



2 0 2 3

CITY OF CHARLOTTESVILLE, VIRGINIA EMERGENCY OPERATIONS PLAN

Prepared by :

City of Charlottesville
Office of Emergency
Management

City of Charlottesville

605 E. Main St
Charlottesville VA.
22902



Table of Contents

Council Resolution.....	vi
Letter of Promulgation.....	vii
Record of Change.....	viii
Declaration of Local Emergency....	ix
Executive Summary.....	x

PART 1: BASIC PLAN, TABLE OF CONTENTS

1. INTRODUCTION	1
1.1 Purpose.....	1
1.2 Scope.....	2
1.3 Policies and Authorities	2
1.4 Assumptions.....	3
1.5 Levels of Emergency	4
1.6 Incident Management.....	4
2. SITUATION.....	5
2.1 Geographic Characteristics	5
2.2 Climate.....	6
2.3 Population	6
2.4 Government.....	6
2.5 Land Use	7
2.6 Economic Growth and Development.....	7
2.7 Historical Places.....	8
2.8 Critical Infrastructure.....	8
2.9 Hazard Identification and Risk Assessment	8
3. ROLES AND RESPONSIBILITIES.....	9

3.1 Individuals, Families, and Households9

3.2 Communities10

3.3 Non-governmental and Volunteer Organizations10

3.4 Private Sector 10

3.5 Local Government10

3.6 Commonwealth of Virginia12

3.7 Federal Government..... 12

4. **CONCEPT OF OPERATIONS** 12

4.1 Organization..... 12

4.1.1 Emergency Operations Center Team 13

4.1.2 On-Scene Incident Commanders.....15

4.1.3 Emergency Operations Center..... 15

4.2 Emergency Support Functions 15

4.3 Sequence of Actions.....17

4.3.1 Preparedness..... 17

4.3.2 Incident Recognition17

4.3.3 Incident Notification 17

4.3.4 Activation of the Emergency Operations Center 18

4.3.5 Response18

4.3.6 Recovery 20

4.3.7 Mitigation.....21

5. **REQUESTS FOR ASSISTANCE**.....21

5.1 Local 21

5.2 Private Sector 21

5.3 Non-governmental Organizations21

5.4 State.....22

5.5 Federal..... 22

6. **PROCESS IMPROVEMENT** 22

APPENDICES

Appendix A Authorities and Succession.....24

Appendix B Succession for Director of Emergency Management... ..25

Appendix C Glossary of Terms.....26

Appendix D Acronyms..... 31

Appendix E Victims of Crimes in an Emergency..... 33

For official use only:

EMERGENCY SUPPORT FUNCTION ANNEXES (SECTION 2)

ESF's 1-17

SUPPORT ANNEXES (SECTION 3) Under Review

Regional Emergency Management Coordination Plan

Incident Management

Damage Assessment

Information Sharing

HAZARD SPECIFIC ANNEXES (SECTION 4) Under Review

Introduction

Biological Incident

Flood Incident

Freight Road/Rail

Severe Weather

Special Events

Active Threat and Terrorism

VDEM Radiological Emergency Response Plan: Ingestion Exposure Pathways

Cyber Incident

Dam Failure

City of Charlottesville Resolution

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHARLOTTESVILLE, VIRGINIA, ADOPTING THE EMERGENCY OPERATIONS PLAN

WHEREAS, the City Council of the City of Charlottesville, Virginia, recognizes the need to prepare for, respond to, and recover from natural and man-made disasters; and

WHEREAS, the City of Charlottesville has a responsibility to provide for the safety and well-being of its citizens and visitors; and

WHEREAS, the City of Charlottesville has established an Office of Emergency Management and appointed a Director and Coordinator of Emergency Management:

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

That the Emergency Operations Plan, as revised (insert date), is officially adopted; and it is further proclaimed and ordered that the Director of Emergency Management, or their designees, are tasked and authorized to maintain and revise as necessary this document over the next four-year period or until such time it is ordered to come before this Council.

Approved: (insert date)

Mayor

Councilor

Councilor

Councilor

Councilor

ATTEST:

Clerk of Council/City Clerk

Letter of Promulgation of the City of Charlottesville Emergency Operations Plan

By the authority vested in me by Section 44-146.19E of the Code of the Commonwealth of Virginia as the City of Charlottesville, Virginia’s Director of Public Safety and Emergency Management, I hereby promulgate and issue the City of Charlottesville Virginia’s Emergency Operations Plan (“EOP”), dated (insert date), which provides for a City response to emergencies and disasters wherein assistance is needed by affected citizens in order to save lives; to protect public health, safety, and, property; to restore essential services; and to affect an economic recovery.

As necessary, the Emergency Management Coordinator, on behalf of the Director, is hereby authorized to activate the City’s Emergency Operations Center (EOC) to direct and control City emergency operations. Activation of the City’s EOC shall prompt the activation of the Emergency Operations Plan partially and/or fully.

As directed by the Emergency Operations Plan, the Director of Emergency Management is responsible for command and control, and direction of recovery efforts following any disaster that confronts the City. In the absence of the Director, this responsibility is assumed by the Coordinator.

In accordance with the duties and responsibilities assigned in the EOP, each designated city department or agency shall:

1. Become familiar with and maintain the part(s) of the EOP for which it is responsible;
2. Conduct an on-going training program and participate in exercises as needed to maintain an appropriate emergency response capability;
3. In time of emergency, implement emergency response actions as specified in the EOP in coordination with the City’s EOC; and
4. Assist with post-disaster restoration and recovery operations as required

The EOP is consistent with the Virginia Emergency Services and Disaster Laws of 2022 (Chapter 3.2-3.5, Title 44 of the Code of Virginia; see also Executive Orders No.1 2011), and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended) and its implementing regulations.

This Executive Order shall be effective upon its signing and shall remain in full force and effect until amended or rescinded by further executive order.

Dated: _____

Michael C. Rogers
Interim City Manager
Charlottesville, Virginia

Record of Changes

The record of changes to the City of Charlottesville Emergency Operations Plan will be kept, documented, and distributed by the Office of Emergency Management. The record of changes will include the plan version number, a description of the change, the date of the change, and who approved the change. Upon publication, the change will be considered part of the Emergency Operations Plan.

Version	Description of Change	Date	Responsible Party

Record of Distribution

The City of Charlottesville’s EOP will be distributed to each agency and organization that has a role in the plan and those noted in the table below.

Agency/Department	Title of Recipient	Date Distributed	Date Acknowledged

Declaration of a Local Emergency (IAW Virginia Disaster and Emergency Laws 44-146-21)

AT A SPECIAL MEETING OF THE CITY COUNCIL OF THE CITY OF CHARLOTTESVILLE, VIRGINIA, HELD AT _____, ON __, 20__. A RESOLUTION DECLARING A LOCAL EMERGENCY TO EXIST IN CITY OF CHARLOTTESVILLE, VIRGINIA

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

- That due to the occurrence of _____, the City of Charlottesville is facing dangerous or hazardous conditions impacting the lives, safety, and property of the residents of City of Charlottesville;
- That because of these dangerous or hazardous conditions, the proclamation of the existence of an emergency is necessary to permit the full powers of government to deal effectively with these hazards or conditions.

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

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

Dated: _____

City Council, City of Charlottesville, VA

Mayor

Vice-Mayor

Member of Council

Member of Council

Member of Council

Attest: _____
Clerk of Council, City of Charlottesville,

Executive Summary

The City of Charlottesville Emergency Operations Plan (EOP) is a multidisciplinary all-hazards plan that establishes a comprehensive framework for the management of major emergencies and disasters within the City. This plan is implemented when it becomes necessary to mobilize community resources to save lives and protect property and infrastructure. The EOP incorporates the National Incident Management System as the standard for incident management and reflects other changes resulting from the adoption of the National Response Framework.

The EOP outlines the roles and responsibilities assigned to City departments and other agencies for response to disasters and emergencies. The EOP is not intended as a stand-alone document but serves as the overarching strategy that aligns more detailed department and agency plans and operating procedures to meet response and recovery needs.

The successful implementation of the EOP is contingent upon a collaborative approach between city agencies and organizations that provide crucial support during emergency operations. The EOP recognizes the significant role these agencies and organizations perform during emergencies and disasters and their specific roles and responsibilities are also included within the EOP. Additionally, a separate memorandum of understanding will be established with outside partners and agencies who will assist the City of Charlottesville when events or incidents grow beyond the City's capacity to effectively respond or supply resources.

Plan Format

The EOP consists of the following:

- **Basic Plan**—provides an overview of the management structure, key responsibilities, and emergency assignments during and immediately after an emergency.
- **Appendices**—define the authorities, terms and acronyms used throughout the EOP.
- **Emergency Support Functions Annexes**—outline the scope of responsibilities associated with specific emergency operations functions and describes expected mission execution activities for each emergency phase.
- **Support Annexes**—describe actions to coordinate and execute common emergency management strategies (e.g., information sharing, damage assessment).
- **Hazard, Threat, and Incident Specific Annexes**—describe unique considerations for response and recovery from likely hazards.

Plan Maintenance and Distribution

The City of Charlottesville's Emergency Management Coordinator is responsible for developing, maintaining, and distributing the EOP under the authority of the Director of Emergency Management (City Manager). The EOP will be reviewed periodically as required to incorporate new state, federal, and regional guidelines, or directives and to address significant operational issues. At a minimum, the EOP is significantly updated every four years in accordance with The Commonwealth of Virginia's Disaster and Emergency Management Laws.

Changes will include additions of new or supplementary material or deletions of outdated information. No proposed change should contradict, or override authorities or other plans contained in statute or regulation. All requests for changes will be submitted to the Director of Emergency Management (City Manager) and the Emergency Management Coordinator for coordination, approval, and distribution.

Designated city departments or agencies who are tasked with emergency support functions are responsible for maintaining and updating their assigned functional annexes. Annexes should be reviewed annually. Proposed changes or updates to the annexes will be coordinated with all other support agencies prior to submission to the Director of Emergency Management and the Emergency Management Coordinator.

Any department or agency may propose a change to the EOP and is encouraged to do so. Prior to submitting proposed changes to the Emergency Management Coordinator, the proposing department or agency will obtain the written approval from their agency head.

Every four years, the Emergency Management Coordinator will provide a full copy of the EOP to all City departments and agencies listed in the plan as a Primary or Supporting agency, the Virginia Department of Emergency Management, and other partner organizations as necessary. Modifications to the EOP outside of the four-year revision required by state code will be communicated through a Notice of Change and revised pages will be provided for replacement within the EOP.

Notice of Change

Notices of change to the EOP will be prepared and distributed by the Emergency Management Coordinator. The notice of change will include the effective date, the change number, subject, purpose, and action required by the departments and agencies. The notice of change will include revised pages for replacement within the EOP.

Upon publication, the change will be considered a part of the EOP. The Emergency Management Coordinator is responsible for the distribution of the approved notices of change following the same process as identified above.

BASIC PLAN

1. Introduction

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

The foundation for this coordinated response is established through the City of Charlottesville's Emergency Operations Plan (EOP). The EOP identifies the departments and agencies that are responsible for providing command and coordination capabilities for large-scale or unusual events and describes how the multiple command and response components are organized and managed. A planned-for and coordinated response on the part of local officials in support of in-the-field emergency responders can save lives, protect property, contain provisions that ensure the plan is applied equitably and the needs of minority and vulnerable communities are met during emergencies, and more quickly restore essential services. The "Commonwealth of Virginia Emergency Services and Disaster Laws of 2000" (Code of Virginia, § 44-146.13 to 44-146.29:2) requires that state and local governments develop and maintain current emergency operations plans to be prepared for such events.

1.1 Purpose

The EOP establishes the organizational framework for a coordinated all-hazards response to and recovery from disasters and emergency situations. Key concepts established throughout the EOP are as follows:

- Systematic organization of interagency efforts to minimize damage, restore impacted areas, and implement programs to mitigate vulnerability to future events
- Proactive identification and deployment of resources in anticipation of or in response to a disaster event
- Coordinated mechanisms for vertical and horizontal coordination, communications, and information-sharing in response to threats or incidents
- Establishment of fundamental agreements that are the basis for interagency and intergovernmental planning, training, exercising, assessment, coordination, and information exchange.

The EOP addresses the immediate requirements for an emergency in which normal operations are interrupted and special measures must be taken to:

- Save lives and protect the health and safety of the public, responders, and recovery workers
- Ensure security of the City of Charlottesville and potentially areas outside of the city limits.
- Provide and analyze information to support decision-making and action plans
- Effectively manage response and support assets

- Protect critical infrastructure and key resources and aid in their restoration
- Ensure local government continues to function throughout the incident
- Manage communication regarding emergency response and recovery operations
- Communicate critical information to residents
- Protect property and mitigate damages and impacts to individuals, communities, and the environment
- Track response resources immediately and throughout response and recovery
- Facilitate recovery of individuals, families, businesses, government, and the environment.

The EOP does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place in the City. It supplements those procedures with a temporary crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

1.2 Scope

The EOP establishes a method of operation that spans the management of an emergency from initial monitoring through post-disaster response, recovery, and mitigation. The plan also defines mechanisms to aid delivery of immediate assistance as well as assigns specific functions to appropriate departments and organizations. This includes methods to coordinate with the private sector and voluntary organizations active in disasters (VOAD).

The EOP addresses various types of emergencies that are likely to occur and the actions the City of Charlottesville will initiate, in coordination with the state and federal governments as appropriate.

This EOP is applicable to all City departments, agencies, private sector, and volunteer organizations that may be requested to assist whether in an actual incident or an imminent threat to the community.

Activation of the EOP starts with Incident Commanders who have determined that incident conditions will continue to deteriorate and will make the request to ECC to notify the Emergency Management Coordinator.

1.3 Policies and Authorities

Various statutory authorities, regulations and policies provide the basis for actions and activities regarding incident management. Nothing in the EOP alters the existing authorities of City departments or agencies. The EOP establishes the coordinating structures to integrate the specific regulatory authorities of the spectrum of participating agencies in a collective framework for action to include mitigation, prevention, preparedness, response, and recovery. See Appendix A.

1.4 Assumptions

The following planning assumptions outline the assumed operating conditions and provide a foundation for establishing protocols and procedures:

- Emergencies can happen with little to no warning, causing significant loss of life, property damage, environmental and economic impact.
- Some emergencies or disasters will occur with enough warning that appropriate emergency notification will be achieved.
- The City of Charlottesville will commit all available resources to save lives, stabilize an incident and minimize property damage.
- As a part of their commitment to this plan, coordinating and cooperating departments and agencies will engage in systematic assessments of procedures, resources, and training to ensure their continued ability to carry out their responsibilities as outlined in the plan.
- During an emergency, the department heads and agencies will continue to be responsible for the protection and preservation of records essential for the continuity of government operations. Department and agency heads will establish lists of succession of key emergency personnel.
- In the event of an emergency, the immediate response priority will be saving lives, incident stabilization and property conservation.
- Incidents are typically managed at the lowest possible level of government.
- City residents, businesses, and industry will be expected to use their own resources and be self-sufficient for at least 72-96 hours following a significant event.
- The effects of disaster or emergency may extend beyond City boundaries and many other areas of the Commonwealth may experience casualties, property loss, and disruption of normal life support systems.
- There may be competition among residents and communities for scarce resources and widespread power and communications outages may require the use of alternate methods of providing public information and delivering essential services.
- Communications may be problematic due to demands exceeding capacities.
- Protection and restoration of critical infrastructure and key resources is a priority.
- When local capabilities are overwhelmed or local resources are exhausted, the Commonwealth of Virginia or federal government will be asked to aid.
- Incident Management activities will be initiated and conducted using the principles contained in the National Incident Management System.
- The EOP is the core plan for managing emergencies during major emergencies and disasters. Other supplemental agency and interagency plans may provide details on the authorities, response protocols, and technical guidance for responding to and managing specific contingency situations (i.e., hazardous materials spills, wildfires, etc.). In many cases, local agencies manage incidents under these plans using their own authorities. These supplemental agency or interagency plans may be implemented concurrently with the EOP but are subordinated to the overarching core coordinating structures, processes, and protocols detailed in the EOP.

1.5 Levels of Emergency

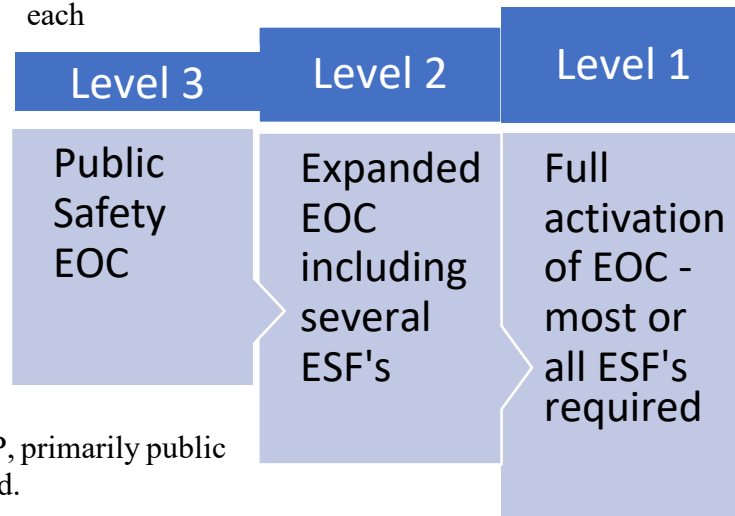
Emergency conditions vary with each incident and action. For reference, there are three emergency levels listed (see diagram) that are noted and specified as follows:

Level 3-an emergency incident that normal community emergency response resources can handle. While there may be some damage or interruption, the conditions are localized and activation of the full EOP is not needed. Aspects of the EOP, primarily public safety and sheltering, may be activated.

Level 2-an incident with substantial damages and interruptions to City operations. Resources beyond public safety alone will be required to manage the incident and the EOC is required to coordinate those many resources.

Level 1-an incident requiring the full activation of the EOP to address immediate emergency response across most if not all emergency support functions. Emergency conditions are widespread, and local resources are depleted; the City must be self-sufficient for a period of hours to several days. Requests for assistance from the Commonwealth are anticipated to be submitted by the City Manager or his designee, the Emergency Management Coordinator.

The designated level for an incident may change as emergency conditions intensify or lessen.



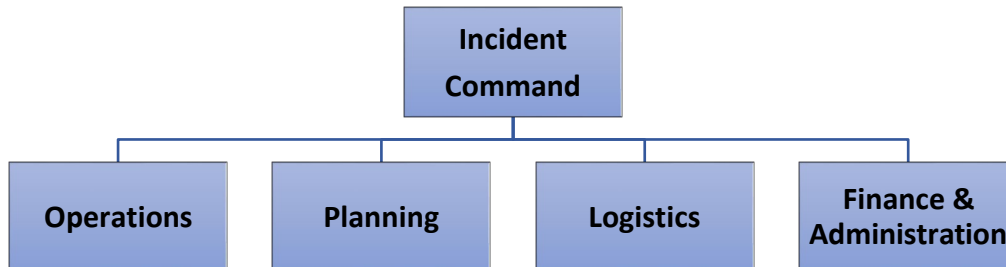
1.6 Incident Management

The EOP uses a team approach and operates under a structure based upon the principles of the National Incident Management System (NIMS) to manage, coordinate, and direct resources committed to an incident. The Incident Command System, a component of NIMS, is the combination of facilities, equipment, personnel, procedures, and communications systems operating within a common organizational structure. The five sections of the organizational structure (Figure 2) are:

- **Command**—responsible for overall management of the incident, including assessment and establishment of incident priorities, assessing resource needs and orders, and coordinating with outside agencies. Public information, safety, and liaison duties are executed as part of the Command Staff.
- **Operations**—responsible for managing tactical operations to reduce immediate hazards, save lives and property, establish situational control, and restore normal operations. The make-up of the Operations section will vary based on incident priorities.
- **Planning**—responsible for collecting, evaluating, and disseminating information about the incident and the status of resources to create a shared understanding of the current situation and prepare alternative strategies to address incident priorities.

- **Logistics**—responsible for providing facilities, services, and materials to support incident response.
- **Finance and Administration**—responsible for all incident costs and financial considerations related to the incident.

Figure 2. Incident Management Structure



This approach divides management of an incident, or the EOC, into smaller more manageable sections, while maintaining a coordinated focus. The size and number of designated positions within each section can be expanded or contracted to meet requirements as an event progresses. This allows for maximum flexibility in meeting the unique requirements of each situation.

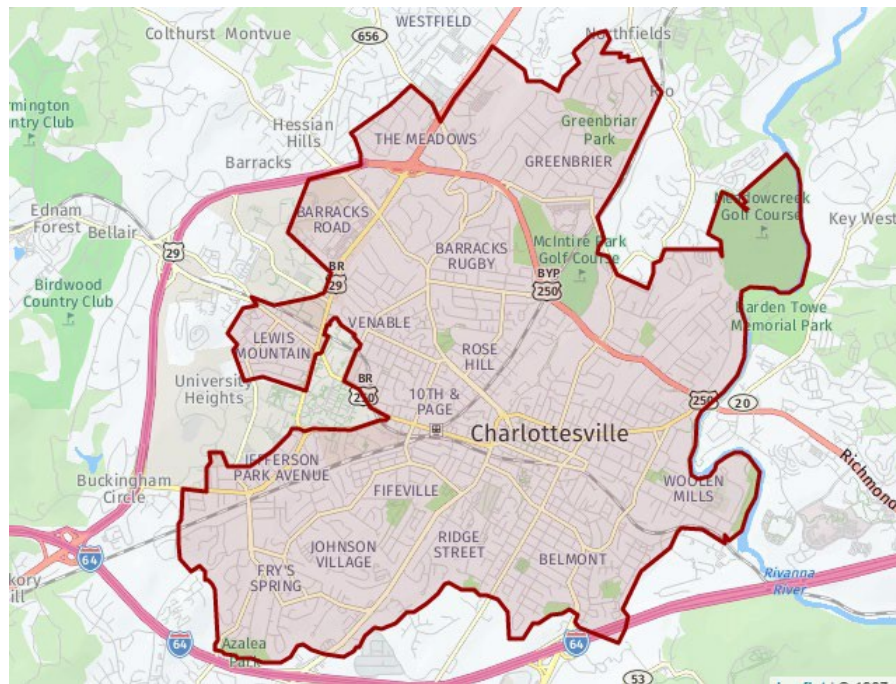
2. SITUATION

Most of the information in this section is excerpted from the 2023 Draft Regional Hazard Mitigation Plan – Thomas Jefferson Planning District. The full reference is available at <https://tjpd.org/our-work/hazard-mitigation/>

2.1 Geographic Characteristics

The City of Charlottesville was founded 1762 and located in Central Virginia in Albemarle County. It is 10.4 square miles in size and located approximately 100 miles southwest of Washington, D.C. and 70 miles northwest of Richmond, Virginia. The City is situated within the upper Piedmont Plateau at the foothills of the Blue Ridge Mountains and at the headwaters of the Rivanna River, The City is autonomous and entirely independent of any county or any other political subdivision (See Figure 3).

Figure 3. The City of Charlottesville



2.2 Climate

The area has a moderate climate. Average temperatures are approximately 50 degrees and range from January lows in the mid-twenties to July highs in the high eighties. Annual rainfall averages above 40 inches and is supplemented with approximately 14 inches of snow.

2.3 Population

The 2019 population estimates 47,096 for the City of Charlottesville and an additional 27,115 (2021) for the student population at the University of Virginia.

2.4 Government

The City of Charlottesville is served locally by a five-member elected city council, a seven-member elected School Board, and elected Constitutional Officers (Clerk of Circuit Court, Sheriff, and Commonwealth's Attorney). At the state level, the City is served by the 25th State Senate District and 57th House of Delegates District. At the Federal level, The City of Charlottesville is served by Virginia's 5th Congressional District.

Although a separate legal entity, the City of Charlottesville is the county seat of Albemarle County. Charlottesville has a council/manager form of city of government.

2.5 Land Use

Table 1. Building Numbers

Although there is limited developable land remaining in the City of Charlottesville, redevelopment and selected small-scale infill has been occurring. Much of this growth occurred around the University of Virginia in the Venable and Jefferson Park Avenue neighborhoods, as well the Belmont and Fifeville neighborhoods. Commercial and office growth has been relatively healthy in downtown Charlottesville and the warehouse district, with few changes elsewhere in the city.

Locality	Total Buildings	Residential Buildings	Non-Residential Buildings
Charlottesville	21,244	19,603	1,641

2.6 Economic Growth and Development

Reflecting national trends, the greatest increases in jobs have been in the service, retail, and government sectors, while farm and manufacturing jobs have been on the decline. Major employers in the area include Aramark, City and County governments, Consolidated Analysis Centers Inc., Crutchfield Corporation, Food Lion, GE Fanuc, Lexis Publishing, Martha Jefferson Hospital, Northrup Grumman Corporation, Piedmont Virginia Community College, State Farm, the University of Virginia, US Department of Defense, the Virginia Department of Corrections, and Wal-Mart. The following table shows changes in various non-farm employment sectors from the Bureau of Labor Statistics.

Rank	Industry Sector	2010 Establishments	2020 Employees
	Total nonfarm industries	6,490	112,800
1	Government	110	36,500
2	Professional and Business	809	15,600
3	Educational and Health	720	14,400
4	Trade, Transport, and Utilities	467	14,200
	Leisure and Hospitality	834	10,400
6	Mining Logging, and Construction	753	5,700
7	Other (Except Financial and Manufacturing)	117	5,400
8	Financial Activities	750	4,900
9	Manufacturing	193	3,900

Source: Labor Market Statistics, Quarterly Census of Employment and Wages Program

Most jobs in the region are in the City of Charlottesville, along the Route 29 corridor, or in the Pantops area of Albemarle County. Rural employment is distributed more evenly in relation to residential density. The Education and Health Care sectors are the largest in the region, comprising about a third of all employment. The University of Virginia and the UVA Health System are major drivers in the regional economy.

2.7 Historical Places

Although best known for Thomas Jefferson's Monticello, the region is also home to several historical attractions, including:

Ash Lawn-Highland, home of James Monroe, fifth President of the United States and author of the Monroe Doctrine

The Albemarle County Court House, built in 1803 and still in use today

Michie Tavern, a Museum of Historical Tavern Americana

Montpelier, the lifelong home of President James Madison and a museum property of the National Trust for Historic Preservation

The University of Virginia Rotunda, Academical Village and Pavilion Gardens.

2.8 Critical Infrastructure

Government and privately owned infrastructure that are deemed critical do exist in the City of Charlottesville. Critical Infrastructure will not be discussed in detail in the EOP for public safety and security reasons.

2.9 Hazard Identification and Risk Assessment

The regional Hazard Identification and Risk Assessment (completed 2022) resulted in a ranked and prioritized evaluation of hazards based on historical and anticipated impact to the region. Straight line wind, hurricanes, flooding, and winter storms offer the most significant threats to the area. The following table is a prioritized list of hazards for the region as determined by the Thomas Jefferson Planning District Hazard Mitigation Working Group, relying on National and State-level data as well as local experiences and results of prior assessments.

EVENT	PROBABILITY	HUMAN IMPACT	PROPERTY IMPACT	BUSINESS IMPACT	RISK
	Likelihood this will occur	Possibility of death or injury	Physical losses and damages	Interruption of services	Relative threat*
SCORE	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 = N/A 1 = Low 2 = Moderate 3 = High	0 - 100%
Hurricane/high wind/windstorms	3	2	2	2	74%
Flooding	3	1	2	2	65%
Winter storms/ weather	3	1	1	2	56%
Communicable Disease/Pandemic	2	2	1	2	30%
Lightning	2	1	1	1	22%
Wildfire	2	1	1	1	22%
Drought / Extreme Heat	2	1	1	1	22%
Dam Failure	1	2	2	2	22%
Tornado	2	1	1	1	22%
Earthquake	1	1	2	2	19%
Landslide	1	1	1	1	11%
AVERAGE SCORE	1.88	1.37	1.5	1.58	33%

RISK = PROBABILITY * SEVERITY		
0.32	0.43	0.17

*Threat increases with percentage.

Table 4. TJPDC Hazard Mitigation Plan HIRA Results

3. ROLES AND RESPONSIBILITIES

3.1 Individuals, Families, and Households

Although not formally part of emergency management operations, individuals, families, and households play an important role in emergency preparedness and response. By reducing hazards in and around their homes, individuals reduce potential emergency response requirements. Individuals, families, and households should also prepare emergency supply kits and emergency plans so they can take care of themselves and their neighbors for at least 72-96 hours following a significant event.

Individuals can also contribute to the preparedness and resilience of their households and communities by volunteering with emergency organizations and completing emergency response training courses. Individuals, families, and households should prepare with family members who have access and functional needs or medical needs. Their plans should also include provisions for their animals, including household pets or service animals. During an actual disaster, emergency,

or threat, individuals, households, and families should monitor emergency communications and follow guidance and instructions provided by local authorities.

3.2 Communities

Communities are groups that share goals, values, and institutions. They are not always bound by geographic boundaries or political divisions. Instead, they may be faith-based organizations, neighborhood partnerships, advocacy groups, academia, social and community groups, and associations. Communities bring people together in different ways for different reasons and can contribute to preparedness and resilience by sharing information and promoting collective action. Engaging in local emergency planning efforts is important to identifying needs and potential contributions to local planners.

3.3 Non-governmental and Volunteer Organizations

Non-governmental organizations (NGO's) play vital roles in delivering important services, including core response capabilities. These organizations, including racial and ethnic, faith-based, veteran-based, and voluntary and nonprofit organizations, provide sheltering, emergency food supplies, and other essential support services. NGO's are inherently independent and committed to specific interests and values, which drive the group's operational priorities and shape the resources they provide. These organizations also bolster government efforts and often provide specialized services to the whole community, as well as to certain members of the population including children; individuals with disabilities and others with access and functional needs; those from diverse religious, racial, and ethnic backgrounds; and people with limited English proficiency. Non-governmental organizations are key partners in preparedness activities and response operations.

3.4 Private Sector

Private sector organizations play key roles before, during, and after incidents. Private sector entities include large, medium, and small businesses; commerce, private cultural and educational institutions; and industry, as well as public/private partnerships that have been established specifically for emergency management purposes. A fundamental responsibility of private sector organizations is to provide for the welfare of their employees in the workplace. In addition, some businesses play an essential role in protecting critical infrastructure systems and implementing plans for the rapid reestablishment of critical infrastructure operations following a disruption. Others are required by existing law and regulation to bear the cost of planning and response to incidents, regardless of the cause. In many cases, private sector organizations have immediate access to commodities and services that can support incident response. During an incident, key private sector partners have a direct link to emergency management operations.

3.5 Local Government

At all times in the EOP, reference to any position shall be understood, in the absence of the referenced individual, to include designees.

Director of Emergency Management

The Director of Emergency Management is the City Manager who directs and controls emergency operations in time of emergency and issues directives to other services and organizations concerning disaster preparedness. Responsibilities of the Director of Emergency Management:

- Ensure that emergency planning and operations are applied equitably and that the needs of minority and vulnerable communities are met during emergencies pursuant to VA Code Section 44-146.19E
- Commit and leverage local 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
- Enact emergency powers, dependent upon state and local laws and only as required, to suspend local laws and ordinances, such as to establish a curfew, direct evacuations, and order a quarantine, in coordination with the local health authority
- 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 incident within the jurisdiction.

Emergency Management Coordinator

The day-to-day activities of the emergency management program are delegated to the Emergency Management Coordinator. The Emergency Management Coordinator works with City leadership to establish unified objectives regarding the City's emergency plans and activities. In addition, the Emergency Management Coordinator:

- Works cooperatively with departments and agencies, community organizations, private sector entities, and non-governmental organizations to develop plans that outline the strategy for delivering the capabilities most likely required during an incident
- Coordinates the integration of the rights of individuals with disabilities, individuals from racially and ethnically diverse backgrounds, and others with access and functional needs into emergency planning and response
- Manages the Emergency Operations Center during an incident
- Conducts workshops and trainings to build and maintain emergency response capabilities across response agencies
- Conducts exercises to assess the capacity and completeness of plans and systems
- Identifies gaps in capabilities and works with partners to resolve the gaps
- Develops and executes accessible public awareness and education programs.

Departments and Agencies

City departments and agencies collaborate with the Emergency Management Coordinator during the development of emergency plans and provide key response resources as part of the Emergency Support Function structure. Participation in the planning process helps to ensure that specific capabilities are integrated into a workable plan to safeguard the community. Departments and agency staff develop, plan, and train on internal policies and procedures to meet response needs safely and effectively. They also participate in interagency training and exercises to develop and maintain necessary capabilities.

3.6 Commonwealth of Virginia

The public safety and welfare of a state or Commonwealth's residents are the fundamental responsibilities of every governor. The governor, through the Virginia Department of Emergency Management (VDEM), coordinates state resources and provides the strategic guidance for response to all types of incidents. This includes supporting local governments as needed and coordinating assistance (including information collection, analysis, and dissemination through the Virginia Fusion Center) with other states and the federal government. The governor also:

- In accordance with state law, may make, amend, or suspend certain orders or regulations associated with response
- Communicates to the public, in an accessible manner, and helps people, businesses, and organizations cope with the consequences of any type of incident
- Commands the state military forces (National Guard personnel not in federal service and state militias)
- Coordinates assistance from other states through interstate mutual aid and assistance agreements, such as the Emergency Management Assistance Compact
- Requests federal assistance including, if appropriate, a Stafford Act declaration of an emergency or major disaster.

As public institutions of higher education, the University of Virginia and Piedmont Virginia Community College are required to coordinate with local emergency management, as defined by § 44-146.16, to ensure integration into the local emergency operations plan. To this end, both institutions maintain collaborative relationships with each jurisdiction's Emergency Management Coordinator and share emergency plans accordingly.

3.7 Federal Government

The federal government maintains a wide range of capabilities and resources to respond to domestic incidents. Federal assistance can be provided to state and local jurisdictions through several different mechanisms and authorities. For incidents in which federal assistance is provided under the Stafford Act, the Federal Emergency Management Agency (FEMA) coordinates the assistance. There is significant coordination with VDEM and FEMA to document expenditures for cost recovery. For non-Stafford Act incidents, federal response or assistance may be led or coordinated by various federal departments and agencies consistent with their authorities.

4. CONCEPT OF OPERATIONS

The EOP will be activated to quickly assess and respond to the impacts of an incident. Local resources will be fully committed before state or federal assistance is requested. If the incident exceeds the region's emergency response capabilities, assistance will be requested through the Virginia Emergency Operations Center.

4.1 Organization

The City has adopted the National Incident Management System as the standard for incident management. The City will implement a unified/incident commander management strategy that

aligns Emergency Support Functions within the Incident Command System to manage, coordinate, and direct resources committed to an incident. This structure supports effective coordination across personnel, facilities, equipment, and systems by maintaining a manageable span of control, staffing functional positions only when needed, and ensuring accountability.

4.1.1 Emergency Operations Center Team

The Emergency Operations Center Team (EOC Team) is comprised of the Policy Group and the EOC Manager's (IC's/UC's) Command and General staff.

Policy Group—provides high level direction during an incident, relying on the On-scene Incident Commander(s) and EOC Command and General Staff to execute the plan through the EOC Manager (IC/UC) using the Incident Command System. The Policy Group is comprised of senior leadership from the City and has the following responsibilities:

- Provide policy decisions and guidance as required for incident response and recovery operations
- Delegate necessary authorities for incident stabilization, protection of life, property, and critical infrastructure
- Negotiate resolutions to conflicting incident priorities
- Recommend the allocation of resources required to accomplish incident management priorities
- Ensure coordination with external agencies and resource providers
- Aid with critical business maintenance and restoration
- Monitor recovery progress and provide guidance as needed to ensure recovery benchmarks are met in a timely manner.

The City Attorney should be present in person or virtually to advise the Policy Group as needed.

Command and General Staff—supports the field response during the implementation of the EOP. Branch and Group leaders are assigned to General Staff positions as necessary to accomplish the work of the EOC. Branch and Group leaders are responsible for carrying out specific work categorized as Emergency Support Functions (ESF – see next section). ESF's are functions and/or services of city government and other key agencies or service providers. Each ESF is assigned a primary agency responsible for ensuring the ESF has standard operating procedures and resources necessary to execute specific plans in support of the overall EOP. ESF's are further grouped and assigned to a Branch or Group Leader as shown in the example organization chart reflected below. The composition of the EOC Team may vary depending on the size and type of emergency.

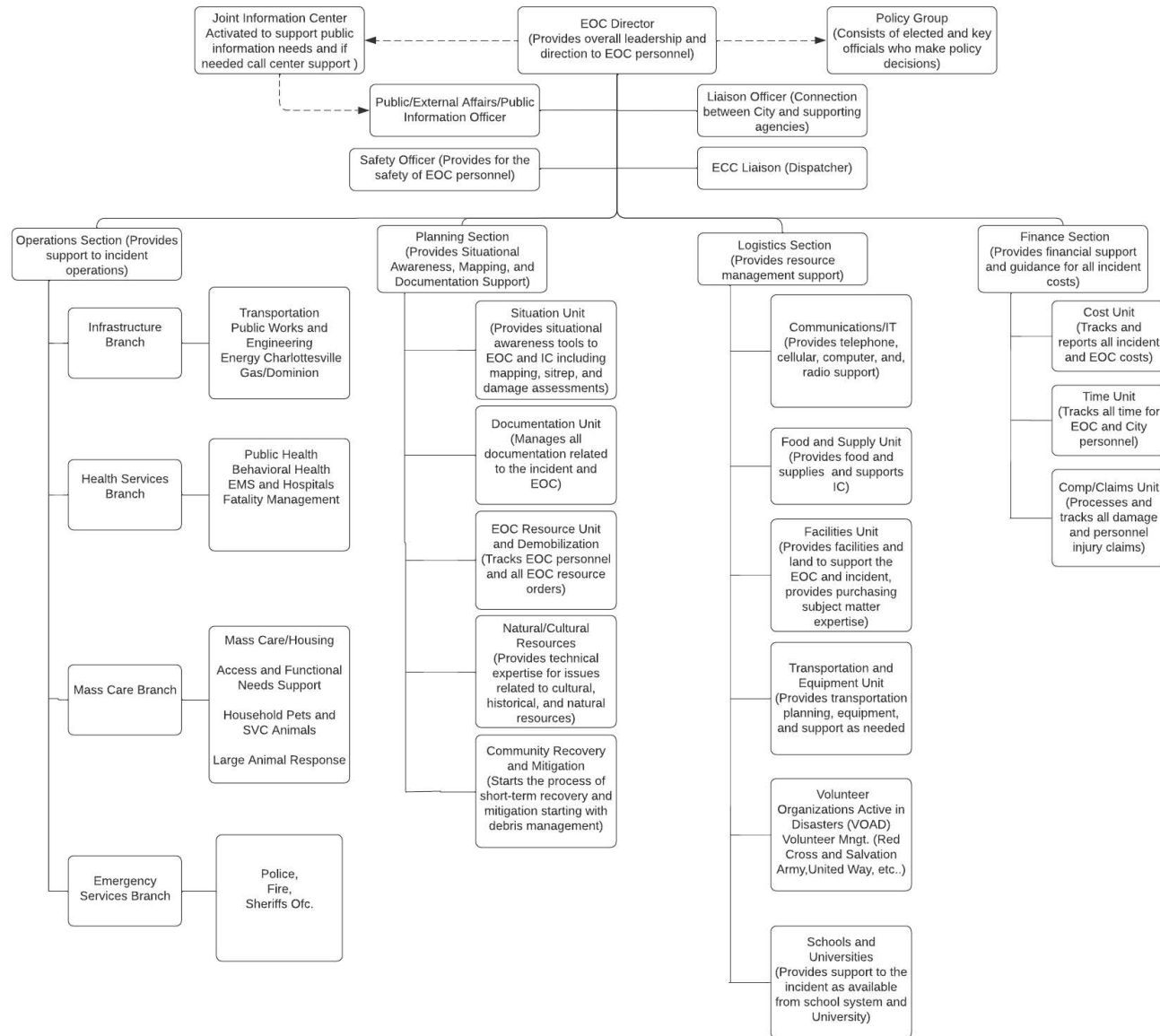


Figure 4

4.1.2 On-Scene Incident Commanders

The Director of Emergency Management delegates authority to the Fire Chief and Police Chief to appoint on-scene incident commanders and establish standard operating procedures to guide management of emergency operations. Upon arrival at an emergency, the senior official on scene will establish incident command and designate a command post location to manage the emergency. Incidents that begin as a single agency response may evolve into an operation requiring a multi-agency response to meet community needs. On-scene Incident Commanders regularly report information to the Emergency Operations Center. Any on-scene requests for resources are directed through the EOC, once it is activated and operational.

4.1.3 Emergency Operations Center

The Emergency Operations Center (EOC) is a facility where City personnel and partners work collaboratively to establish emergency priorities and policies, assign resources, and coordinate requests for assistance. Available warning time will be used to implement increased readiness measures, which will ensure maximum protection of the population, property, infrastructure, and resources from the effects of threatened or actual disasters. For smaller incidents (Level 3 or 2 activation), the EOC is located at City space or the Fontaine Fire Station (Alternate EOC). For larger incidents requiring activation of regional Emergency Support Functions (Level 1), the EOC will be located at City Space or in Zehmer Hall at the University of Virginia. The Emergency Operations Center is managed by the Emergency Management Coordinator. The Emergency Management Coordinator may request additional staff and support positions as necessary depending upon the nature, scope, and complexity of the incident or the requirements.

Once the EOP is activated, the EOC may be partially or fully staffed depending on type and scope of the disaster. The EOC may be staffed physically at the locations specified, virtually using (VEOCI) virtual EOC software, or a hybrid combination of both. The EOC Manager will determine whether individual Command Staff, or General Staff, positions within the EOC Team must be staffed physically or virtually. Any EOC Team member who cannot staff virtually or has suddenly lost the capability to staff virtually, must physically report to the EOC as soon as possible.

Some departments and agencies represented at the EOC will have a department operations center. In these circumstances, the individual at the EOC serves as a liaison to the department operations center. As missions are assigned at the EOC, this information is conveyed to the department operations center for implementation. Department operations centers will coordinate their activities with the EOC, to maintain shared situational awareness and reduce duplication of effort.

4.2 Emergency Support Function

The EOP organizes the various departments, agencies, and voluntary organizations into 17 Emergency Support Functions to facilitate planning and coordination prior to an incident, achieve an effective emergency response and recovery, and then implement mitigation actions to reduce disaster impacts.

Each Emergency Support Function has an assigned primary city department/agency and supporting agencies. The primary departments/agencies are designated because they either have statutory responsibility or the prerequisite expertise and resources due to their programmatic or regulatory responsibilities. The primary agency is responsible for leading pre-incident planning and coordination to ensure that all agencies are prepared to provide resources and perform their assigned operational roles. The primary agency is responsible for maintaining a functional annex to the EOP (if necessary), in collaboration with the Emergency Management Coordinator. All primary and supporting agencies are responsible for maintaining standard operating procedures for their assigned responsibilities.

Emergency Support Functions will be activated as needed to support actual or anticipated requirements and primary agencies will provide representatives to the EOC upon activation. Within the EOC, the Emergency Support Function representatives are assigned to specific sections within the EOC General Staff: Command, Operations, Logistics, Planning, and Finance/Administration Sections:

COMMAND

ESF #15—External Affairs

OPERATIONS SECTION

Public Safety Branch

ESF #4—Fire Fighting

ESF #9—Search and Rescue

ESF #10—Oil & Hazardous Materials

ESF #13—Public Safety & Security

ESF #16—Military Support

Infrastructure Branch

ESF #1—Transportation

ESF #2—Communications

ESF #3—Public Works & Engineering

ESF #12—Energy

Human Services Branch

ESF #6—Mass Care, Housing, Human Services

ESF #8—Public Health and Medical Services

ESF #11—Resource Protection

ESF #17—Donations and Volunteer Management

PLANNING SECTION

ESF #5—Emergency Management

ESF #14—Cross Sector Business and Infrastructure

LOGISTICS SECTION

ESF #5—Emergency Management and Recovery

ESF #7—Resource Support

FINANCE & ADMINISTRATION SECTION

ESF #5—Emergency Management and Recovery

Detailed information on each Emergency Support Function is provided in the corresponding Emergency Support Function annexes

4.3 Sequence of Actions

This section describes incident management actions ranging from initial threat identification and notification to activation of the Emergency Operations Plan, EOC, and its supporting structures in support of incident response and recovery operations.

4.3.1 Preparedness

The City of Charlottesville is deeply committed to preparedness, focusing on educating community members on mitigation, preparedness, response, and recovery strategies. The Emergency Management Coordinator assesses the City's preparedness for all hazards natural or man-made then develops and communicates the strategies, plans and procedures to address these hazards. Key personnel from across City government are engaged in planning as well as training and exercising emergency response plans. These efforts are complemented through collaboration with representatives from surrounding jurisdictions, regional, state, and federal levels partners.

4.3.2 Incident Recognition

Incident commanders who have proactively evaluated incident progression using information provided by emergency responders and situational awareness tools and have determined that incident conditions will continue to deteriorate will make the request to ECC to notify the Emergency Management Coordinator. Based on the information received, the Emergency Management Coordinator will make a recommendation on how to respond and will notify the Director of Emergency Management of the situation and the need to activate the EOP. A local disaster declaration may also be requested, but is not required for activating the EOP.

4.3.3 Incident Notification

Based on the information received, the Emergency Management Coordinator will make a recommendation on how to respond and will notify the Director of Emergency Management. Once a decision is made regarding EOC/EOP response levels, the EOC Team will be notified. (The

Emergency Management Coordinator and Director will determine the levels of activation and communicate those). Notification will occur through text message, e-mail, telephone call, in-person notification, or other notification methods.

The Director of Emergency Management, operating within the ICS structure will direct the Director of Communications and or the Public Safety PIO to begin formulating regular press releases to inform community members of an imminent or active emergency. Additionally, the following communications systems will be utilized to convey emergency information: telephone, email, text messaging, social media, website postings, and the regional emergency notification system as appropriate for the situation. In addition, the Emergency Management Coordinator reports the activation of the EOC and local emergency declaration to the Virginia Emergency Operations Center.

4.3.4 Activation of the Emergency Operations Center

If the EOC Team is required to convene in person, the Emergency Management Coordinator will activate an Emergency Operations Center. Activities include transporting equipment and supplies to the selected locations, setting up workspaces, computers and telephones, and associated technology support. EOC Team members are expected to sign in and out of the EOC to assist in resource tracking.

The Emergency Management Coordinator or designee will create an incident ‘room’ in VEOCI, the virtual information management system used to manage information during incidents. At the discretion of the EOC Director, EOC Team members not required to be physically present in the EOC can monitor and contribute information virtually using VEOCI. The EOC Director will coordinate with on-scene incident commanders and establish operational periods as a basis for the incident action planning process at the EOC. Typically, the operational periods are twelve hours.

Typical periods run accordingly 0700 to 1900hrs. and 1900 to 0700hrs. during a 12-hour operational period. The incident action planning process is designed around identifying expected accomplishments over the next operational period. An Incident Action Plan (IAP) will be updated for each operational period to communicate incident progress. The EOC will conduct a shift change briefing at the beginning of each operational period to ensure EOC staff are briefed on the operational elements of the Incident Action Plan and are aware of the objectives to be accomplished.

Operations within the EOC will be organized and conducted with established operational procedures, checklists, and job aids.

4.3.5 Response

Once an incident occurs, priorities shift from prevention, preparedness, and incident mitigation to immediate and short-term response activities to preserve life, property, and the environment.

Once a local emergency declaration is recommended by the Emergency Management Coordinator, it will be officially declared by the City Manager via the Director of Communications (See below Local Declarations for the detailed explanation). Beyond the local declaration to activate the EOP, there are two additional types of emergency declarations that may apply depending upon the scope and magnitude of the event:

- **Local Declaration**-A local emergency may be declared by the local Director of Emergency Management with the consent of the governing body of the political subdivision. In the event the governing body cannot convene due to the disaster or other exigent circumstances, the Director and 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 judgement all emergency actions have been taken, shall take appropriate action to end the declared emergency. A declaration of a local emergency as defined in 44-146.16 shall activate the local Emergency Operations Plan and authorize the furnishing of aid and assistance thereunder.
- **Commonwealth Declaration**-a declaration of an emergency by the Governor of Virginia that includes the City provides the combined jurisdictions access to the resources and assistance of the departments and agencies of the Commonwealth, including the National Guard, in the event local resources are insufficient to meet the needs. These requests for assistance are coordinated through the Virginia Emergency Operations Center.
- **Federal Declaration**-the Governor of Virginia may request a federal emergency or major disaster declaration. If the City is declared a federal disaster area, the resources of federal departments and agencies are available to provide resources and assistance to augment those of the City and the Commonwealth.

Response actions, managed through the previously defined incident management structure, will be prioritized, and swiftly implemented. These actions may include, but are not limited to:

- Immediate law enforcement, fire, and/or emergency medical services
- Evacuations
- Transportation system detours
- Emergency public information
- Rapid needs assessment
- Actions to minimize additional damage
- Urban search and rescue
- Provision of public health and medical services, food, ice, water, and other emergency essentials
- Debris clearance
- Emergency restoration of critical infrastructure
- Control, containment, and removal of environmental contamination
- Protection of responder health and safety.

Response activities will be coordinated and supported by the EOC Team. Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations and, if applicable, hazard mitigation efforts.

4.3.6 Recovery

Recovery includes short-term and long-term actions taken to return individuals and the region to a state of normalcy. There is no clear line between the response and recovery phases, but rather a transition in focus from providing support for immediate needs to a more deliberative process of sustained program delivery. Recovery activities may include coordination with the state and federal government for administering state and federal assistance. Generally, the termination of the local declaration of emergency or the closing of the EOC will signal the formal transition to the recovery phase. The formal transition from response and recovery will be announced to all departments and agencies using existing notification protocols and procedures.

During the recovery phase, the damage assessment process will be implemented with the goal of determining the extent of damage, recovery activities, relocation needs, and public information needs that are immediately required. If City operations are disrupted for an extended period, the following guidelines should be followed:

- Continuity Plans (COOP activation) will be implemented to facilitate continuation of services at alternate work locations.
- To the extent possible, normal workflow should be maintained in the alternate location or through teleworking. City employees may be assigned temporary duties to aid in the recovery, as appropriate.
- The City will undertake all actions to return to normal operations as soon as feasibly possible. Recovery analysis and planning will focus on:
 - **Economic Recovery.** Gather, share, aggregate, and integrate economic impact data to assess economic issues and identify potential inhibitors to fostering stabilization of the affected communities.
 - **Health and Social Services.** Identify affected populations, groups, and key partners in recovery.
 - **Housing.** Assess preliminary housing impacts and pre- and post-disaster needs, identify available options for temporary housing, and support the local development of the plan for permanent housing.
 - **Infrastructure Systems.** Facilitate the restoration of and sustain essential services (public and private) to maintain community functionality.
 - **Natural and Cultural Resources.** Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.

Disaster recovery operations require coordination at all levels of government.

4.3.7 Mitigation

The City along with state and federal agencies will take actions to reduce or eliminate long-term risk to people and property from recognized hazards and their side effects. Mitigation measures will be incorporated in the rebuilding of infrastructure damaged in the event. The regional Hazard Mitigation Plan will be reviewed and updated as necessary, adding mitigation actions that could be of value in preventing similar impacts for future disasters. The Emergency Management Coordinator will work with the Virginia Department of Emergency Management Mitigation Program to develop mitigation grant projects to address the most at-risk areas.

5 REQUESTS FOR ASSISTANCE

All resources of the City including people, facilities, and equipment, can be leveraged by the Director of Emergency Management to respond to a local emergency or elsewhere in the region if requested. Additional resources are available should the emergency exceed the City's emergency response capability.

5.1 Local

Identified response needs will be addressed initially with available City resources. If these capabilities are exceeded, outside assistance is available through mutual aid agreements with surrounding and volunteer emergency organizations. Police, fire, and medical services maintain mutual aid agreements with surrounding communities. Mutual aid for other support may be requested through the Virginia Statewide Mutual Aid program.

5.2 Private Sector

The private sector may be contracted to assist in emergency response in the City. This could include private owners of critical infrastructure; a response organization such as private ambulance services and environmental clean-up services; or a regulated or responsible party, who would implement protective actions as requested or required by the City.

5.3 Non-governmental Organizations

Non-governmental organizations (NGOs) are voluntary, faith-based, philanthropic, or community organizations that coordinate and collaborate to help individuals and communities respond to and recover from disasters. NGO support is provided by a range of organizations from small community-based nonprofits to national organizations with extensive experience in disaster response and recovery. NGOs provide targeted services to groups such as children, individuals with disabilities, people with access and functional needs, ethnically and culturally diverse communities, people with limited English proficiency, and animal owners, including household pets and service and assistance animals. Some NGOs are part of Voluntary Organizations Active in Disaster (VOAD) that are responsible for meeting disaster-caused unmet needs of disaster survivors.

5.4 State

For assistance beyond tactical mutual aid (i.e., that which might be used in everyday incidents), a local emergency must be declared, and local resources fully committed with unmet needs before state assistance is requested. However, with the onset of a major incident or event, requests for state assistance may occur prior to experiencing shortages after deployment of all local resources and based on anticipated needs.

Requests for State assistance will be made by the Emergency Management Coordinator through the Virginia Emergency Operations Center to the State Coordinator of Emergency Management.

In certain circumstances, if there are victims because of the incident or emergency, as defined in §19.0-11.01 of the Code of Virginia, the Emergency Management Coordinator will immediately contact the Virginia Department of Criminal Justice Services (VDCJS) and the Virginia Criminal Injury Compensation (VCICF) Fund to deploy assistance to the region (see Appendix E).

5.5 Federal

The National Response Framework (NRF), the Robert T. Stafford Disaster Relief and Emergency Assistance Act (1974 as amended April 2007), and other relevant federal statutes determine how the federal government will augment state and local response efforts when authorized. Federal assistance must be requested through the Virginia Department of Emergency Management. Federal regulations require that the request be made after the Commonwealth determines it cannot meet the identified need through statewide resources. The request for assistance must provide enough detail about the unmet needs so that an accurate evaluation of the appropriate response resources can occur.

6 PROCESS IMPROVEMENT

The constantly changing hazard environment requires a commitment to process improvement. The EOP will rely on the testing of systems and equipment, training of personnel according to recommendations in NIMS, and exercising plans and procedures. Regularly scheduled tests, training, and exercises will improve capacity to respond effectively to emergencies.

After-action reviews are essential for identifying issues that need correction or capturing improvised approaches that may be applicable for future incidents. For issues to be addressed there needs to be a process for identification and documentation. The Emergency Management Coordinator will organize after action reviews and provide documentation, dissemination and archiving of findings.

As needed, Primary Emergency Support Function agencies will conduct after action reviews with their supporting partners to identify ESF-specific issues or concerns. The results of the Emergency Support Function focused review will be provided to the Emergency Management Coordinator for documenting, tracking, and incorporating corrective action processes.

Through a collaborative and objective process with incident management partners, a corrective action plan will be developed that documents areas for improvement and recommended actions

to address the problem. Actions will be implemented to address deficiencies identified through the evaluation process.

Appendix A: Authorities, Guidance, and References

Table 1 outlines significant authorities, guidance and references that influenced the development of the EOP.

Table 1. Authorities, Guidance and References	
Type	Authority/Guidance/Reference
Local	TJPDC Regional Hazard Mitigation Plan, 2023
	<p>City Code</p> <p>(1) 2-146. To be chief executive and administrative officer of the city: general powers and duties. Additionally, COV 15.2</p> <p>(2) 2-147. Delegation of powers and duties.</p>
State	Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended 2022 Edition.
	The Code of Virginia, Title 1 Chapter 23, and Chapter 44
	The Commonwealth of Virginia Emergency Operations Plan, 2021, Updated October, 2021
	Executive Order 42
Federal	Robert T. Stafford Relief and Emergency Assistance Act of 1988, as amended, 42 U.S.C., Public Law 93-288 as amended by Public Law 100-707
	Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135
	National Planning Frameworks
	Homeland Security Presidential Directive 5— Management of Domestic Incidents
	Homeland Security Presidential Directive 8—National Preparedness
	Emergency Management and Assistance 44 CFR Chapter 1 (January 9 th , 2023)
	Emergency Planning and Community Right-to-Know Act of 1986 (Public Law 99-499, October 17, 1986), Title III of the Superfund Amendments and Reauthorizations Act (SARA) as Amended December 20 th , 2019
	FEMA Comprehensive Preparedness Guide (CPG) 101, version 3.0, September, 2021
	Local and Tribal NIMS Integration: Integrating the National Incident Management System into Local and Tribal Emergency Operations Plans and Standard Operating Procedures, V.1, Department of Homeland Security

Appendix B: Succession of the Director of Emergency Management

Continuity of emergency operations is critical to the successful execution of emergency operations. The following lines of succession anticipate the unavailability of the ranking member of the administrative hierarchy. The decision-making authority for each organization or service function is listed in order.

Organization/Function	Line of Succession
Director of Emergency Management	City Manager 1. Emergency Management Coordinator 2. Deputy City Manager/OPS 3. Deputy City Manager/REDI
Emergency Management Coordinator	Emergency Management Coordinator 1. Deputy City Manager/OPS 2. Deputy City Manager/REDI

Appendix C: Glossary of Terms

Amateur Radio Emergency Service

A 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

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

Comprehensive Resource Management

Maximizes the use of available resources, consolidates like resources, and reduces the communications load on the Incident Command Operation.

Primary Agency

The primary agency is responsible for leading the planning, training, testing, and evaluating efforts for that specific emergency support function.

Coordination

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

Supporting Agency

The supporting agency for an emergency support function augments emergency response operations with specialized expertise and resources.

Declaration of Emergency

Whenever, the safety and welfare of the people of the state require the exercise of extreme emergency measures due to a threatened or actual disaster, the Governor may declare a state of emergency to exist. (Also see “Local Declaration of Emergency.”)

Decontamination

The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials (HAZMAT).

Emergency/Disaster/Incident

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

Emergency Alert System

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency.

Emergency Operations Center

A facility from which government directs and controls its emergency operations; where information about the status of the emergency is officially collected, assimilated, and reported on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

Emergency Operations Plan

A document which provides for a preplanned and coordinated response in the event of an emergency or disaster situation.

Emergency Management

The preparation for and the carrying out of functions (other than functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or man-made disasters. These functions include firefighting, law enforcement, medical and health, rescue, warning, engineering, communications, evacuation, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

Emergency Support Function

A function which takes agencies to provide or to coordinate certain resources in response to emergencies or disasters.

Exercise

An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties, and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

Evacuation

Assisting people to move from the path or threat of a disaster to an area of relative safety.

Federal Disaster Assistance

Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of 1988 (PL 93-288).

National Response Framework

Establishes a process and structure for the systematic, coordinated, and effective delivery of federal assistance to address the consequences of any major disaster or emergency.

Geographic Information System

A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.

Hazardous Materials

Substances or materials which may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored, or disposed of, which may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, corrosive materials, and radioactive materials.

Incident Command System

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

Initial Damage Assessment Report

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

Integrated Communications Plan

This plan coordinates the use of available communications means and establishes frequency assignments for certain functions.

JAUNT

JAUNT, Inc. is a regional transportation system providing service to the citizens of Charlottesville, Albemarle, Fluvanna, Louisa, Nelson, Buckingham, and Amherst Counties.

Local Declaration of Emergency

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

Local Emergency Planning Committee

Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring that the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) are complied with.

Mitigation

Activities that eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, state building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspection and enforcement of such ordinances, codes, and regulations.

Mutual Aid Agreement

A written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and equipment in an emergency.

National Weather Service

The federal agency which provides localized weather information to the population, and during a weather-related emergency, to state and local emergency management officials.

Preparedness

The development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises, and resources necessary to achieve readiness for all hazards, including weapons of mass destruction incidents.

Presidential Declaration

A presidential declaration frees up various sources of assistance from the federal government based on the nature of the request from the governor.

Situation Report

A form which, when completed at the end of each day of local Emergency Operations Center operations, will provide the Director(s) of Emergency Management with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the State EOC via fax or submitted through the Virginia Department of Emergency Management website.

Span of Control

As defined in the Incident Command System, span of control is the number of subordinates one supervisor can manage effectively. Guidelines for the desirable span of control recommend three to seven persons. The optimal number of subordinates is five for one supervisor.

State of Emergency

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

Unified Command

Shared responsibility for overall incident management because of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations, and maximizing the use of all assigned resources.

Voluntary Agency

Any chartered or otherwise duly recognized tax-exempt local, state, or national organization or group that has provided or may provide needed services to the states, local governments, or individuals in coping with an emergency or a major disaster.

Appendix D: Acronyms

ARES	Amateur Radio Emergency Service
CERT	Community Emergency Response Team
DHS	Department of Homeland Security
EAS	Emergency Alert System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HAZMAT	Hazardous Materials
ICS	Incident Command System
JIC	Joint Information Center
LEPC	Local Emergency Planning Committee
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OEM	Office of Emergency Management
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Services
SAR	Search and Rescue
SITREP	Situation Report

SOP	Standard Operating Procedures
UVA	University of Virginia
VDEM	Virginia Department of Emergency Management
VOAD	Voluntary Organizations Active in Disaster

Appendix E: Victims of Crimes in an Emergency

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

“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.”

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 Charlottesville will contact the Virginia Department of Virginia Criminal Justice Services (DCJS) and the Virginia Criminal Injuries Contact Fund (VCICF) to deploy. Both entities will serve as the lead for coordinating services and assistance to the victims.

Contact information:

Criminal Injury Compensation Fund

Jack Ritchie, Director, CICF
Criminal Injuries Compensation Fund (CICF) Department
Virginia Workers' Compensation Commission
1000 DMV Drive
Richmond, VA 23220
CICF Toll Free: 1-800-552-4007
Phone: (804) 367-1018
Email: Jack.Ritchie@cicf.virginia.gov
804-307-5431 (after hours)

Leigh Snellings
CICF Asst. Director
800-552-4007 (normal business hours)
804-212-4232 (after hours)

Virginia Department of Criminal Justices Services

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

