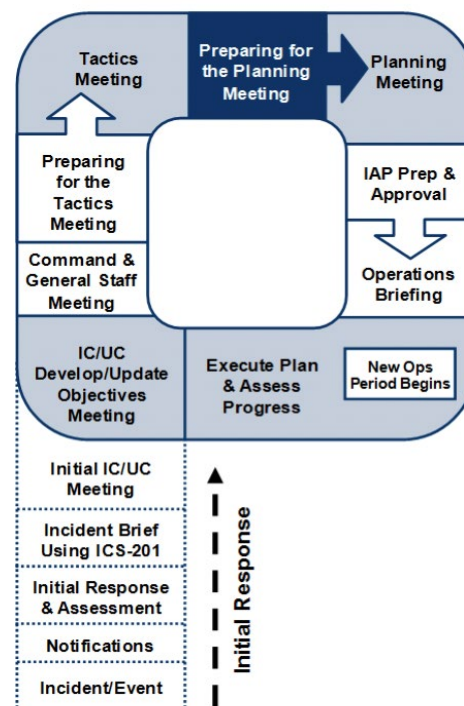
PREPARING FOR THE PLANNING MEETING

Following the Tactics Meeting, preparations are made for the Planning Meeting, to include the following actions:

- Review the operational planning objectives developed in the Tactics Meeting.
- Review the Incident Safety Analysis (prepared by the on-scene Safety Officer), based on the information identified in the Tactics Meeting.
- Assess the current operation's effectiveness and resource efficiency.
- Gather information to support incident management decisions.

PLANNING MEETING

The Planning Meeting provides the opportunity for leadership to review and validate the operational plan as proposed by the Operations Section. Additional personnel may attend at the request of the Planning Section. The Planning Section conducts the Planning Meeting following a fixed agenda.

The Operations Section delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section will have to work with other sections to coordinate logistics components.

At the conclusion of the meeting, the Planning Section Staff will indicate when all elements of the plan and support documents are required to be submitted so the plan can be collated, duplicated, and made ready for the Operational Period Briefing.

IAP PREPARATION AND APPROVAL

The next step in the Incident Action Planning Process is plan preparation and approval. The written plan is comprised of information and supporting documents that convey the Incident Commander's intent and the Operations Section direction for the accomplishment of the plan for that Operational Period.

For simple incidents of short duration, the Incident Action Plan (IAP) may be developed through WebEOC capabilities and communicated in a verbal briefing. The planning associated with this level of complexity does not demand the formal planning meeting process, as highlighted above.

Certain conditions may result in the need for the City to engage a more formal process. A written IAP should be considered whenever:

- Two or more jurisdictions are involved in the response.
- The incident continues into the next Operational Period.
- Several ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A Hazmat incident is involved.
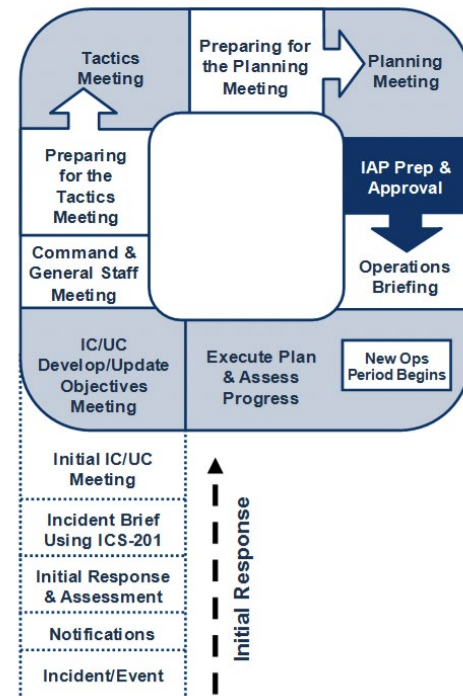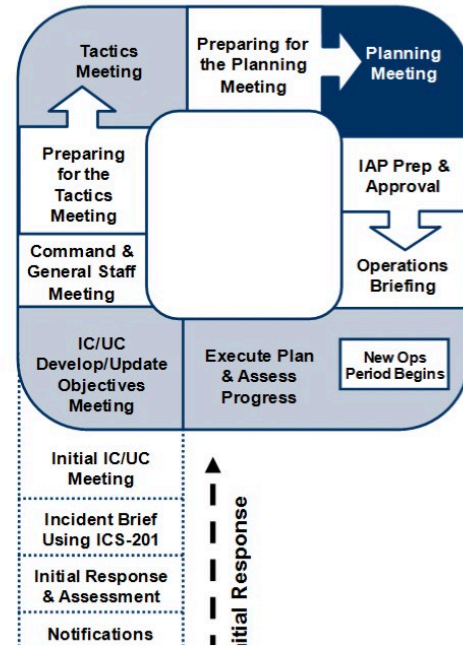
OPERATIONS BRIEFING

The Operations Period Briefing may be referred to as the Operational Briefing or the Shift Briefing. This briefing is conducted at the beginning of each Operational Period and presents the Incident Action Plan to supervisors of tactical resources.

Following the Operations Period Briefing supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.

EXECUTE PLAN AND ASSESS PROGRESS

The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for the implementation of the plan for the specific Operational Period.

The plan is evaluated at various stages in its development and implementation. The Operations Section may make the appropriate adjustments during the Operational Period to ensure that the objectives are met, and effectiveness is assured.
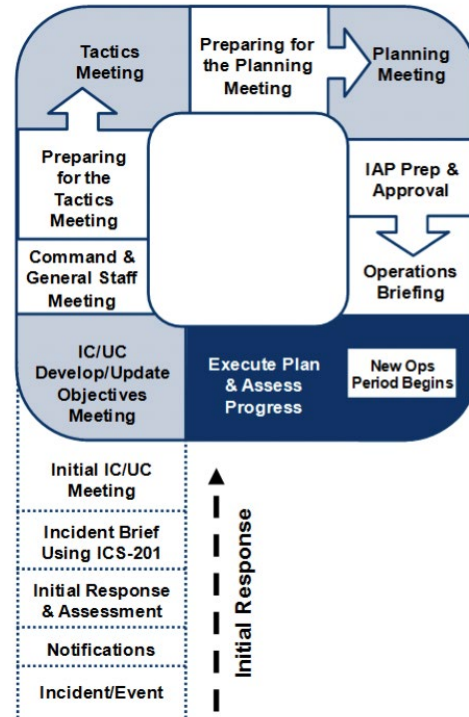
INFORMATION COLLECTION AND DISSEMINATION

ESSENTIAL ELEMENTS OF INFORMATION (EEI)

During an incident, information collection is vital. Personnel working in the EOC should focus on Essential Elements of Information such as:

- Information on lifesaving needs, including evacuation and search and rescue.
- Information on critical infrastructure, including determining the status of transportation, utilities, communication systems, and fuel and water supplies.
- Information on critical facilities.
- Information on the risk of damage to Richmond.
- Information on the number of individuals and businesses that have been displaced because of the event and the estimated extent of the damage.

INFORMATION SHARING AND DISSEMINATION

The EOC will serve as the central information gathering and dissemination center and will serve as the link between the EOC and the State. As information is received, the Planning Section is responsible for collecting, evaluating, and disseminating information. If damage assessments are being completed in response to an incident, information will be fed back into the EOC for review. Once reviewed, this information may be sent on to the Virginia EOC.

Situation reports will be provided to the Virginia EOC at the end of every operational period, which is established or modified based on operational needs. Situation reports may include information on:

- Weather report;
- EOC Activation status;
- Emergency orders;
- Roads/bridges status;
- Damage reports; and
- Assistance requested.

RESOURCE REQUESTS

During normal operations, it is the responsibility of each EOC section and portfolio to develop and maintain their comprehensive resource inventory list to manage resource commitment, mobilization, and deployment. When the EOC has activated, all resources from EOC sections and portfolios will be coordinated through the EOC, to manage the situation effectively and efficiently.

Each portfolio that responds to the EOC should bring a resource inventory that includes:

- Available personnel;
- Available equipment;
- Automobiles with public address systems;
- Applicable cars, vans, buses, trucks, ambulances, and other transportation equipment; and
- Any other supplies or equipment that may be useful.

As resources are assigned to support the emergency, they will be tracked in WebEOC and by the Planning Section. Records of resources that have been deployed to support the incident will be maintained throughout the incident. In some cases, resources will need to be prioritized. Some considerations when prioritizing resources include:

- Overarching priorities of the incident response;
- Priorities for that operational period; and
- Input from the field.

If Richmond has depleted or needs resources not in inventory, requests will be initiated, tracked, and processed through WebEOC to the Virginia Department of Emergency Management (VDEM)

BRIEFINGS AND MEETINGS

INCIDENT BRIEFING/EOC BRIEFING AND INITIAL COMMAND MEETING

The Incident Briefing marks the transition of incident response from reactive management to a proactive phase. During this meeting, the EM coordinator will brief any on-coming or transitioning staff about current response actions, resources on order, and/or a current situational assessment. The EOC leadership meetings allow the on-coming and out-going leadership of the key response elements to brief each other on the incident parameters known at that time.

INCIDENT ACTION PLAN

Incident action planning ensures that everyone is working in concert towards the same goals set for that operational period by providing all incident supervisory personnel with direction for actions to be taken during the operational period identified in the plan. In the City of Richmond, this planning process is conducted through traditional means and WebEOC.

The formal IAP should include at least the following information:

- Overall incident objectives and priorities;
- Primary strategies for achieving objectives (with alternatives listed);
- General tactics for selected strategies;
- Types and quantities of resources assigned;
- Tactical organization (organized geographically or functionally);
- Organization List/Chart;
- Assignment List;
- Communications Plan;
- Logistics Plan (by EOC section or portfolio);
- Safety Message from on-scene Safety Officer; and
- Supporting documentation: Maps of the impacted areas, a timeline of events, timeline of meetings, traffic plans, and weather reports.

PUBLIC INFORMATION/JOINT INFORMATION CENTER

Having an informed community is key to making Richmond more resilient. Public awareness and education prior to an incident are crucial to successful public information during an event. The City will take steps to ensure information incorporates Richmond's diverse population, is inclusive, equitable, and available for the access and functional needs (AFN) residents to include those who may not be English-speaking or may require additional assistance such as Braille or a sign language interpreter.

During EOC operations, the Public Information Officer (PIO) will ensure that the community is provided timely and accurate information concerning the event to alleviate fears and concerns, control rumors and prepare staff, residents, vendors/businesses, and visitors for any necessary protective actions. This messaging should include media forms, social media, internet, and the community notification telephone system. Particular attention should be given to special needs populations, elderly, and non-English speaking residents.

During EOC operations, the designated PIO will provide emergency information to the media through periodic contacts and/or scheduled briefing. All public information releases will be prepared by the PIO, verified by the EOC command staff, and approved by the Incident Commander before being released to the media.

The issuance of emergency-related public information statements when the EOC is not activated will be handled as follows:

- For disasters that impact relatively small areas, the on-scene authority will issue these statements.
- For emergencies involving releases of hazardous substances, public information announcement responsibilities rest with the appropriate responding authorities.

RUMOR CONTROL

As the disaster conditions warrant, rumor control number(s) and media contact number(s) will be designated specifically for that disaster. Rumor inquiries from the public and media will be directed to the PIO for clarification, correction, and any other actions necessary to mitigate future or continued rumor development or spread.

JOINT INFORMATION CENTER

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

In addition to the Joint information System (JIS) and JIC, additional information pertaining to public awareness and media may be requested/sent to and from multiple disaster sites. Information may be obtained through the following resources:

- Cable channels and/or satellite uplink operations;
- Special publications, radio feeds, special projects (i.e., teleconferencing); and
- Interagency photo and video documentation (utilized as shared resources with agencies of government, and the media).

Information-gathering and delivery sources will be evaluated based on need, and procedures to acquire and use any or all sources, used as applicable and necessary.

COMMUNICATIONS

Communications and information management systems are an integral part of Emergency Management. The EOC is a central coordinating point, providing an efficient means of receiving requests for emergency response services and resources.

As the scope or impact of a potential or actual disaster/emergency change, these communication resources shall be integrated into the total emergency management communications system.

NOTIFICATION AND WARNING

Timely, detailed, and accurate information is critical for an effective response to an emergency. Any news of an actual or potential disaster - even an anonymous call – is ordinarily sufficient to initiate a response. Notification of all disasters affecting the City will be directed to the Office of Emergency Management. The office receiving notification of a disaster or emergency should immediately notify the Office of Emergency Management.

If the threat is credible or an incident has occurred, the Director of Emergency Management or their designee will call together the Policy Group (PG) as deemed necessary to handle the incident and will brief them on the situation. The Director of Emergency Management or their designee will activate this plan and/or order such steps to be taken as may be appropriate for the situation. Following the briefing, everyone involved will review their responsibilities outlined in this Emergency Operations Plan (EOP) and their respective annexes. City departments will brief their personnel on their responsibilities and then make preparations for the mobilization.

NON-EMERGENCY EXTERNAL COMMUNICATIONS

The ongoing day-to-day educational program to increase public awareness concerning possible hazards and proper response to the same is accomplished by fulfilling requests from the public for prepared, printed booklets and pamphlets, digital information available online, social media outlets, by referring inquiries to the appropriate agency, and/or by conducting educational presentations.

EOC COMMUNICATIONS

Communications from the EOC to field and response teams will be accomplished by established message procedures, radio, and/or telephone contact with the appropriate agency. Response teams not dispatched will maintain their communication network for receiving instructions from and providing status reports to the EOC. Richmond's EOC to VEOC communications will be accomplished by telephone, cell phone, WebEOC, fax, and email. An event log (WebEOC Significant Events Board) should be kept by those assigned to the EOC, recording the date, time, and status of all messages.

ADMINISTRATION AND FINANCE

EXPENDITURES

The Service Code generated by Finance will be used for cost tracking and for documentation necessary for possible reimbursements. The following should be retained by individual departments and agencies for potential reimbursements:

1. Record, report preparation and retention.

2. Communications needs and systems.

3. Accounting and reimbursement procedures.

4. Training requirements.

5. Agreements of understanding with private organizations.

6. Mutual aid agreements with neighboring jurisdictions.

DOCUMENTATION AND RECORDS RETENTION

When the EOC is activated, the distribution, reporting, and retention of all data will be through WebEOC. It will be the primary collection point for all data to, from, and through responding departments.

Table 3 below lists the essential records and reports before, during, and after an emergency:

Reports	Records	Responsibility	Frequency of Reporting	File Depository
Expenditures and obligations of response		Emergency Response Teams	Daily during emergency	EOC
Daily situation, resource consumption		EOC, Emergency Response Teams	Daily during emergency	EOC
	Mutual Aid Agreements	City Departments	At expiration or change	EOC
	Database of available resources	City Departments	As needed	EOC

ANNEX DEVELOPMENT AND MAINTENANCE

The Richmond Office of Emergency Management is responsible for the overall development and maintenance of the Response Annex. The Director of Emergency Management, or their designee, will ensure the annex is reviewed and updated. It should be updated with minor changes based on lessons learned following an actual or threatened emergency or exercise.

The Response Annex should be reviewed annually in conjunction with the EOP to correct any deficiencies identified through actual emergency response operations, drills, exercises, and to reflect any changes in the City's organizational structure, technological protocols or resources,, etc. Annex updates will be documented on **Attachment 3: Proposed Change to Response Annex Form.**

ATTACHMENT 1: PORTFOLIO-BASED FUNCTION CHECKLISTS

ROLES AND RESPONSIBILITIES

During an emergency, each department and agency has responsibilities within Richmond's response and recovery efforts. To help ensure the most effective use of the City's services and functions during response operations, functional roles and responsibilities are distributed across the City's response framework. The following pages list each Richmond portfolio and group with their corresponding functions and actions provided in checklist form. These checklists have been developed as separate pages to be printed as job-action sheets for response personnel.

OPERATIONS SECTION – PUBLIC SAFETY GROUP (FIRE OPERATIONS)

Functional Component	Actions
Richmond Fire and Emergency Services	**Fire and Emergency Services Checklist** ☐ Conduct last minute checks in-station preparations, ensuring all personnel are familiar with the on-site disaster plan. ☐ Suspended routine administrative operations so all personnel can be assigned to emergency roles. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Coordinate activities with other key infrastructure response departments. ☐ Prioritization and staffing of ancillary equipment. ☐ Determine if the normal response matrix needs to be altered based on the type of event,. ☐ Assign additional staff and resources as needed. ☐ Support damage and needs assessment. ☐ Assist the EOC in obtaining appropriate resources to restore services. **Search and Rescue Checklist** ☐ Alert personnel and facilities, as required. ☐ Review and update plans and procedures. ☐ Alert personnel to stand- by status. ☐ Check rescue and communications equipment. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Follow established procedures in providing rescue services, emergency medical treatment and pre-hospital care to the injured. ☐ Continue to assist with warning and alerting, evacuation, communications as well as any other emergency response operations, as required.

Richmond Fire and Emergency Services (cont'd.)	**Oil and Hazardous Materials Checklist** ☐ Alert personnel and facilities, as required. ☐ Review and update plans and procedures. ☐ Alert personnel to stand- by status. ☐ Check rescue and communications equipment. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Follow established procedures in providing HAZMAT response. ☐ Continue to assist with warning and alerting, evacuation, communications as well as any other emergency response operations, as required. ☐ Assist with providing protective action guidance.

OPERATIONS SECTION – PUBLIC SAFETY GROUP (LAW ENFORCEMENT AND SECURITY)

Functional Component	Actions
Law Enforcement and Security Checklist	☐ Alert personnel and facilities, as required. ☐ Test primary communications systems and arrange for alternate systems, if necessary. ☐ Implement evacuation procedures for the threatened areas, if necessary. ☐ Provide traffic and crowd control, as required. ☐ Implement necessary security. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Dispatch teams to the disaster areas as needed and as requested by the EOC. ☐ Maintain communications and operational control. ☐ Secure sites as necessary or required. ☐ Assist with search and rescue operations, as needed. ☐ Implement mutual aid agreements, if necessary. ☐ Provide traffic and crowd control. ☐ Assist with providing protective action guidance.

OPERATIONS SECTION – OPERATIONS PORTFOLIO (PUBLIC WORKS)

Functional Component	Actions
Public Works Checklist	☐ Assemble teams and prepare for deployment. ☐ Procure needed supplies and arrange for logistics support. ☐ Designate potential staging areas. ☐ Encourage mitigation efforts such as the movement of essential equipment to high ground and the sandbagging of Public Works facilities. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Dispatch teams to the disaster area as needed and as requested by the EOC. ☐ Maintain communications and operational control. ☐ Review recovery procedures and resources listings and update as needed. ☐ Analyze needs assessment and Initial Damage Assessment to determine the extent of damage to public works facilities and equipment. ☐ Clear debris from primary roads and other essential facilities. ☐ Coordinate with state and federal officials to provide additional manpower and equipment as needed to bring essential public works facilities back online.

OPERATIONS SECTION – OPERATIONS PORTFOLIO (PUBLIC UTILITIES)

Functional Component	Actions
Public Utilities Checklist	☐ Assemble teams and prepare for deployment.
	☐ Procure needed supplies and arrange for logistical support and designate potential staging areas.
	☐ Encourage mitigation efforts such as the movement of essential equipment to high ground and the sandbagging of public utility facilities.
	☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event.
	☐ Dispatch teams to the disaster area as needed and as requested by the EOC.
	☐ Maintain communications and operational control.
	☐ Modify traffic patterns along evacuation routes and impacted areas.
	☐ Provide directional signs on roadways as needed.
	☐ Analyze Needs Assessment and Initial Damage Assessment to determine the extent of damage to transportation infrastructure and equipment.
	☐ Clear debris from primary roads and evacuation routes.
	☐ Coordinate with state and federal officials to provide additional manpower and equipment.

OPERATIONS SECTION – PUBLIC SAFETY GROUP (PUBLIC HEALTH AND MEDICAL SERVICES)

Functional Component	Actions
Public Health and Medical Services Checklist	☐ Alert Personnel. ☐ Implement mutual aid agreement, if necessary. ☐ Aid in the development of the Incident Action Plan by providing timely information. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Coordinate medical, health and emergency medical services with the EOC. ☐ Obtain crisis augmentation of health/medical personnel and supplies as needed. ☐ Assist the EOC in obtaining appropriate resources to store services. ☐ Provide health services such as testing food and controlling communicable diseases, as required.

OPERATIONS SECTION – OPERATIONS PORTFOLIO (ANIMAL CARE AND CONTROL)

Functional Component	Actions
Animal Care and Control Checklist	☐ Implement animal care and control plans, policies, and procedures
	☐ Provide on-the-spot training as necessary on task-appropriate plans, policies, and procedures
	☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event.
	☐ Provide adequate support in a timely manner for animal response. Report any shortfalls and request needed assistance or supplies.
	☐ Implement mutual aid agreements, contracts, and the listing of potential resource providers to fill resource needs for emergency operations.
	☐ Maintain effective communications with EOC, other shelters, and field personnel.
	☐ Ensure appropriate recordkeeping such that federal or state disaster assistance can be sought for reimbursement of disaster related expenditures.
	☐ Initiate search, rescue, and transport of animals to shelters.
	☐ Receive and care for animals.
	☐ Provide documentation of injuries and deaths of animals.
	☐ Provide food, water, and waste disposal at the shelter(s).

OPERATIONS SECTION – PUBLIC SAFETY GROUP (EMERGENCY COMMUNICATIONS)

Functional Component	Actions
Emergency Communications Checklist	☐ Procure needed supplies and arrange for logistical support. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Assign additional staff and resources as needed. ☐ Support damage and needs assessment. ☐ Provide technical advice and resource coordination.

OPERATIONS SECTION – HUMAN SERVICES PORTFOLIO (SHELTERING AND MASS CARE)

Functional Component	Actions
Sheltering and Mass Care Department Checklist	☐ Activate the shelter or activate agreement for other lodging, as required ☐ Coordinate mass transportation, as required. ☐ Receive and care for evacuees/displaced persons. ☐ Register and maintain accurate records on their status ☐ Provide mass feeding, as required. ☐ Provide status reports to the EOC. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Continue to receive and care for displaced persons until reentry to the impacted area(s) is granted.

OPERATIONS SECTION – HUMAN SERVICES PORTFOLIO (DONATIONS MANAGEMENT)

Functional Component	Actions
Donations Management Checklist (External Partners)	☐ Identify potential sites/facilities to manage donated goods and services being channeled into the disaster area. ☐ Establish a donations and volunteer coordination center, to receive donated goods and receive cash donations. ☐ Establish a liaison with media outlets and other stakeholders to provide information about volunteers and donations. ☐ Compile and submit totals for disaster-related expenses.

OPERATIONS SECTION – HUMAN SERVICES PORTFOLIO (VOLUNTEER/RECEPTION MANAGEMENT)

Functional Component	Actions
Volunteer/Reception Management Checklist (External Partners)	☐ Develop procedures and implementing instructions to establish and manage volunteers. ☐ Develop plans, policies, and implementing instructions for managing volunteers and performing non-medical tasks. ☐ Develop plans, policies, and implementing instructions for managing volunteers for medical tasks. ☐ Develop just-in-time training program for volunteers to perform required tasks. ☐ Develop a critical resources list and procedures for acquisition in time of crisis. ☐ Develop plans, policies, and implementing instructions for managing services, money, and equipment. ☐ Develop procedures for recruiting, registering, and utilizing auxiliary manpower. ☐ Review and activate State and local plans for unsolicited donations and unaffiliated volunteers ☐ Assign volunteers to tasks that best utilize their skills. ☐ Assign the tasks of coordinating auxiliary manpower and material resources ☐ Develop and implement a process for the expeditious transport of resources into secured areas. ☐ Coordinate the use of assigned Virginia Volunteer Organizations Active in Disasters (VAVOAD). ☐ Assist in the coordination and development of a Community Relations Plan for ensuring continued communications with citizens, other neighboring localities, and private industry leaders. ☐ Disseminate guidance for the public regarding appropriate volunteer activities. ☐ Compile and submit totals for disaster-related expenses.

PLANNING SECTION – ECONOMICS PORTFOLIO AND OFFICE OF EMERGENCY MANAGEMENT (RECOVERY)

Functional Component	Actions
Recovery Planning Checklist	☐ Alert key personnel and ensure that all members of the recovery organization are aware of their roles and responsibilities. ☐ Anticipate initial requirements based on hazard analysis, historical data and forecasted intelligence. ☐ Begin notification to damage assessment personnel. ☐ Assign additional staff and resources as needed. ☐ Begin gathering information necessary to assess the City's impacts. ☐ Attend all incident briefings and meetings. ☐ Establish overarching recovery objectives. ☐ Begin to develop recovery strategies based upon recovery objectives. ☐ Incorporate critical mitigation, resilience, sustainability, and accessibility building measures into the recovery planning efforts. ☐ Ensure that planning efforts are inclusive of all people across Richmond's diverse demographic makeup, including those with access and functional needs. ☐ Facilitate the development and execution of recovery goals. ☐ Identify and coordinate additional resources necessary for recovery. ☐ Coordinate with the PIO to ensure the public is informed of the recovery process and the process remains transparent.

PLANNING SECTION – ECONOMICS PORTFOLIO AND OFFICE OF EMERGENCY MANAGEMENT (EMERGENCY MANAGEMENT)

Functional Component	Actions
Emergency Management Checklist	☐ Alert Key personnel.
	☐ Brief the Director of Emergency Management or their designee.
	☐ Make recommendation to Director of Emergency Management or Designee to activate the EOC.
	☐ Staff the EOC as required.
	☐ Conduct a meeting of department heads or designated department representatives.
	☐ Review actions already taken and expedite those necessary to conduct in-the-field mitigation and preparedness activities.
	☐ If appropriate, coordinate and disseminate emergency information and protective action guidance to the public.
	☐ Establish and maintain communication with the VEOC and neighboring jurisdictions.
	☐ If situation warrants, coordinate the local emergency declaration.
	☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event.
	☐ Direct and coordinate Emergency Operations Center activities.
	☐ Provide situational awareness to the Director of Emergency Management or their designee.
	☐ Provide situation reports and requests for assistance to the VEOC as the situation requires.
	☐ Ensure that an accurate record of expenses and assisting resources is maintained.
	☐ As appropriate, ensure that an initial damage assessment is completed and forwarded to the VEOC within the established timeline.

LOGISTICS SECTION (LOGISTICS)

Functional Component	Actions
Logistics Checklist	☐ Gather information necessary to assess incident assignment and determine immediate needs and actions. ☐ Attend all applicable briefings and obtain incident information and incident guidelines/policies. ☐ Collect information from the outgoing Logistics Section Chief prior to turnover. ☐ Plan and activate sections and units that need to be activated. ☐ Determine logistics section current capabilities and limitations (i.e., ordering timeline, available equipment, resources on hand, facilities capabilities, etc.). ☐ Interact and coordinate with all EOC leadership. ☐ Coordinate with EOC sections and provide a list of excess personnel, equipment, and other resources. ☐ Participate in the preparation of the Incident Action Plan. ☐ Assist in development, approval, and implementation of the Demobilization Plan and/or Transition Plan. ☐ Act as the authorized representative for emergency contracts.

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO (FINANCE)

Functional Component	Actions
Finance Checklist	☐ Transition operations to the Emergency Operations Center (EOC). ☐ Provide contact information for 24 hour operations. ☐ Begin tracking all disaster-related expenditures and continue to do so for the duration of the event. ☐ Provide emergency procurement support as requested. ☐ Assign additional staff and resources as needed. ☐ All agencies should exhaust their own channels of support.

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO (PROCUREMENT)

Functional Component	Actions
Procurement Checklist	☐ Implement mutual aid agreements, if necessary. ☐ Aid in the development of the Incident Action Plan by providing timely information. ☐ Using WebEOC, begin tracking all disaster-related actions and expenditures and continue to do so for the duration of the event. ☐ Coordinate medical, health and emergency medical services with the EOC. ☐ Coordinate the addition of necessary personnel for response and recovery operations augmentation of health/medical personnel and supplies as needed. ☐ Assist the EOC in obtaining appropriate resources to respond effectively and restore services (if needed).

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO (INFORMATION TECHNOLOGY)

Functional Component	Actions
Information Technology Checklist	☐ Procure or obtain needed technology supplies. ☐ Using WebEOC, begin tracking all disaster-related technology actions and expenditures and continue to do so for the duration of the event. ☐ Assign additional IT staff and resources as needed. ☐ Provide technical advice, support and resource coordination. ☐ Assist the EOC in obtaining appropriate resources to restore services.

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO (RISK MANAGEMENT)

Functional Component	Actions
Risk Management Checklist	☐ Review incident needs and any special procedures as needed.
	☐ Determine the need for Compensation-for-injury and Claims Specialists and order personnel as needed.
	☐ Establish a Compensation-for-injury work area.
	☐ Review procedures for handling claims.
	☐ Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
	☐ Ensure that all Compensation-for-Injury and Claims logs and forms are complete and routed appropriately for post-incident processing prior to demobilization.

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO (HUMAN RESOURCES)

Functional Component	Actions
Human Resources Checklist	☐ Provide worker crisis counseling and mental health and substance abuse behavioral health support. ☐ When notified of an emergency, report to the EOC. ☐ As directed; recruit and hire personnel to meet emergency staffing needs. ☐ Identify by position what staff will be required to perform the resource management function, regardless of the nature or scope of the emergency. ☐ Estimate, based on the kinds and number of facilities that would be activated, maximum number of personnel that would be needed to support the resource management function. A breakdown by facility would be useful. ☐ Indicate the means by which the City will meet a staffing shortfall in the resource management function, be it reassignment of jurisdictional personnel, aid from other jurisdictions, area volunteers, or use of the National Guard. ☐ Assist with volunteer unit for the needs of personnel. ☐ Maintain logs of incidents that happen to personnel while activated. ☐ Describe the processes to ensure response and recovery worker safety and health during incident response and recovery. ☐ Staff should verify that personnel on the ground are trained and up-to-date on all certifications. ☐ Coordinate with all branch managers to ensure all personnel are informed of resources available for them and their families. ☐ Coordinate with Portfolios to ensure personnel information is up to date.

ATTACHMENT 2: EOC ORGANIZATION
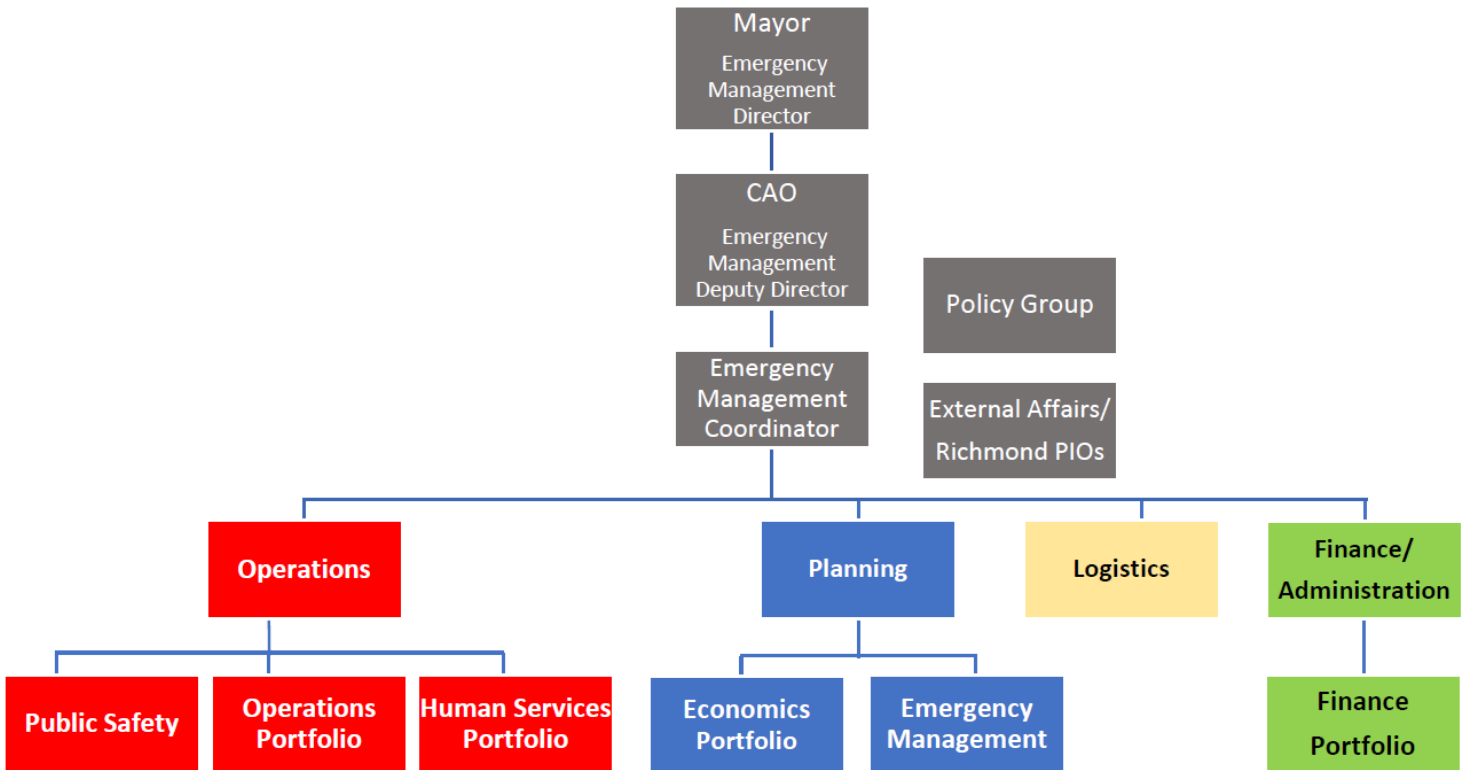
ATTACHMENT 3: CHANGE FORM

Instructions: This form is used to make a change to the Response Annex. Please complete the top portion of the form and email to the City of Richmond Office of Emergency Management.

RESPONSE ANNEX CHANGE FORM	Date:
Name:	**Department:**
Phone:	**Email:**

CHANGE REQUESTED	
Annex Page(s)	**Reason for Change:**
	Proposed Change Language:

CITY OF RICHMOND OFFICE OF EMEREGNCY MANAGEMENT USE	
Reviewed by:	**Change Approved? Yes** ☐ **No** ☐
Approved Change Language:	

☐ **Recorded in Record of Changes   Date:**   ☐ **Updated Annex Sent to Plan Holders**

ATTACHMENT 4: MEMORANDA OF UNDERSTANDING

This space has been provided to allow the attachment of any applicable the City of Richmond Memoranda of Understandings (MOUs).

**City of Richmond, VA
Emergency Operations Plan**

Annex D: Recovery

March 2022

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PLAN DOCUMENTATION

APPROVAL

This Recovery Annex is hereby approved and is effective immediately. This document, along with any referenced attachments, will be maintained, reviewed, and updated as defined within this document. Emergency management authority is delegated to the City of Richmond Emergency Management Coordinator or their designee to modify this plan as necessary to address operational or organizational changes, comply with municipal policy, or address mandates from the Commonwealth of Virginia or Federal government. All City Departments are hereby directed to follow this plan, its supporting plans, annexes, policies, and procedures.

_____   _____

Emergency Management Coordinator   Date
City of Richmond, VA

RECORD OF CHANGES

Change #	Page #	Section	Summary of Change	Change Made By	Date
1					
2					
3					

AUTHORITIES, ACRONYMS, AND DEFINITIONS

Legal authority to undertake the development of the Recovery Annex and subsequent actions in an emergency derives from the City of Richmond City Council.

RELATED AUTHORITIES

FEDERAL

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-388, as amended.

- The Disaster Mitigation Act of 2000, Public Law 106-390 (amendment to the Stafford Act).

- The Intelligence Reform and Terrorism Protection Act of 2004, Public Law 108-458, Section 7302.

- "Emergency Services and Assistance," Code of Federal Regulations, Title 44.

- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003.

- National Response Framework (NRF), Fourth Edition, October 2019.

- National Preparedness Goal, Second Edition, September 2015.

- National Incident Management System (NIMS), February 2008.

- National Disaster Recovery Framework (NDRF), September 2011.

- Presidential Policy Directive 8 (PPD 8), National Preparedness, March 30, 2011.

- Sandy Recovery Improvement Act (SRIA) of 2013

- Disaster Relief Appropriations Act, 2013

STATE/REGIONAL

- Richmond Regional Recovery Framework, Emergency Management Alliance of Central Virginia, January 27, 2019.

ACRONYMS

AAR	After Action Report
COOP	Continuity of Operations
DRC	Disaster Recovery Center
EOC	Emergency Operations Center
EM	Emergency Management
FAC	Family Assistance Center
FDRC	Federal Disaster Recovery Center
FEMA	Federal Emergency Management Agency
IA	Individual Assistance
IC	Incident Command/Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDA	Initial Damage Assessment
JPDA	Joint Preliminary Damage Assessment
LDRM	Local Disaster Recovery Manager
MOU/MOA	Memorandum of Understanding/Memorandum of Agreement
NDRF	National Disaster Recovery Framework
NGO	Non-Governmental Organizations
NIMS	National Incident Management System
OEM	City of Richmond Office of Emergency Management
PA	Public Assistance
PDA	Preliminary Damage Assessment
PNP	Private Non-Profit
PW	Project Worksheet(s)
SBA	Small Business Administration
SDRC	State Disaster Recovery Center
VAVOAD	Virginia Voluntary Organizations Active in Disaster
VDEM	Virginia Department of Emergency Management
VOAD	Voluntary Organizations Active in Disaster

DEFINITIONS

National Incident Management System: This system provides a flexible national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, mitigation, response, and recovery.

Preliminary Damage Assessment: A mechanism for determining the effect and ratio of damage and the resulting needs of the private and public sectors. The State uses information collected through preliminary damage assessment as a basis for a governor's emergency declaration.

Incident Action Planning (IAP): A written, or verbal plan designed to provide a terse and comprehensible method of capturing and disseminating the comprehensive incident: objectives, strategies, priorities, and tactics.

Local Disaster Recovery Manager (LDRM): The LDRM's function is to organize, coordinate, and advance recovery at the local level. LDRM's bring recovery management and administration experience, critical thinking habits, and resource development skills to recovery operations.

Disaster Recovery Centers: A readily accessible facility or mobile office where those impacted may acquire information and be referred to appropriate services.

Emergency Operation Center: A specified location that serves as a focal point for emergency communications, coordination, information, and decision-making.

Whole Community: Includes individuals and families, including those with access and functional needs, businesses, faith-based and community organizations, nonprofit groups, schools and academia, media outlets, and all levels of government to include state local, tribal, territorial, and federal partners.

TABLE OF CONTENTS

INTRODUCTION

BACKGROUND

The Richmond Director of Emergency Management (EM) or their designee manages the City's Emergency Management program. This Recovery Annex provides:

- Guidance on how to initiate recovery operations as soon as an event occurs within the City.

- A framework that will guide Richmond's recovery activities in emergencies or disasters.

- Guiding principles of Richmond and departmental cooperation to enhance recovery operations.

Each department should become familiar with this annex to ensure efficient and effective execution of emergency responsibilities. This document will continue to be evaluated, updated, and refined to meet the City's changing needs. The Director of Emergency Management, or their designee, will update and maintain this Plan. In addition, the Richmond Office of Emergency Management (OEM) will work with all city departments in continuing to enhance recovery operations. Richmond will carry out a recovery program involving short- and long-term efforts if disasters occur. Short-term operations seek to restore vital services and provide for the basic needs of the whole community. Long-term recovery focuses on restoring the City to its normal or "new normal" state.

The Federal government, under the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to individuals, businesses, government, and other public institutions. Examples of recovery programs include temporary housing, government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges. Each Richmond department should become familiar with this annex to ensure efficient and effective execution of emergency responsibilities.

PURPOSE

The purpose of the Recovery Annex is to provide a framework to effectively implement recovery strategies after an incident or disaster to restore normalcy, build resiliency, and protect the City of Richmond financially.

This Plan is consistent with the National Incident Management System (NIMS) and the National Disaster Recovery Framework (NDRF), and supports elements of the Regional Disaster Recovery Framework. The City is prepared to coordinate with state and federal agencies to facilitate individual assistance for our residential population, apply for federal aid (if available), or file insurance claims. Activities include ensuring accurate documentation during response activities to capture funding and recover financial expenditures to the greatest extent possible.

Richmond utilizes the Incident Command System (ICS) and the National Incident Management System (NIMS) to manage major special events, emergencies, and disasters.

SCOPE

The purpose of this annex is to address recovery from a disaster. A disaster is an incident that surpasses the City's ability to respond to or recover without additional assistance. This Recovery Annex will provide a framework for adapting Richmond's organizational structure and maximizing capabilities to recover from disasters faster and more efficiently.

RECOVERY PRIORITIES

The following **rank-ordered** priorities guide actions and investments by the City during recovery and restoration.

The priorities below are not specific to actual pieces of infrastructure, resource-allocation decisions, or policy development. Instead, it will help guide such real-world decisions in the wake of a disaster. Note that the priorities below are not *exclusive* of one another- they are designed to provide a comparative framework for the design and implementation of recovery programs; the direction of recovery actions; and allocation of limited resources:

1. Address life-safety concerns.
2. Provide for basic needs, including public safety/security, health, and social/human services' needs.
3. Protect property and maintain economic stability.
4. Respect personal liberties, provide legal protections, and safeguard the privacy of all residents.
5. Maintain standards of fairness, individual rights, and Richmond City's interests.
6. Support general well-being and address intangible social/personal impacts.
7. Protect and restore the City's resources

WHOLE COMMUNITY APPROACH

Effective emergency management outcomes depend on the engagement of the whole community. The four main fundamental community principles include:

- Understand and meet the actual needs of the City of Richmond.
- Engage and empower all parts of the City.
- Ensure that diversity, equity, and inclusion (DEI) apply to all aspects of planning; and
- Strengthen what works well within the City.

The City of Richmond must call on its whole community to engage, participate, and take ownership of the collective preparedness and resiliency efforts.

CONCEPT OF OPERATIONS

All-City departments will have assignments throughout the recovery phase, in addition to their regular, day-to-day duties. As Emergency Operations Center (EOC) and response operations transition to recovery, staff with recovery mission assignments will be identified. The Director of EM or their designee will outline how the current operations will transition to recovery operations. These assignments usually parallel or complement regular duties. The positions of each department are in the "Organization" section of this plan.

Recovery procedures, training, and education for recovery assignments must be accomplished before an event and updated yearly. Each department is responsible for developing and maintaining its policies, training, and education. Education should include details of how personnel should perform the recovery assignments outlined in this annex.

The Director of EM will delegate the responsibility for organizing, coordinating, and advancing recovery within the City to the EM Coordinator. Although departmental staff may be assigned specific positions in a recovery organization structure during recovery operations, the Director of EM or their designee may give them mission assignments.

ACTIVATION AND IMPLEMENTATION OF THE RECOVERY PLAN

The transition from response to recovery is a gradual process, and the pace and timing will depend upon the circumstances. As response activities diminish, recovery activities will increase. During the response phase, the Director of EM or their designee will decide when to transfer direction and control of recovery operations. The Local Disaster Recovery Manager (LDRM) will serve as the Incident Commander (Recovery role), and the Director of EM or their designee will supervise the LDRM functions if necessary.

RECOVERY GOVERNANCE AND COMMAND

GOVERNING AUTHORITIES

The City of Richmond City Council and the Director of Emergency Management maintain the authority to direct recovery activities that promote Richmond's recovery efforts.

LOCAL DISASTER RECOVERY MANAGER

The Director of EM or their designee appoints the Local Disaster Recovery Manager (LDRM). They serve as the lead for coordination and command of all local recovery efforts. The LDRM will oversee the City's recovery organization. The LDRM, in coordination with the Director of EM or their designee (if positions are filled by separate individuals), may activate additional resources, or contract them as appropriate to best support recovery.

The LDRM will serve for a time determined by the recovery efforts dictated by the Director of EM or their designee. This individual will be dedicated to the recovery effort and may not perform duties related to their permanent job/home department until the Director of EM or their designee releases that individual from the assignment. The LDRM may be a full-time appointment or contracted position.

Specific skill sets and credentials of the individual designated as the LDRM will depend on the needs presented by the incident. Considerations for the position include:

- Ability to navigate political environments within the City of Richmond.

- Ability to quickly comprehend the complexity of State, Federal, and NGO roles in recovery.

- Authority to make/recommend time-sensitive financial decisions; and,

- Understanding of historical and geographical influences in the City environment.

Under the direction of the Director of EM or their designee, the LDRM is Richmond's primary point-of-contact for disaster recovery programming, organization, implementation, and coordination with the Virginia Department of Emergency Management (VDEM) the Federal government. The LDRM is authorized to liaise directly with the State Disaster Recovery Coordinator (SDRC) and the Federal Disaster Recovery Coordinator (FDRC). In addition, the LDRM can appoint a deputy and other staff to positions consistent with the ICS organizational structure, as necessary.

Depending on the scope of the disaster, long-term recovery may continue for several years. As noted, Richmond may consider a pre-event recovery support contract for the LDRM and other disaster accounting and recovery roles.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

RECOVERY ORGANIZATION

The recovery organization incorporates the LDRM (see the previous section), leaders of the recovery effort, command staff, and general staff positions deemed necessary. Command and General Staff may be detailed to the recovery organization full or part-time, depending on the situation.

The City pays the cost of recovery organization staff and recovery tasks unless such costs are eligible for reimbursement under federal or state programs or if Richmond identifies other funding mechanisms.

The recovery organization structure will be consistent with the principles of ICS and covers the following:

- It will be scalable and flexible to adapt to the size and scope of the disaster recovery effort.

- The only positions to be filled are those deemed critical

- Activated positions will be filled by whoever has the applicable skill sets and experience at that time.

- Tasks assigned to vacant positions will revert up the chain of command to that position's supervisor.

- The recovery organization's staffing, scale, and structure may expand, change, or contract over time based on the situation.

- No single supervisor should directly oversee more than seven staff ("ICS span of control").

- Everyone in the recovery organization will report directly to only one supervisor ("ICS unity of command").

The Director of EM, or their designee, will direct the City of Richmond's emergency management organization. In this role, the Director of EM or their designee will provide overall management and policy direction of prevention, preparedness, mitigation, response, and recovery operations.

NIMS will be used as the organizational structure to manage the EOC's response activities to enhance the ability to interface with the emergency response agencies that routinely use ICS and the various Incident Command Posts (ICPs) that may be established in the field or at other remote sites during the incident. Staff are responsible for being familiar with and using the National Incident Management System (NIMS), Incident Command System (ICS) procedures and forms, and use and complete as required.

RECOVERY ORGANIZATION ACTIVITIES

The City of Richmond will follow the National Disaster Response Framework (NDRF) to ensure a more effective recovery. The NDRF illustrates recovery as a fluid process that begins with preparedness and can extend for months or years. Each phase requires a unique set of considerations for the recovery organization to consider.

Figure 1– National Disaster Recovery Framework
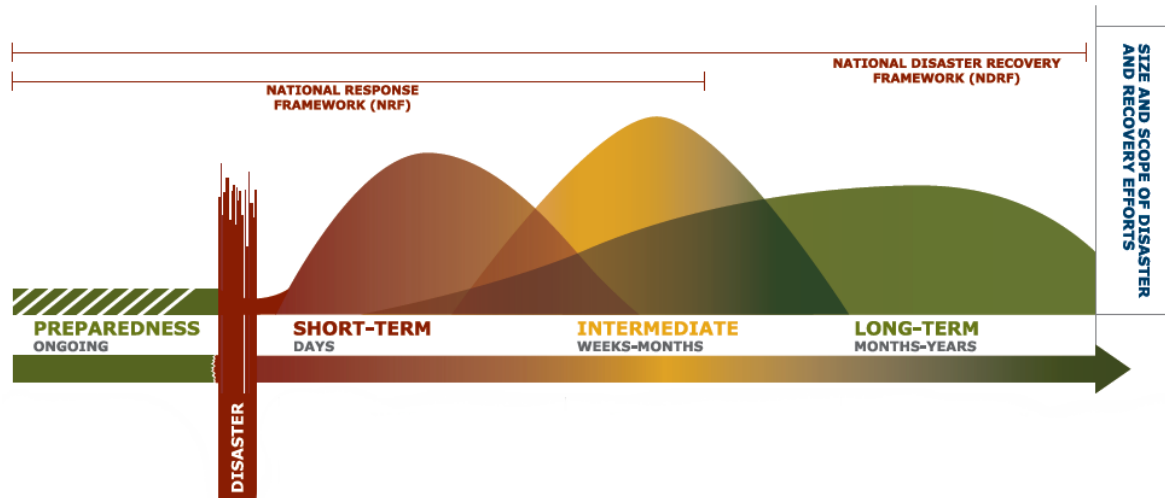
PREPAREDNESS ACTIVITIES

☐ Review responsibilities and authorities with legal counsel to ensure existing laws/ordinances ensure the health, safety, and welfare of citizens following a disaster (i.e., protective measures, access restrictions, reentry policies, curfews, price controls, public nuisance, and other emergency rules of operation etc.).

☐ Build and maintain a disaster recovery organization.

☐ Develop and maintain memorandums of agreements (MOAs), memorandums of understanding (MOUs), and cooperative agreements with neighboring jurisdictions, the private sector, and NGOs.

☐ Conduct pre-disaster preparedness exercises to test and improve capabilities.

☐ Identify potential candidates to serve as the LDRM.

☐ Determine surge requirements for resource management and personnel.

☐ Develop agreements that will supplement existing staff.

☐ Pre-identify services to meet the emotional and health care needs of the City's whole community in the event of a disaster.

☐ Develop pre-scripted public information messages that can be used to deliver information about recovery efforts on the Citizen Information Line, when not staffed.

☐ Build and maintain relationships with private sector partners who can provide critical services for recovery such as financing, grocery, pharmacy, transportation, etc.

☐ Develop a mechanism for communicating with the private sector following an emergency or disaster.

☐ Inventory resources, capabilities, and current contracts for recovery operations.

☐ Understand city, state, and federal regulations/legislation that will create potential support or barriers for local recovery efforts.

☐ Ensure that current plans, policies, and procedures include information on aiding those with disabilities, functional, and access needs during recovery operations.

☐ Review existing financial system policies, procedures, and supporting infrastructure to ensure effective documentation and tracking of disaster costs being generated by all departments as soon as response and recovery activities are initiated (e.g., personnel, equipment, supplies, contract services, travel etc.)

☐ Facilitate the sorting, retrieving, and packaging of the disaster finance information and for cost reimbursement purposes.

☐ Develop/provide the necessary pre-event and "Just-In-Time" training to ensure effective and timely implementation of disaster recovery plans.

☐ Identify staff to support local damage assessment teams and provide the appropriate training to prepare teams.

☐ Pre-establish local debris monitoring and management contracts to address debris removal needs in a timely and effective manner.

SHORT-TERM RECOVERY ACTIVITIES

Short-term Recovery overlaps both the response and intermediate recovery actions.

- ☐ Assess and develop a strategy for post-disaster short-, interim-, and long-term disaster recovery damages/impacts/needs of affected communities.

- ☐ Coordinate re-entry

- ☐ Extend and expand emergency services as needed to support the recovery mission.

- ☐ Provide emergency and temporary medical care and establish surveillance protocols as needed.

- ☐ Engage those with disabilities, functional, and access needs to ensure that critical needs are being addressed.

- ☐ Initiate the damage assessment process, including informal "windshield assessments" as well as formal assessments of facilities.

- ☐ Initiate actions for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions.

- ☐ Assess infrastructure damages and work to establish temporary or interim infrastructure to support Richmond's reopening.

- ☐ Review and brief department staff on disaster assistance available under the Stafford Act and other applicable disaster assistance programs. Explain associated program requirements relating to cost reimbursement, documentation, and procurement.

- ☐ Maintain contact with utility providers to determine when major utilities will be restored.

- ☐ Request outside assistance as necessary.

- ☐ Monitor recovery operations to ensure compliance with all applicable laws, regulations, policies, and programmatic requirements.

- ☐ Document and track all expenditures during the recovery process.

RESPONSE ACTIVITIES

As noted in the previous section and **Annex C: Response**, the Emergency Management Director, or their designee monitors the need for and implements pre-recovery activities during the response phase. This includes rapid impact assessment (infrastructure assessment) and damage assessment for Public Assistance (PA) and Small Business Administration (SBA) eligibility and support for Individual Assistance (IA).

INTERMEDIATE RECOVERY ACTIVITIES

In this phase, life safety response activities have been completed, and vital services may/may not have been restored, however, the community has not returned to "normal."

- ☐ Complete damage assessment to support the City's Local Declaration of Emergency to assist in meeting required thresholds for federal assistance.

- ☐ Identify recovery and post-disaster mitigation projects, develop project worksheets (PWs), and participate in FEMA applicant meetings.

- ☐ Aid the affected population (i.e., crisis counseling, transportation, etc.).

- ☐ Coordinate with city resources, to determine potential locations for emergency shelter and/or temporary housing and family/disaster assistance centers (DRCs).

- ☐ Develop transportation restoration and rebuilding plans for increased resiliency.

- ☐ Ensure compliance with environmental and historic preservation laws and executive orders.

- ☐ Utilize the recovery organization to review the City's rebuilding and resiliency goals.

- ☐ Ensure that all new construction done by volunteers meets building codes.

- ☐ Provide the whole community with recovery and mitigation resources.

- ☐ Assesses the need to activate Richmond's Continuity of Operations Plan (COOP).

- ☐ Conduct post-disaster After-Action Review (AAR) and update emergency management plans as appropriate.

LONG-TERM RECOVERY ACTIVITIES

Long-term recovery consists of those activities and ongoing projects that return the City of Richmond to a sense of "normalcy," or a new normal.

- ☐ Manage recovery and mitigation grant-funded projects, track project worksheet progress and reporting requirements, and ensure the retention of documentation.

- ☐ Ensure participation in applicable meetings relating to recovery (housing, economic recovery, environmental remediation, etc.).

- ☐ Conduct ongoing monitoring of acute and chronic effects on the environment to detect and document any long-term implications.

- ☐ Re-establish city services, programs, systems, resources, and workforce levels, and provide for the devolution of COOP activities.

- ☐ Prioritize long-term services required for at-risk populations, including social, medical, and mental/behavioral health needs.

- ☐ Remediate areas where hazardous material releases have occurred.

- ☐ Aid in the transition of remaining emergency temporary housing populations to permanent housing.

- ☐ Identify additional mitigation initiatives following long-term recovery.

- ☐ Update resource directories, vendor lists, and inter-agency agreements, reflecting changes, additions, and newly discovered resources for future preparedness planning.

ASSIGNMENT OF RESPONSIBILITIES

To ensure the most effective use of the services and functions of existing departments within the City for emergency operations, selected roles have been assigned emergency management responsibilities in this Recovery Annex as illustrated below.

POLICY GROUP

Assist Emergency Management in developing strategic goals for recovery operations, which includes, but is not limited to reviewing, updating, adopting City ordinances, policies, and procedures, etc.
Actions
☐ Directs recovery activities, develops strategic recovery goals, and passes laws and ordinances to promote the City's recovery.
☐ Appoints or activates pre-event contract (if applicable) to designate a Local Disaster Recovery Manager to lead the recovery.
☐ Ensures that the recovery organization is established, and the identified partners can support recovery needs, strategies, and plans.
☐ Understands critical hazards and evolving risks in the Community.
☐ Adopts and enforces mitigation measures.
☐ Supports the recovery through the identification and coordination of recovery resources and the engagement of partners.
☐ Shares information with the public on recovery efforts.

LOCAL DISASTER RECOVERY MANAGER (LDRM)

The Local Disaster Recovery Manager (LDRM) may be a full-time appointment or a contracted position. The LDRM is solely dedicated to the recovery effort and may not perform duties related to their permanent position until released from duty. The specific skillsets and credentials of the LDRM will depend on the needs presented by the incident.

Actions

- ☐ Identifies threats and hazards most likely to impact the City.
- ☐ Integrates hazard mitigation and recovery planning efforts to build resilience in the community.
- ☐ Documents lessons learned.
- ☐ Serves as the lead recovery agent for the City and will oversee the recovery organization.
- ☐ Acts as the Liaison between the City and the State.
- ☐ Appoints a deputy and other staff members to positions in compliance with the ICS organizational structure.
- ☐ Assesses impacts of the disaster and communicates the City's recovery priorities.
- ☐ Makes recommendations to the Mayor and City Council regarding resolutions or emergency ordinances.
- ☐ Communicates the importance of administrative and documentation requirements necessary in the event of a presidentially declared disaster.
- ☐ Works with State officials, private sector organizations, and nonprofit organizations to facilitate the timely recovery of the impacted jurisdiction.
- ☐ Coordinates opportunities to exercise recovery plans.
- ☐ Works to assess and communicate local recovery priorities to state and federal partners.
- ☐ Establishes and maintains contact with recovery partners in neighboring communities (if necessary).
- ☐ Promotes mitigation strategies, resilience, and sustainability measures in local recovery plans.
- ☐ Engages the whole community in the recovery process, including planning that includes those with limited English proficiency, individuals with disabilities and/or access and functional needs, Richmond's diverse population, and principles that promote equity and inclusion.
- ☐ Builds the recovery team and identifies subject matter experts as needed to support recovery.
- ☐ Coordinates opportunities to train and exercise recovery plans.

OPERATIONS SECTION

<table>
<tr><td>Oversees all recovery efforts while engaging with other sections to maintain and prioritize recovery efforts.</td></tr>
<tr><td>Actions</td></tr>
<tr><td>

☐ Manages recovery operations in coordination with the LDRM.

☐ Supervises the execution of recovery operations as defined in the Recovery Action Plan.

☐ Activates and deactivates additional support as needed for recovery operations.

☐ Determines resource needs for managing the City's recovery activities.

☐ Participates in damage and impact assessments with other recovery partners.

☐ Ensures inclusiveness within the whole community recovery process, including persons with disabilities and limited English proficiency.

☐ Communicates recovery priorities to the State and Federal government (as needed or required) and other recovery stakeholders and supporters.

☐ Works closely with recovery leadership at all levels to ensure a well-coordinated, efficient, timely, and well-executed recovery.

☐ Develops and implements recovery progress measures and communicates adjustments and improvements to applicable stakeholders and authorities.

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</table>

RECOVERY ORGANIZATIONS

Maintains and directs personnel in their roles during a recovery.
Actions
☐ Assign personnel only to positions that are needed.
☐ Initially include command staff, general staff, and any other necessary resources in the recovery structure, as appropriate.
☐ Fill activated positions with whoever has the applicable skillsets and experience.
☐ Work with stakeholders and community partners to identify personnel with applicable recovery skillsets and experience.
☐ Adjust the organizational structure to suit the situation and phase of recovery over time (i.e., staffing, scale, and design of the recovery organization).
☐ Do not directly oversee more than seven staff members ("ICS span of control"). [Applies to any and all supervisory positions]
☐ Report directly to only one supervisor ("ICS unity of command"). [Applies to all recovery personnel]
☐ Designate a Local Disaster Recovery Manager (LDRM).
☐ Serve as the lead recovery agent in the City. [LRDM]
☐ Support decision-making and help provide access to critical resources throughout the Recovery. [All recovery personnel]
☐ Consider creating a long-term recovery committee.
☐ Help coordinate local recovery efforts and offer support to the community's needs. [Long-term Recovery Planning]
☐ Manage recovery locally, if applicable. [Long-term Recovery Planning]

EXTERNAL AFFAIRS (PIO)

Keeps the public informed and maintains all social media platforms of pertinent information to the public.
Actions

☐ Serves as the official spokesperson for the recovery organization.

☐ Develops public communication and messaging plan in the early stages of the recovery effort that will serve as a roadmap for strategic communications between the recovery unit and the public.

☐ Responds to all media and public inquiries.

☐ Maintains the proper flow of information about recovery operations to the media for public dissemination through public information releases via multiple channels (i.e., social media, governmental websites, public broadcasts).

☐ Informs the public about the recovery effort via multiple media channels (i.e., social media, disaster hotlines, local governmental websites, public broadcasts, L.E.D signboards, etc.).

☐ Provides community updates on status of recovery operations.

☐ Provides updates on open roadways and areas that remain impacted.

☐ Provides the location(s) of community Points of Distribution (PODs). These are established (pre-event) sites that may provide goods, services, and information.

☐ Informs the community about Disaster Recovery Centers (DRCs), locations, and services provided at DRCs.

☐ Distributes shelter locations and shelter information (what to bring, pet-friendly locations, and sites that accommodate the access and functional needs community).

☐ Provides information on where people can go and whom to contact if they want to volunteer in the community.

☐ Communicates information on community donation sites, locations, and what donations are being requested (monetary/goods).

☐ Maintains current information and summaries on all recovery efforts.

PLANNING SECTION

Develops, monitors, and supervises the Recovery Action Plan.
Actions
☐ Supervises the preparation of the Recovery Action Plan.
☐ Collects, evaluates, disseminates, and documents information about recovery operations and the status of resources.
☐ Compiles and reports on damage assessment data using the Initial Damage Assessment (IDA) report form.
☐ Monitors and documents decision-making and action planning around recovery to ensure it is fair and equitable.
☐ Organizes recovery planning processes that include individuals with disabilities and access and functional needs.
☐ Leads the development of the recovery organization's visions, priorities, resources, capability, and capacity.
☐ Conducts and facilitates recovery planning meetings.
☐ Compiles and displays recovery status information.
☐ Provides relevant situational information, plans, and reports to VDEM.
☐ Determines the need for specialized recovery resources.
☐ Oversees the preparation of the Demobilization Plan.

LOGISTICS SECTION

Maintains support needs and equipment for the recovery operation.
Actions
☐ Provides all support needs to aid the City and orders all resources requested by those dealing with the Recovery.
☐ Helps identify resources for recovery facilities, transportation, supplies, equipment maintenance, fuel, food services, communications, and information technology support throughout the recovery process.
☐ Manages all recovery logistics.
☐ Identifies anticipated and known recovery services and support requirements.
☐ Oversees the development of communications, medical, and traffic plans during recovery.
☐ Establishes, supports, and maintains any physical sites.

FINANCE / ADMINISTRATION SECTION

Maintains, tracks, and documents all financial costs incurred during the recovery effort to include procurement services and risk management within the City of Richmond.
Actions

- ☐ Processes vouchers, timesheets, and paystubs.
- ☐ Monitors and approves disaster recovery-related costs (i.e., lodging, and rental vehicles).
- ☐ Provides overall fiscal guidance, training, and issues purchasing cards to staff and secure advances when necessary.
- ☐ Provides financial and cost analysis information as requested.
- ☐ Tracks and coordinates payments for all recovery expenditures.
- ☐ Manages the procurement of recovery related resources.
- ☐ Completes risk management-associated functions to include processing disaster related claims.
- ☐ Ensures that all recovery documentation is prepared, appropriately stored, and completed on time.
- ☐ Briefs the recovery organization on all recovery-related costs needing attention.
- ☐ Maintains expenditure records for federal recovery programs.

RECOVERY LEADS

Depending on the scale of the incident, the Director of EM or their designee may need to designate recovery leads. Each recovery lead will serve as the primary agent to accomplish their assigned objectives within the City's recovery operation. Additionally, the recovery lead will coordinate activities, resources, and identification of recovery needs. Recovery leads will not have all necessary assets, expertise, or capabilities internally; however, they are responsible for requesting, tasking, coordinating, and supporting the activities of supporting departments and partners to accomplish assigned objectives. The recovery leads will also coordinate with other elements of the recovery operation through the recovery action planning cycle.

Each recovery lead will educate supporting departments and their representative staff on plan activation and the transition from response to recovery. The recovery leads will provide an initial transition briefing specific to the roles and responsibilities of their assigned mission areas.

SUPPORTING DEPARTMENTS AND PARTNERS

Each recovery mission area may have supporting departments and partners. These departments and partners offer specific capabilities and/or resources to support the recovery lead in executing assigned recovery operational objectives. Supporting departments and partners may provide information, advice, counsel, active support, coordination, and resources. Supporting partners may include non-profit organizations, private sector firms, community groups, city, state and federal agencies, and other organizations external to the City of Richmond.

ADDITIONAL AND EXTERNAL RESOURCES

Recovery leads, through the Operations Section, may request additional or external resources. The Operations Section will, in cooperation with the Finance/Administration Section, coordinate with the Emergency Management Coordinator, or the LDRM, to identify additional volunteers, mutual aid, and contracted resources.

Vendor support will be managed through the established Recovery structure in a way that will not compromise the City's recovery authority. The respective contracting department will administer contracts and bear responsibility for contractor performance.

DIRECTION, CONTROL, AND COORDINATION

Richmond will carry out a recovery program involving short- and long-term efforts in the event of a disaster. The Director of Emergency Management will delegate the LDRM to provide the primary direction, control, and coordination function for all short-term and long-term recovery activities following a disaster.

Short-term operations seek to restore vital services to the City and provide for the basic needs of the whole community. Long-term recovery focuses on restoring Richmond to its normal or new normal state.

DAMAGE ASSESSMENT

RAPIDS IMPACT ASSESSMENT (SIZE-UP)

A rapid impact assessment, also called "Size-Up," is the first estimation of damages sustained following an event. The review will identify the boundaries of the disaster area(s), access points to the disaster area(s), and casualty information. This assessment provides a quick glimpse into whether state and federal assistance is warranted and to what extent resources are needed. This assessment generally begins immediately after a disaster or when conditions are deemed safe and completed within the first 24 hours post-impact.

INITIAL DAMAGE ASSESSMENT (IDA)

As soon as conditions are safe and response and recovery operations allow, all Richmond departments and offices will conduct an IDA of all city-owned and operated infrastructure, buildings, equipment, vehicles, roads, etc., as follows:

- **Collection:** Richmond City will collect damage information from facilities and departments. A record of all caller's names, facility, facility location, department, and damages will be made.

- **Assessment:** Once a list of facilities, departments, and addresses have been collected, a team will go out to confirm and further define the extent of damage at each location. Damaged areas not previously reported may be identified during this process and should be recorded as well.

- **Analysis:** Once all the data is collected, the Director of EM, or their designee, will identify problem areas and provide information related to those areas to VDEM.

- **Reporting:** Within 72 hours of the event, the Director of EM, or their designee, will provide a Cumulative Local IDA summarizing damage to City facilities, departments, and infrastructure. Often, this information is used by the City to request a Preliminary Damage Assessment (PDA) from the State.

JOINT PRELIMINARY DAMAGE ASSESSMENT (JPDA)

The Joint Preliminary Damage Assessment (JPDA), which includes Federal, State and local representatives, is a coordinated, city-wide effort to verify initial assessments from the Initial Damage Assessment (IDA) and determine whether the damage meets established thresholds that would prompt state and federal Individual and Public Assistance.

- Before requesting a JPDA, VDEM will confirm that the information captured in the IDA is complete and consistent with the programmatic assessment criteria.

- Once the request for a JPDA is made, the Commonwealth of Virginia will provide IDA data to the FEMA Regional Recovery Division. FEMA and VDEM will discuss the information submitted, determine team requirements, and schedule a JPDA briefing.

- VDEM will work with the City to schedule field assessments. Richmond OEM will coordinate the event with VDEM.

- The Damage Assessment field team will include one representative from the Federal government, one state representative, and a local representative familiar with the extent and location of damage in the area.

- JPDA's intent is to validate the information captured in the IDA.

- JPDA Teams should start with the most heavily damaged areas.

- JPDA is submitted to the State for review and all validated information and recommendations submitted to the Governor on the need to request a Stafford Act declaration.

PUBLIC ASSISTANCE

FEMA's Public Assistance Program (PA) provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly-owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages the protection of these damaged facilities from future events by assisting with hazard mitigation measures during the recovery process.

The Federal share of assistance is no less than 75% of the eligible cost for emergency measures and permanent restoration. The grantee (usually the State) determines how the non-Federal share (up to 25%) splits with the sub-grantees (eligible applicants). In Virginia, the Local jurisdiction is responsible for the 25%, based on the Commission on Local Governments Economic Index stress factor for individual localities.

It is important to note that in-kind city contributions (supplies) and volunteer resources can potentially provide up to 100% of the local match if adequately documented. Therefore, proper documentation of previously purchased resources and volunteer management (*volunteer timekeeping should mirror the same process for employees, demonstrating their disaster-related mission and accurate hours*) becomes critical for proving matching contributions.

A claim must be coordinated with the City's Office of Risk Management while applying for recovery funding. In addition, the following are necessary for local participation in the Public Assistance program:

- Preliminary Damage Assessment.

- Governor's Request.

- Declaration.

- Applicant's Briefing.

- Request for Public Assistance.

- Kickoff Meeting.

- Project Formulation.

- Project Review.

- Project Funding; and,

- Program Closeout.

By completing these steps per FEMA guidance, the City is better positioned for approval for FEMA's PA Program. Requests for PA must be filed with the State within 30 days from the date of the federal declaration designating the areas as eligible for PA. Program funds can assist with debris removal, restoration of public infrastructure, and emergency protective measures.

Richmond City is responsible for:

- Educating at least one staff member on the PA process.

- Executing the Local Debris Management Plan (if applicable).

- Ensuring that Richmond's insurance policy covers all publicly-owned government facilities.

- Assisting in Project Worksheet generation.

- Attending applicant briefing meetings

- Completing and submitting "Requests for Public Assistance" forms.

- Sending a representative to the Kick-Off Meeting.

DISASTER RECOVERY CENTERS (DRCS)

Richmond will work to secure a location for a Disaster Recovery Center (DRC) following a disaster.

The City should maintain a desk at the DRC to answer city residents' questions and concerns and better coordinate Individual Assistance (IA) programs, referrals to supporting NGOs, and issues with state and federal officials.

DEBRIS MANAGEMENT

An initial debris "push" is vital for significant road clearance and ingress and egress to Richmond's critical infrastructure facilities, access by emergency services, emergency responders, and utility restoration crews. Recovery cannot begin until there is safe access to the area.

Debris management is the coordination of debris removal, collection, and disposal following a disaster. The process of debris management is essential to mitigate potential health, safety, and welfare threats, expedite recovery efforts in the impacted area, and address any danger of significant property damage.

Debris management support entails removing debris from City-owned property and rights-of-way (not covered by VDOT), enabling vehicle access and reinstituting traffic patterns, minimizing health risks that might result from disaster debris, and disposing of waste in the most efficient, effective, and appropriate manner.

Debris removal and management also supports the damage assessment process as well as providing critical and emergency services. Therefore, it is essential to be aware of the logistical and environmental challenges of debris collection. Debris should be separated into different types, including household waste, hazardous materials (paint, chemicals, etc.), organic/vegetative debris, appliances, and other styles.

COMMUNICATIONS

Communication between the EM Coordinator/LDRM, departments, and their partners is crucial during recovery operations. Teams conducting recovery operations outside the Emergency Operations Center (EOC) will maintain communication with the EOC using telephones, email, or WebEOC.

INTERNAL COMMUNICATIONS

The Director of EM or their designee, or the LDRM, will be responsible for the organization and structure of internal communications (i.e., among the recovery stakeholders). This function may address critical issues such as:

- Communication activities that will be needed and who will be responsible for those activities.

- Effective communication with elected officials.

- Management of sensitive information.

- Resource levels that may be needed.

- Internal communications methods will include the following:
    - WebEOC;
    - Landline, cell, and satellite telephone;
    - Radios;
    - Email; and,
    - SMS text messages.

The Director of EM or their designee recognizes that good communications will not always be available and that no-tech, low-tech, and/or high-tech communications strategies may need to be implemented.

EXTERNAL COMMUNICATIONS

The Director of EM or their designee, or the LDRM, will lead the coordination and dissemination of recovery information. Information will be shared with the City and state PIOs to ensure consistent messaging. In addition, social media will be leveraged as appropriate for communicating recovery information and priorities to the public.

Public education and outreach will be conducted using a variety of accessible formats to ensure that the entire affected population receives sufficient content and detail.

Methods used to communicate with and disseminate information to the public will include:

- Portable and fixed electronic signboards;
- Radio;
- Television;
- Social Media;
- Flyers and word of mouth
- Print media
- Faith-based organizations

ADMINISTRATION, FINANCE, AND LOGISTICS

ADMINISTRATION AND FINANCE

It is paramount that detailed records be kept and backed up with documentation that substantiates incurred disaster event-related costs. Costs that should be tracked include but are not limited to personnel hours, supplies, materials, equipment, and expendable resources (such as fuel). This detailed cost-tracking approach is necessary for obtaining state and federal disaster declarations, reimbursements, and payments for staff and projects during recovery. In addition, each program should be reviewed carefully to determine the eligibility of damages and expenses.

Qualifying for and obtaining assistance from the state and federal government relates directly to the approach and details of cost tracking. Therefore, Richmond may need to modify existing accounting systems and develop documentation protocols that can meet both ongoing operational requirements and provide sufficient documentation to justify claims for FEMA and insurance.

Richmond departments should employ their customary internal processes for recording and documenting expenditures throughout the incident. All recovery-related records must be kept for a minimum of five years following the last action on the disaster application. In addition, all department cost tracking processes must be consistent with the City's overall disaster recovery policies and procedures.

Financial personnel will gather timekeeping forms and other supporting documentation regularly throughout the event to determine the total expenses incurred by the City.

DOCUMENTATION

At a minimum, the City should maintain the following documentation to ensure maximum reimbursement and financial assistance:

- Itemized Receipts;
- Equipment cards;
- Journal vouchers;
- Material requisitions;
- Purchase orders;
- Detailed documentation, which correlates to the time/date a specific employee or volunteer worked with any rental car or hotel room utilized; and
- Timesheets.

Richmond OEM may include the following documentation when making a formal request for assistance or reimbursement:

- Copy of the Local disaster declaration and resolution (if required);

- The initial damage assessment estimate for debris removal, emergency work, and repairing or replacing damaged facilities (note: the cost of compliance with building codes for new construction, repair, and restoration should also be documented).

- Written request/resolution by a designated official;

- Type of disaster;

- Date of occurrence and whether the situation is continuing;

- Areas affected; and

- Type of assistance needed.

DEACTIVATION/DEMOBILIZATION

Recovery staff and assets may be deactivated and returned to normal operations at the discretion of the Director of EM or their designee or designated LDRM. This determination may be based on the completion of operational objectives, the ability to accomplish goals without support or coordination from the recovery organization, or Richmond's return to a new normal.

After the recovery organization is demobilized, any incomplete goals identified in the Recovery Action Plan and/or Recovery Plan will revert to non-disaster planning and implementation mechanisms. General deactivation of the plan and demobilization of the recovery organization will be at the discretion of the Director of EM or their designee/LDRM.

PLAN MAINTENANCE

Richmond OEM is responsible for the overall development and maintenance of the Recovery Annex. The Director of EM, or their designee, will ensure the annex is reviewed and updated by each involved department. It should be updated with minor changes based on lessons learned following an actual or threatened emergency or exercise.

The Recovery Annex should be reviewed annually in conjunction with the EOP to add and correct deficiencies identified through actual emergency response operations, drills, exercises, changes in the City's organizational structure, technological changes, etc. Annex updates will be documented **Attachment 6: Proposed Change to Recovery Annex Form.**

ATTACHMENT 1: PORTFOLIO-BASED FUNCTION CHECKLISTS

ROLES AND RESPONSIBILITIES

During an emergency, each department has responsibilities to assist in Richmond's response and recovery efforts. To help ensure the most effective use of the City's services and functions during response operations, the City's portfolios have been utilized to identify functional roles and responsibilities. Beginning on the following page (pages 39-57), each Richmond portfolio has corresponding recovery functions and actions provided in checklist form. These checklists have been intentionally developed as separate pages to be utilized as "printable" job-action sheets for recovery personnel.

OPERATIONS SECTION – PUBLIC SAFETY GROUP: FIRE OPERATIONS

Functional Component	Actions
Richmond Fire and Emergency Services	☐ As needed, plan for long-term recovery and restoration of services to pre-disaster levels.
	☐ Continue to provide technical support in the recovery of facilities and services.
	☐ Through the provision of emergency services (including alerts/warnings), ensure life safety of residents.
	☐ Fully document all recovery actions.
	☐ Continue to provide information to the public about on-going recovery efforts.
	Search and Rescue Checklist
	☐ Continue to provide essential services as required.
	☐ Continue search and rescue operations, if required.
	☐ Provide resources for recovery operations.
	☐ Assist with the inspection of damaged facilities, if applicable.
	☐ Recover equipment and return it to service, replace where necessary.
	☐ Compile and submit records of incurred disaster-related expenses
	Oil and Hazardous Material Checklist
	☐ Continue to provide essential services as required.
	☐ Provide resources for recovery operations.
	☐ Assist with the inspection of damaged facilities and/or infrastructure, if applicable.
	☐ Recover equipment and return it to service, replace where necessary.
	☐ Compile and submit records of incurred disaster-related expenses.

OPERATIONS SECTION – PUBLIC SAFETY GROUP: LAW ENFORCEMENT & SECURITY

Functional Component	Actions
Law Enforcement and Security (RPD & Sheriff's Office)	☐ Complete necessary post-event investigations. ☐ Support clean-up and recovery operations, as required. ☐ Assist with site security and traffic operations. ☐ Ensure the life safety of residents through the provision of emergency services (including alerts/warnings),. ☐ Assist with identification of the dead, if necessary. ☐ Complete disaster-related expense records for services provided. ☐ Ensure the security of the City of Richmond

OPERATIONS SECTION – PUBLIC SAFETY GROUP: EMERGENCY COMMUNICATIONS

Functional Component	Actions
Emergency Communications	☐ Plan for long-term recovery and restoration of services to pre-disaster levels, as needed,. ☐ Continue to provide emergency communication services. ☐ Communicate recovery resource needs to appropriate _____. ☐ Fully document all recovery actions.

OPERATIONS SECTION – OPERATIONS PORTFOLIO: PUBLIC WORKS

Functional Component	Actions
Public Works	☐ Identify and evaluate structural damage to roadways and transportation infrastructure. ☐ Identify re-entry routes. ☐ Assist in clearing debris from roadways. ☐ Restore critical infrastructure systems to minimize disruptions to the local community. ☐ Facilitate contractual agreements. ☐ Begin planning for infrastructure redevelopment at the regional, system-wide level, if applicable. ☐ Consider utilizing the City's recovery organization to review infrastructure rebuilding and resiliency goals. ☐ Pursue a plan with a specified timeline for developing, redeveloping, and enhancing community infrastructure. ☐ Consider identifying recovery and post-disaster mitigation projects, development of project worksheets (PWs), and participate in FEMA applicant meetings. ☐ Develop plans for restoring transportation and rebuilding impacted resources for increased resiliency. ☐ Preserve environmental and historical resources in accordance with laws and executive orders. ☐ Ensure that all applicable codes (i.e., building, electrical, etc.) are satisfied, especially if infrastructure repairs are completed with the assistance of volunteers.

OPERATIONS SECTION – OPERATIONS PORTFOLIO: PUBLIC UTILITIES

Functional Component	Actions
Public Utilities Checklist	☐ Identify and evaluate structural damage to roadways and transportation infrastructure. ☐ Determine re-entry routes. ☐ Restoration of power to localities. ☐ Ensure that potable water systems are intact. ☐ Conduct Wastewater treatment infrastructure inspection for soundness. ☐ Restore critical infrastructure systems to minimize disruptions to the community. ☐ Assist in clearing debris from roadways. ☐ Facilitate contractual agreements. ☐ Begin planning for infrastructure redevelopment at the regional, system-wide level if applicable. ☐ Consider utilizing the City's recovery organization to review infrastructure rebuilding and resiliency goals. ☐ Pursue a plan with a specified timeline for developing, redeveloping, and enhancing community infrastructure. ☐ Consider identifying recovery and post-disaster mitigation projects, development of project worksheets (PWs), and participate in FEMA applicant meetings. ☐ Develop plans for restoring transportation and rebuilding impacted resources for increased resiliency. ☐ Preserve environmental and historical resources in accordance with laws and executive orders. ☐ Ensure that all applicable codes (i.e., building, electrical, etc.) are satisfied, especially if infrastructure repairs are completed with the assistance of volunteers.

OPERATIONS SECTION – OPERATIONS PORTFOLIO: PUBLIC HEALTH & MEDICAL SERVICES

Functional Component	Actions
Public Health and Medical Services	☐ Conduct an initial public health hazard assessment and prioritize public health needs and concerns.
	☐ Request and deploy resources (i.e., medical providers, epidemiologists, medical transport vehicles, mobile clinics, mobile labs, medications, durable medical equipment, etc.) to support public health needs.
	☐ Identify the number of individuals with access and functional needs requiring services.
	☐ Set up first-aid stations as needed to support residents returning to the area.
	☐ Set up alternate care sites such as other medical facilities and mobile clinics if hospitals are damaged.
	☐ Identify (pre-event) and deploy disaster behavioral health specialists as appropriate for the incident.
	☐ Monitor for high-risk infectious disease areas.
	☐ If necessary, implement social distancing practices and limit entrance to high-risk infectious disease areas to emergency and medical providers only.
	☐ Identify (pre-event) and provide crisis counseling for disaster victims and first responders.
	☐ Support healthcare infrastructure (hospitals and medical facilities) with recovery and restoration.
	☐ Promote healthy communities through the development of public health education and awareness campaigns.
	☐ Protect the health (post-disaster public health mitigation activities) of the population long-term effects of a post-disaster environment.
	☐ Conduct extended surveillance of potential long-term health impacts to the public and the environment.
	☐ Assess the long-term impacts on healthcare infrastructure.

OPERATIONS SECTION – OPERATIONS PORTFOLIO: ANIMAL CARE & CONTROL

Functional Component	Actions
Animal Care and Control	☐ Complete an event review with all responding parties. ☐ Review plans, policies, and procedures with respect to the recent emergency response. Update as necessary and disseminate. ☐ Review and update the necessary logistical support to carry out emergency tasking. ☐ Instruct all departments to replenish their on-hand inventory of supplies. ☐ Review mutual aid agreements, sample contracts, and listing of potential resource providers in respect to recent emergency response. Update as necessary and disseminate.

OPERATIONS SECTION – HUMAN SERVICES PORTFOLIO: SHELTERING & MASS CARE

Functional Component	Actions
Sheltering and Mass Care	☐ Identify the number of individuals with access and functional needs requiring services.
	☐ Work with community partners (i.e., Salvation Army, Red Cross, Goodwill, Hospitality Industry, Board of Realtors, Colleges and Universities, etc.) to identify and provide emergency sheltering.
	☐ Support the provision of food, water, and other essential commodities. Community partners such as faith-based organizations, Red Cross, Salvation Army, etc. may be able to assist in providing these resources.
	☐ Provide disability-related assistance and functional needs support services (i.e., transportation, caregiver services, etc.).
	☐ Set up first-aid stations as needed to support residents returning to the area.
	☐ Identify (pre-event) and deploy disaster behavioral health specialists as appropriate for the incident.
	☐ Work to get shelters closed and schools reopened as quickly as possible.
	☐ Provide support (resources) for Disaster Recovery Centers (DRC) and/or Family Assistance Centers (FAC).
	☐ Provide crisis counseling for disaster victims, first responders, all support staff and any others who may be suffering in the aftermath of the event.
	☐ Before emergency shelters are closed, make temporary housing options available, if applicable.
	☐ Consolidate and report disaster-related expenses.

OPERATIONS SECTION – HUMAN SERVICES PORTFOLIO: DONATIONS MANAGEMENT

Functional Component	Actions
Donations Management	☐ If pre-established, activate a local Volunteer and Donations Management Plan. If a plan does not exist: ☐ Identify (pre-event) local employees and key community organizations (i.e., Red Cross, Salvation Army, Goodwill, faith-based organizations) that have experience managing volunteers and donations. ☐ Identify potential sites/facilities to manage donated goods and services being channeled into the disaster area. ☐ Create a Volunteer and Donations Management Team. ☐ Create a Team contact list and document the member's level of experience. ☐ Pre-identify and communicate Volunteer Reception Center (sites where volunteers report and where donations are managed) locations. ☐ Disseminate information to the public regarding volunteer opportunities, unsolicited goods, and undesignated monetary donations. ☐ Communicate to the public the types of donations accepted and those not accepted (monetary donations instead of physical items). ☐ Compile and submit totals for disaster-related expenses.

OPERATIONS SECTION – HUMAN SERVICES PORTFOLIO:

VOLUNTEER RECEPTION/MANAGEMENT

Functional Component	Actions
Volunteer/ Reception/Management	☐ Assign volunteers to tasks that best utilize their skills. ☐ Assign the tasks of coordinating auxiliary manpower and material resources ☐ Develop and implement a process for the expeditious transport of resources into secured areas. ☐ Coordinate the use of assigned Virginia Volunteer Organizations Active in Disasters (VAVOAD). ☐ Coordinate voluntary support/activities with community leadership and liaise with local agencies. ☐ Assist in the coordination and development of a Community Relations Plan for ensuring continued communications with citizens, neighboring localities, and private industry leaders. ☐ Disseminate guidance for the public regarding appropriate volunteer activities. ☐ Compile and submit totals for disaster-related expenses.

PLANNING SECTION – ECONOMICS PORTFOLIO AND EMERGENCY MANAGEMENT

Functional Component	Actions
Recovery Planning	☐ Manage Recovery and Mitigation projects, strategies, funding, tracking Project Worksheet (PW) progress and reporting requirements.
	☐ Ensure the retention of documentation.
	☐ Ensure the City participate(s) in applicable meetings relating to recovery (i.e., housing, economic recovery, environmental remediation, etc.).
	☐ Conduct ongoing monitoring and documentation of acute and chronic effects on the environment particularly as relates to long-term implications (i.e., contaminated water supplies, soil, etc.).
	☐ Meet the resilient and sustainable permanent housing needs of the community.
	☐ Produce a plan for developing, redeveloping, and enhancing infrastructure to contribute to resilience.
	☐ Provide systems to meet community needs while restoration efforts are ongoing.
	☐ Develop economic revitalization strategies.
	☐ Re-establish public, private, and nonprofit services and workforce to achieve a sense of normalcy and solidified tax base.
	☐ Prioritize long-term services required for at-risk populations, including social, medical, and mental/behavioral health needs.
	☐ Transition remaining sheltered and interim housing populations to permanent housing.
	☐ Identify mitigation initiatives following long-term recovery.

PLANNING SECTION – ECONOMICS PORTFOLIO AND EMERGENCY MANAGEMENT

Functional Component	Actions
Office of Emergency Management	☐ Continues to provide situational awareness to the LDRM ☐ Coordinates the restoration of essential facilities and services. ☐ Identifies needs of citizens and aid as required. ☐ Continues to maintain a record of disaster-related expenditures. ☐ Coordinates activities with the Virginia EOC. ☐ Provides supplementary damage assessment information as required. ☐ Requests post-disaster assistance if appropriate. ☐ Continues to provide information to the public about on-going recovery efforts. ☐ Identifies threats and hazards most likely to impact the community. ☐ Provides training and education to response partners and the community on likely threats and hazards. ☐ Integrates hazard mitigation and recovery planning efforts to build resilience in the community. ☐ Documents lessons learned to ensure they are incorporated into future plans and policies.

LOGISTICS SECTION

Functional Component	Actions
Logistics Section	☐ Provides all support needs to aid the city in response ☐ Helps identify resources for recovery facilities, transportation, supplies, equipment maintenance, fuel, food services, communications, and information technology support throughout the recovery process. ☐ Manages all recovery logistics. ☐ Identifies anticipated and known recovery services and support requirements. ☐ Oversees the development of communications, medical, and traffic plans during recovery. ☐ Establishes, supports, and maintains any physical sites that are established.

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO: FINANCE

Functional Component	Actions
Finance	☐ Processes vouchers, timesheets, and paystubs. ☐ Monitors and approves disaster recovery-related costs (i.e., lodging, and rental vehicles). ☐ Provides overall fiscal guidance, training, and issues purchasing cards to staff and secures advances when necessary. ☐ Provides financial and cost analysis information as requested. ☐ Tracks and coordinates payment for recovery supplies and services. ☐ Ensures that all recovery documentation is prepared, stored appropriately, and completed on time.

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO: PROCUREMENT

Functional Component	Actions
Procurement	☐ Provides guidance and training, issues purchasing cards to staff, as needed, and secures advances when necessary. ☐ Provides financial and cost analysis information as requested. ☐ Tracks and coordinates payment for recovery supplies and services. ☐ Ensures that all recovery documentation is prepared, stored appropriately, and completed on time. ☐ Provides cost tracking, property claims documentation, and recovery support to City departments.

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO: IT

Functional Component	Actions
Information Technology	☐ Activate Information Technology Disaster Recovery Plan (if needed). ☐ Plan for long-term recovery and restoration of services to pre-disaster levels. ☐ Continue to provide technical support in the recovery of facilities and services.

FINANCE/ADMINISTRATION SECTION – FINANCE PORTFOLIO: RISK MANAGEMENT

Functional Component	Actions
Risk Management	☐ Reviews incident needs and any special procedures as needed. ☐ Determines the need for compensation-for-injury and claims specialists and orders personnel as needed. ☐ Establishes a compensation-for-injury and/or claims processing work area. ☐ Reviews procedures for handling claims. ☐ Periodically reviews logs and forms produced by compensation/claims specialists to ensure compliance with agency requirements and policies. ☐ Ensures that all compensation-for-injury and claims logs and forms are complete and routed appropriately for post-incident processing prior to demobilization.

ATTACHMENT 2: RECOVERY CHECKLISTS

SHORT-TERM RECOVERY CHECKLIST

The initial actions for short-term recovery center on accurate situational awareness and organizing the recovery group. When there is a disaster event of such magnitude that coordination efforts will be needed for recovery, implement the following actions:

☐ Fully activate the Recovery organization.

☐ Develop a strategy for post-disaster short, interim, and long-term disaster recovery damages/impacts/needs of affected communities.

☐ Have departments collect and share information on their ability to sustain operations.

☐ Collect information on damages, duration, and impact from the following:

- Utility providers

- Social, medical, and health services

- Transportation routes and services

- Debris issues

- City government operations

- Private-sector retail and wholesale providers; and,

- Others.

☐ Clear debris from primary transportation routes.

☐ Develop information for the public on the Recovery process and progress.

☐ Reach out to residents with access and functional needs to ensure critical needs are being met.

☐ Coordinate with neighboring counties and state jurisdictions on recovery efforts as needed.

☐ Begin developing a plan to transition from response to recovery when emergency lifesaving activities wind down.

LONG-TERM RECOVERY CHECKLIST

As emergency issues are resolved and the City works to return to the new post-disaster "normal", the general priorities are to maintain situational awareness and to sustain recovery operations. As Richmond transitions to long term recovery, implement the following actions:

☐ Ensure recovery operations are assigned to appropriate departments and are adequately staffed.

☐ Continue to collect information on progress, duration, and impact of the following:

- Utility Providers.

- Social, medical, and health services.

- Transportation route and services.

- City Government Operations.

- Debris issues; and,

- Others.

☐ Assist with financial assistance concerning City property repairs.

☐ Determine potential locations for temporary placement of residents.

☐ Seek regional coordination and solutions where appropriate.

☐ Facilitate departmental involvement in the recovery process.

☐ Develop partnerships to strengthen recovery efforts.

☐ Refer to Mitigation Plans for ways to build resiliency.

☐ Continue to provide information to the public on the recovery process.

☐ Prioritize long-term services.

ATTACHMENT 3: RAPID IMPACT ASSESSMENT WORKSHEET

	Single Family	Multi Family	Mobile Homes	Business	Hospitals	Public Facilities/Buildings	Schools	Utilities	Public Roads	Bridges
Destroyed	4									
Major	4									
Minor										
TOTAL	8									

1. Enter Numbers for each category.
2. Place your cursor in the cell for the column you want to total.
3. Press "F9" on a PC or "fn+F9" on a Mac to calculate the total.

Notes:

Date:

Parameters:

Completed by: Contact Number:

ATTACHMENT 4: PRELIMINARY DAMAGE ASSESSMENT CHECKLIST

☐ Establish a local damage assessment team and assign roles.

☐ Familiarize the team with risk and vulnerability assessment data.

☐ Determine the functional roles and responsibilities of personnel assisting in the damage assessment process.

☐ Identify resources necessary to conduct local damage assessment.

☐ Identify damage assessment zones.

☐ Establish defined standards for damage assessment (i.e., 4-point scale).

☐ Train and exercise the damage assessment process.

☐ Collect damage information from Rapid Needs Assessment reports.

☐ Determine if the damage warrants a joint PDA.

☐ Collect supplies and contact information including:

- Review information with PDA team members.

- Make necessary travel and lodging arrangements.

- Contact individuals who will be conducting the assessment.

- Identify potential Public Assistance/Infrastructure damages.

- Initiate Project Worksheets (PWs); and,

- Capture Applicant damages, narratives, and impact statements.

☐ Collate damage data for the City.

☐ Update existing Damage Assessment information as new information becomes available.

☐ If the damage threshold meets the FEMA threshold, ensure the Virginia Department of Emergency Management (VDEM) requests a Joint Preliminary Damage Assessment (JPDA).

☐ Provide a representative to join the JPDA team.

☐ If a declaration is received, the Director of Emergency Management, or their designee should plan to attend the Applicant briefings.

ATTACHMENT 5: RECOVERY "R"

Similar to the planning "P", the Recovery "R" provides the workflow for Recovery beginning at *"Monitor Ongoing Response & Situational Awareness."*

- ☐ Collect, evaluate, disseminate, and document information about recovery operations and the status of resources.

- ☐ Develop an Incident Action Plan for recovery operations.

- ☐ Compile and report on damage assessment data using the Initial Damage Assessment Report Form.

- ☐ Develop recovery plans using the Recovery "R."

- ☐ Monitor and document decision-making and action planning around recovery to ensure it is fair and equitable.

- ☐ Organize recovery planning processes, which includes individuals with disabilities and others with access issues; lead the development of the City's recovery visions, priorities, resources, capability, and capacity.

- ☐ Coordinate the development of the recovery effort After Action Report (AAR).
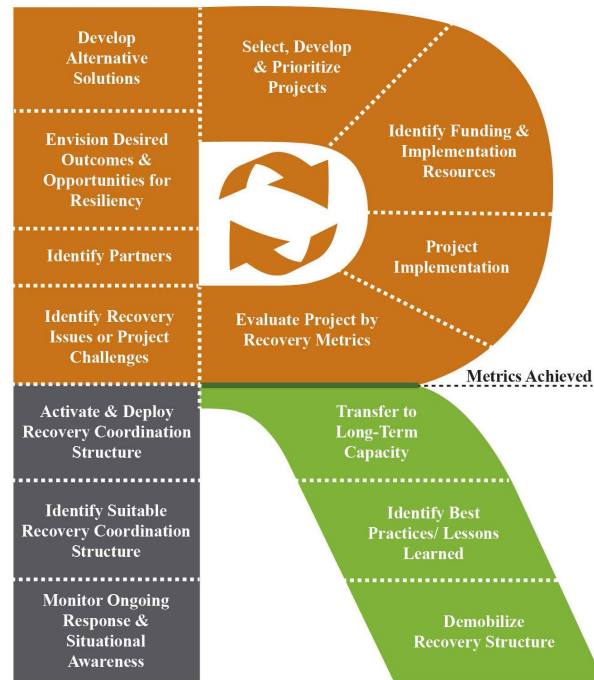
ATTACHMENT 6: PROPOSED ANNEX CHANGE FORM

Instructions: This form is used to a change to the Recovery Annex. Please email the completed form with the top portion completed to the City of Richmond Office of Emergency Management.

RECOVERY ANNEX CHANGE FORM	Date:
Name:	**Department:**
Phone:	**Email:**

CHANGE REQUESTED	
Annex Page(s)	**Reason for Change:**
	Proposed Change Language:

CITY OF RICHMOND OFFICE OF EMERGENCY MANAGEMENT USE

Reviewed by:	**Change Approved? Yes ☐ No☐**

Approved Change Language:

☐ **Recorded in Record of Changes   Date:**   ☐ **Updated Annex Sent to Plan Holders**

**City of Richmond, VA
Emergency Operations Plan**

Annex E:

DCAO On Call Schedule

March 2022

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Most incidents and emergencies do not reach a level of crisis or disaster. The initial response for these incidents is handled by local emergency responders, as appropriate. For escalating incidents or those requiring coordination across the City of Richmond that may require assistance from external agencies, the Office of Emergency Management holds primary responsibility for emergency management activities.

The nature of certain hazards does not always allow for any warning or build-up prior to an incident. When the duration of an incident is expected to be relatively short or require limited resources, management of the response will be directed by the on-scene incident commander or ranking official at the location.

For major incidents with advance notice or those expected to be lengthy in duration (24 hours or more), operations may be managed from the City of Richmond Emergency Operations Center (EOC).

There are roles and responsibilities at every level during an activation of the EOC, in particular the roles of the DCAOs which consist of but are not limited to:

- Providing policy guidance on priorities and objectives based on situational needs and the Emergency Operations Plan.
- Providing leadership during identified operational period.
- Approving spending for resource allocation to support the incident.
- Providing expertise network resources to support a gap if necessary.

To ensure Command level support is readily available during an EOC activation

- A DCAO and an alternate will be identified as the primary/back up point of contact (POC) for the Policy Group for a 24 hour period or for the operational period. This information is provided to the EOC Manager at the beginning of each operational period.

- The primary DCAO will provide the EOC Manager with contact information to include: home telephone, cell phone, or email at the beginning of their shift.

- The DCAO will provide a brief synopsis to the CAO for the covered shift. All information included in the CAO report will be entered into the operational event in WebEOC. This may or may not be part of regularly scheduled briefings.

Emergency Operations Center (EOC)

Deputy Chief Administrative Officer

On-Call Schedule

Template

Example

Position	Primary Contact Name	Shift	Primary Contact #	Alternate Designee Name	Alternate Contact #
Deputy CAO Operations		6AM-6PM	000-000-0000		000-000-0000
Deputy CAO Human Services					
Deputy CAO Finance					
Deputy CAO Economic Development					