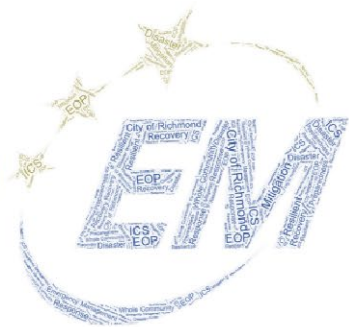**City of Richmond, VA**
Emergency Operations Plan
Basic Plan

March 2022

PROMULGATION

IMPLEMENTATION

This City of Richmond Emergency Operations Plan (EOP) has been approved by Richmond City Council by Resolution adopted on ___July 85,___ 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: ___9/12/2022___

Attest: _____

Clerk, City of Richmond
Commonwealth of Virginia

City Council, City of Richmond, VA

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
8	50, 95	Roles & Responsibilities, Attachment 5	Updated EOC Org Chart	K. Robins	11/4/24
9	43	Roles & Responsibilities	Update Finance Portfolio	K. Robins	11/4/24
10	47-48	Roles & Responsibilities	Update Human Services Portfolio	K. Robins	11/4/24
11	43	Roles & Responsibilities	Command Staff edits – PIO to OSC	K. Robins	11/4/24
12	44	Roles & Responsibilities	Update Economics Portfolio	K. Robins	11/4/24
13	7-9	Acronyms	Update Acronyms List -Add	K. Robins	11/4/24
14	46-47	Roles & Responsibilities	Update Operations Portfolio	K. Robins	11/4/24

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
CSR	Citizen Service and Response
DECPR	Department of Emergency Communications, Preparedness and Response
DEI	Diversity, Equity, and Inclusion
DGS	Department of General Services
DHS	Department of Homeland Security
DNCS	Department of Neighborhood and Community Services
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
OADS	Office of Aging and Disability Services
OCWB	Office of Community Wealth Building
OEM	Office of Emergency Management
OIRE	Office of Immigrant and Refugee Engagement
OSC	Office of Strategic Communications
PA	Public Assistance
PDA	Preliminary Damage Assessment
PG	Policy Group
PIO	Public Information Officer
RACES	Radio Amateur Civilian Emergency Services (also see ARES)
RBHA	Richmond Behavioral Health Authority

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:
  o Occur at any time with little or no warning.
  o Require significant information-sharing across multiple jurisdictions and between the public and private sectors.
  o Involve single or multiple jurisdictions and/or geographic areas.
  o Require significant inter-governmental resource coordination and/or assistance.
  o Span the spectrum of incident management to include prevention, preparedness, response, recovery, and mitigation.
  o Involve multiple, highly varied hazards or threats on a local, regional, statewide or national scale.
  o 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.
  o Impact critical infrastructures across sectors.
  o Overwhelm capabilities of the city and private-sector infrastructure owners and operators.
  o Attract a sizeable influx of independent, spontaneous volunteers and supplies.
  o Require extremely short-notice asset coordination and response timelines; and
  o Require prolonged, sustained incident management operations and support activities requisite to long term community recovery and mitigation.
- Top priorities for incident management are to:
  o Save lives and protect the health and safety of the public, responders, and recovery workers.
  o Ensure security of the city.
  o Protect and restore critical infrastructure and key resources.
  o Protect property and mitigate damages and impacts to individuals, communities, and the environment.
  o Facilitate recovery of individuals, families, businesses, communities, and the
  o environment; and
  o 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:
  o State or local needs that exceed available resources.
  o The economic ability of the state and the affected localities to recover from the incident.
  o The type or location of the incident.
  o The severity and magnitude of the incident.
  o 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.
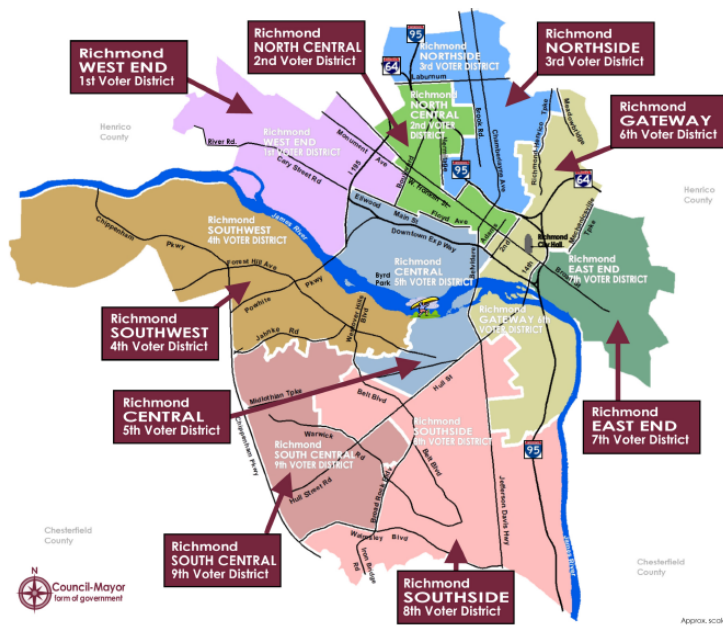
Richmond, Virginia U.S.A.
As of March 9, 2012

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
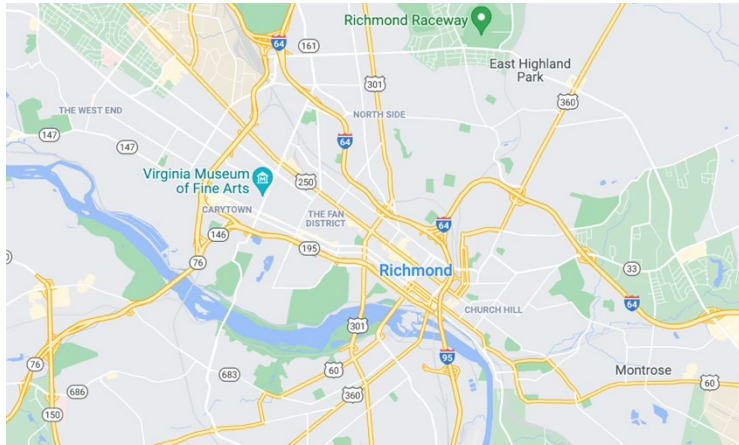
road known as the Powhite Parkway Extension, reaches southwest into Chesterfield County between Chippenham Parkway (State Route 150) and State Route 288, the World War II Veterans Memorial Highway. State Route 895, also known as the Pocahontas Parkway, is operated as a toll road under a public-private 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.**
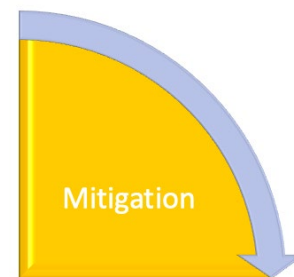
PREPAREDNESS

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.
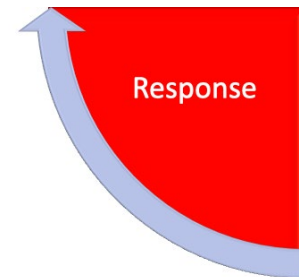
RECOVERY

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:
  o 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.
  o 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.
	External Affairs: OSC	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, OSC, CSR, 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, HCD, 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, DECPR, 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, DGS, 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.
		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

	Operations Portfolio (DPU, DPW, DGS, ACC) 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 (DSS, DNCS, DJS, OADS, OCWB, OIRE, PRCF, RPL, Human Services) External Partners to include: VDH/RCHD, RPS, RBHA	**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

	Human Services Portfolio (DSS, DNCS, DJS, OADS, OCWB, OIRE, PRCF, RPL, Human Services) External Partners to include: VDH/RCHD, RPS, RBHA	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 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. |
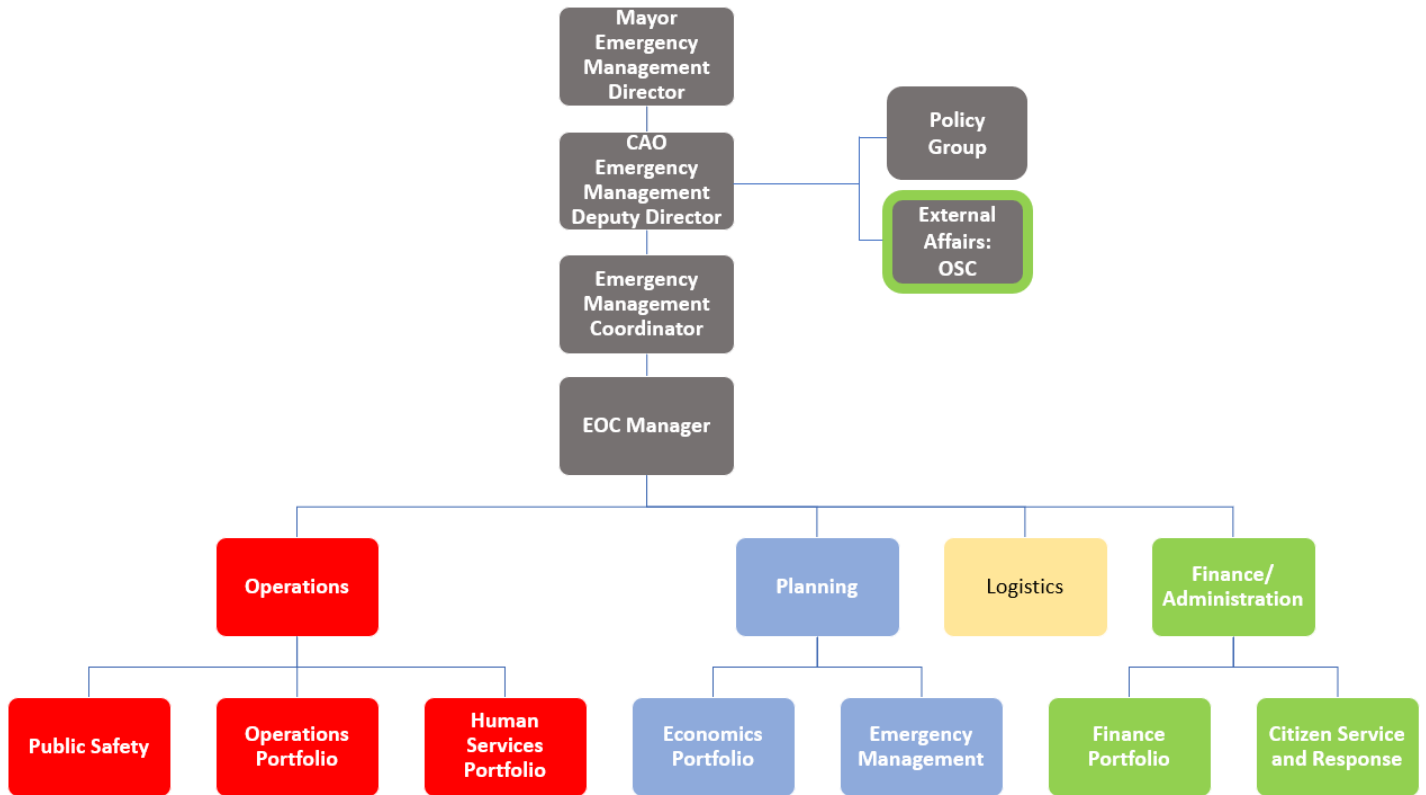
LOGISTICS SECTION COORDINATOR

Table 3. Functional Roles and

EOC

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	

Responsibilities

EOC ORGANIZATION

```
                          ┌─────────────────┐
                          │     Mayor       │
                          │   Emergency     │
                          │  Management     │
                          │   Director      │
                          └─────────────────┘
                          ┌─────────────────┐        ┌─────────────┐
                          │      CAO        │        │   Policy    │
                          │   Emergency     │────────│   Group     │
                          │  Management     │        └─────────────┘
                          │ Deputy Director │        ┌─────────────┐
                          └─────────────────┘        │  External   │
                          ┌─────────────────┐        │  Affairs:   │
                          │   Emergency     │        │    OSC      │
                          │  Management     │        └─────────────┘
                          │  Coordinator    │
                          └─────────────────┘
                          ┌─────────────────┐
                          │   EOC Manager   │
                          └─────────────────┘
```

Operations	Planning	Logistics	Finance/ Administration

Public Safety	Operations Portfolio	Human Services Portfolio	Economics Portfolio	Emergency Management	Finance Portfolio	Citizen Service and Response

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**
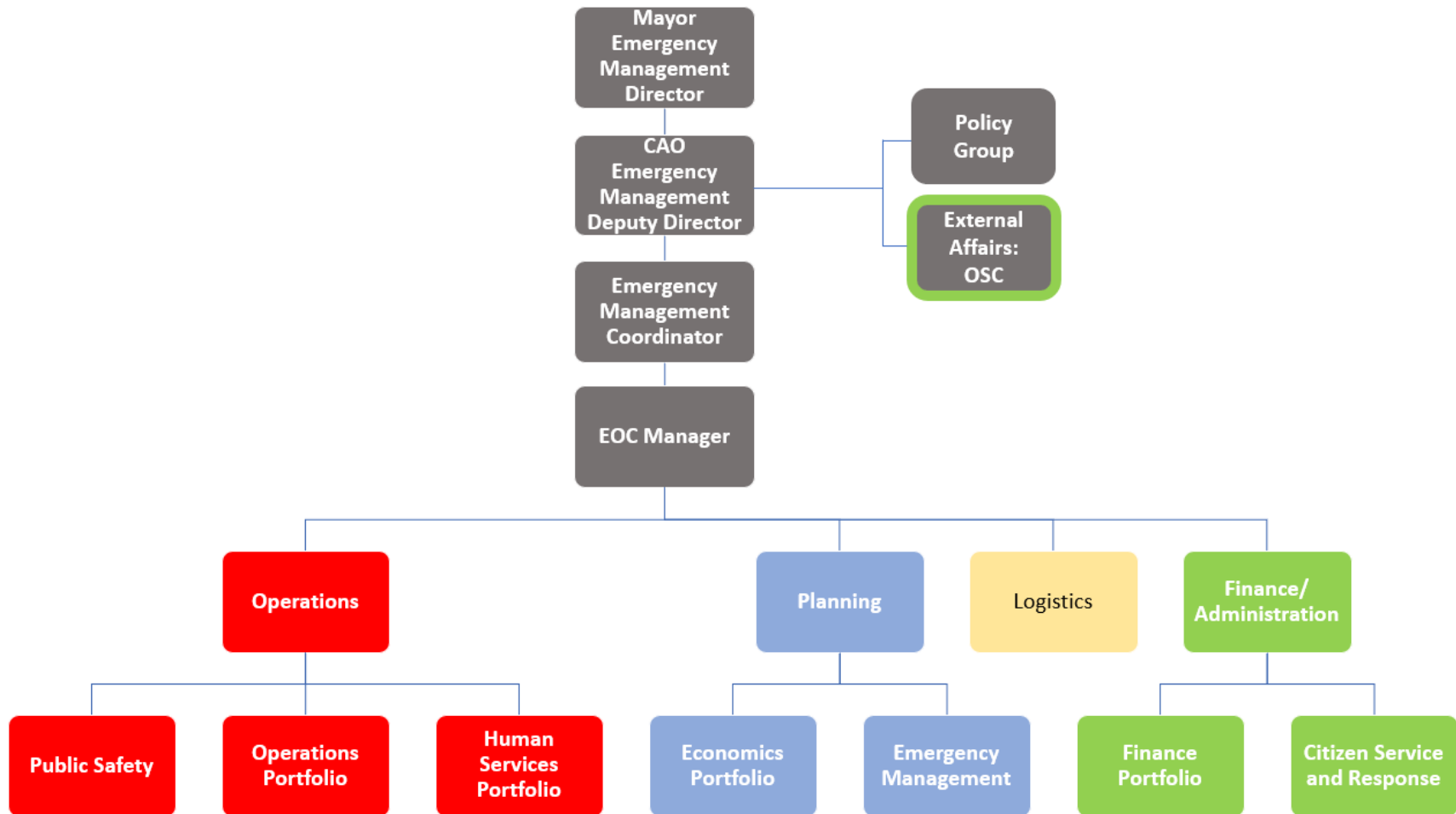
City Pay Ordinance;
FLSA

VI.   **REGULATION UPDATE**

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

RECOMMEND APPROVAL: _____
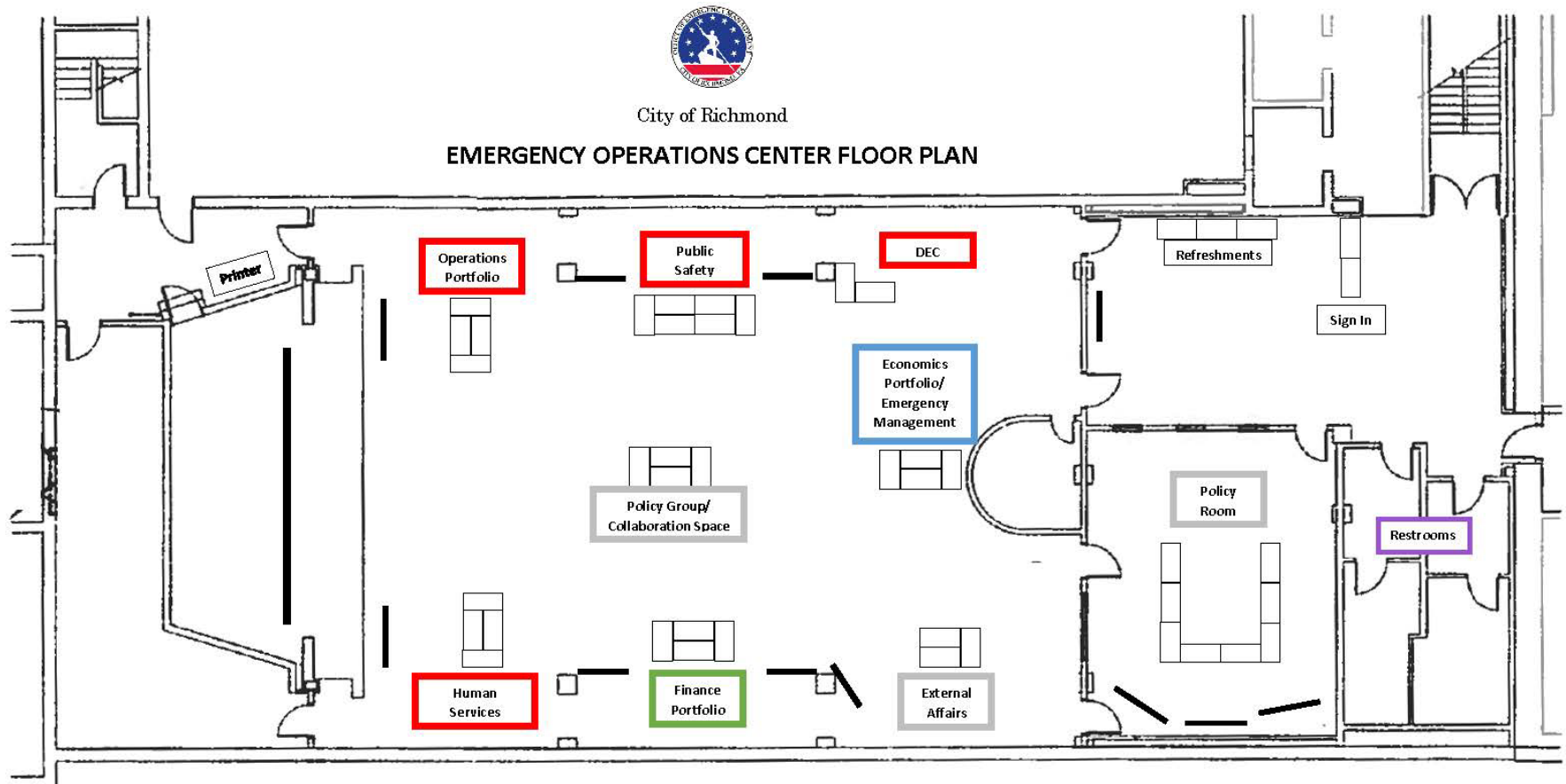CHIEF ADMINISTRATIVE OFFICER

APPROVED: _____
MAYOR

ATTACHMENT 5: EOC ORGANIZATION

Attachment 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:

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**