

// A regular meeting of the Council of the City of Lynchburg was held on the 24th day of January, 2012, at 4:00 P.M. in the Council Chamber, City Hall, Joan F. Foster, President, presiding. The following Members were present:

Present: Cary, Gillette, Helgeson, Johnson, Nelson, Foster

6

Absent: Perrow

1

// Council Member Perrow arrived at 4:07 p.m.

// Interim Superintendent Dr. Larry Massie stated that the Schools were requesting to re-appropriate the \$2,091,318 from the FY 2011 Fund Balance to be used for the following purchases:

- 8 school buses with cameras and digital radios for bus fleet transportation and maintenance vehicles
- Air Condition – Dunbar Middle School Gym
- Install heating, ventilation and air conditioning (HVAC) controls –
 - Sandusky Elementary School
 - Linkhorne Elementary School
 - Paul Munro Elementary School
- Roof Repairs –
 - T. C. Miller Elementary School
 - Linkhorne Elementary School
 - Dunbar Middle School
- Window Replacement –
 - Paul Munro Elementary School
 - Bedford Hills Elementary School

Dr. Massie went on to say in the spirit of efficiency, the School Board needs to consider the return on investment for these expenditures as outweighing the use of these funds toward other purposes. Council Member Nelson made a statement referencing his wife working for the school system and that he did not have a legal conflict of interest. Council Member Helgeson, Chair of the Finance Committee (FC), stated that this matter came before the FC which recommended approval. Council Member Helgeson made a motion to approve FY 2012 General Fund Budget and appropriating \$2,091,318, to fund designated expenditures. This motion does not require a second, and Council by the following recorded vote introduced and laid over to a later meeting for final action Resolution #R-12-009, as presented:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster

7

Noes:

0

// City Manager Kimball Payne provided an update on the Lower Bluffwalk Project and Financing. Project Manager Cheree Taylor gave a summary of the project overview of the Riverfront and the projects that have been completed. Ms. Taylor requested that Council proceed with the acceleration of the completion of the Lower Bluffwalk Project utilizing the proposed funding plan. Financial Services Director Donna Witt

explained to Council the proposed funding plan. Mr. Kennon Williams, Landscape Studio, gave a summary of the design of the Lower Bluffwalk Phase 2 and 3. A motion made by Council Member Nelson, seconded by Vice Mayor Johnson, to adopt the proposal recommended by Staff with the borrowing of funds inasmuch as it is not going to impact any other projects and the Capital Fund. Council Member Helgeson stated he could not support at this time because of the unfunded pension liability, stormwater management issues, CSO project and Heritage High School. There are other areas in the City that we are collecting these taxes from. This should be for the public good and not for one particular development and the challenges of this upcoming budget. Therefore Council Member Helgeson could not support this as presented. Council by the following recorded vote adopted Resolution #R-12-010, as presented authorizing the City Manager to proceed with the completion of the Lower Bluffwalk project and to finance the project out of prior appropriation.

Ayes: Cary, Gillette, Johnson, Nelson, Perrow, Foster

6

Noes: Helgeson

1

// During roll call Council Member Cary stated he had several items, need to replace safety bollards on 5th Street and asked City Council to pass a resolution asking Food Lion to reconsider the closing of their store on Bedford Avenue.

// Council Member Gillette stated the railings on Rivermont Avenue bridge have not been installed. City Manager replied that work was still going on underneath the bridge and the railings will still be installed.

// Council Member Perrow asked where was he supposed to park since there was no more parking on the 10th Street side of City Hall.

// Vice Mayor Johnson stated that the 12th Street steps leading up to Clay Street had trash and overgrown weeds.

// On motion of Council Member Nelson, seconded by Council Member Gillette, Council by the following recorded vote elected to hold a closed meeting to consider appointments to Council-appointed Boards and Commissions, i.e., Community Development Advisory Committee, Sister City Liaison and Design Review Board; and for discussion concerning the location of a prospective business or industry in the City where no previous announcement has been made of the business' or industry's interest in locating its facilities in the community, pursuant to Section 2.2-3711(A.)(1) and (5), respectively, Code of Virginia, (1950), as amended:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster

7

Noes:

0

// The meeting was re-opened to the public.

// Council Member Gillette made the following motion:

WHEREAS, the Council of the City of Lynchburg has convened a closed meeting on this date, pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by City Council that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Council of the City of Lynchburg certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by Council.

The Motion was seconded by Council Member Cary, and Council by the following recorded vote adopted the motion:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// In the matter of Appointments, and on nomination of Council Member Gillette, seconded by Council Member Cary, Council by the following recorded vote appointed Mary S. Culpepper, to serve on the Community Development Advisory Committee for a term to expire December 31, 2012:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

On nomination of Council Member Gillette, seconded by Council Member Cary, Council by the following recorded vote appointed Nathan D. McClure to serve as the Sister City Liaison for a term to expire December 31, 2014:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

On nomination of Council Member Gillette, seconded by Council Member Cary, Council by the following recorded vote appointed Thomas L. Fitzgerald to serve on the Design Review Board to fill an unexpired term ending December 31, 2012:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// City Council recessed the meeting at 6:03 p.m.

// City Council reconvened the meeting at 7:30 p.m.

The following Members were present:

Present: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Absent: 0

Council Member Gillette gave the Invocation, followed by the Pledge of Allegiance.

// Copies of the minutes of the January 10, 2012 meeting, having been previously furnished Council, reading was dispensed with, and on motion of Council Member Cary, seconded by Council Member Gillette, Council by the following recorded vote approved the minutes as presented:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// In the matter of Economic Development – General, Resolution #R-12-001 amending the FY 2012 City/Federal/State Aid Fund budget and appropriating \$35,000, with resources of \$5,000 from the Virginia

Commission for the Arts FY 2012 Local Government Challenge Grant, to provide funding for exhibitions, demonstrations, concerts, amenities and like activities as specified in the Arts & Cultural District Ordinance, laid over from the January 10, 2012 meeting, was again presented and read, and on motion of Council Member Cary, seconded by Council Member Gillette, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// In the matter of Court, Resolution #R-12-002 amending the FY 2012 General Fund budget and appropriating \$46,463, with resources from the State Compensation Board, Technology Trust Fund, to support information technology needs in the Office of the Circuit Court Clerk, laid over from the January 10, 2012 meeting, was again presented and read, and on motion of Council Member Cary, seconded by Council Member Gillette, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// In the matter of Community Development – General, Resolution #R-12-006 amending the FY 2012 General Fund budget and appropriating \$8,000 to the Lynchburg Neighborhood Development Foundation (LNDF) to fund case management and supportive services for the City's Shelter Plus Care Program, laid over from the January 10, 2012 meeting, was again presented and read, and on motion of Council Member Cary, seconded by Council Member Gillette, Council by the following recorded vote adopted the Resolution:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// In the matter of City Council, Mr. Craig Storrs spoke before Council concerning the Federal National Defense Authorization Act that would, at the local level, protect citizens from the harmful elements of it.

// In the matter of Parks and Recreation – General, City Council Report #10 was considered. On motion of Council Member Helgeson, seconded by Council Member Cary, Council by the following recorded vote approved allocation of \$73,000 for the Community Park Investment Fund, Capital Improvement Program for FY 2012 to the Riverside Park Play Core project:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// In the matter of Public Works – General, City Council Report # 11 was considered. On motion of Council Member Helgeson, seconded by Council Member Perrow, Council by the following recorded vote adopted Resolution #R-12-011, as presented, requesting the Virginia Department of Transportation to increase the lane mileage for street maintenance entitlement funds from the Commonwealth:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// In the matter of City Code/Public Works – Sewer, City Council Report #12 was considered. Council Member Perrow, Chair of the Physical Development Committee (PDC), stated that this matter came

before the PDC which recommended approval. Council Member Perrow made a motion to adopt an Ordinance amending the City Code relating to connections to the City's Sewerage System. Council Member Helgeson had concerns that government is requiring its citizens to hook up to the City's sewer system and taking away a property right from its citizens. Council by the following recorded vote adopted Ordinance #0-12-012, as amended, amending the City Code relating to connections to the City's Sewerage System:

Ayes: Cary, Gillette, Johnson, Nelson, Perrow, Foster 6

Noes: Helgeson 1

// In the matter of City Code/Public Works – Utilities, City Council Report #13 was considered.

Council Member Perrow, Chair of the Physical Development Committee (PDC), stated that this matter came before the PDC which recommended approval. Council Member Perrow made a motion to adopt an Ordinance amending the City Code relating to water connections. Council by the following recorded vote adopted Ordinance #0-12-013, as presented, to amend the City Code relating to water connections:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// In the matter of Community Development – General, Resolution #R-12-007 amending the FY 2012 General Fund budget and appropriating \$6,520 to the Lynchburg Neighborhood Development Foundation (LNDF) to fund consulting services for the 5th Street Community Development Corporation, laid over from the January 24, 2012 meeting, was again presented and read. Several Council Members still had concerns and felt like the City is setting a dangerous precedent by providing funds to LNDF to provide consulting services for a third party and on motion of Council Member Gillette, seconded by Council Member Cary, Council by the following recorded vote adopted the Resolution:

Ayes: Gillette, Johnson, Nelson, Foster 4

Noes: Cary, Helgeson, Perrow 3

// Motion made by Council Member Cary, seconded by Vice Mayor Johnson to adopt a Resolution requesting Food Lion to reconsider the closing of their store on Bedford Avenue. Council by the following recorded vote adopted Resolution #R-12-014, as presented, requesting the Food Lion store to reconsider the closing of their store on Bedford Avenue:

Ayes: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Noes: 0

// The meeting was adjourned at 8:45 P.M.

Clerk of Council

// A special meeting of the Council of the City of Lynchburg was held on the 31st day of January, 2012, at 9:00 A.M. at the Lynchburg Public Library Community Meeting Room, 2315 Memorial Avenue, Joan F. Foster, President, presiding. The purpose of the meeting was to conduct City Council's Annual Budget Retreat. The following Members were present:

Present: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Absent: 0

// City Manager Kimball Payne reviewed the agenda and expectations for the retreat. The majority of the morning agenda focused on relevant information about the FY 2013 Budget including: Current Assumptions, State Budget Issues and Potential Impact of Proposed Legislation, Budget Balance Scenarios and Capital Improvement Program. The afternoon focused on Compensation Issues and Greater Lynchburg Transit Company overview.

// Financial Services Director Donna Witt gave a presentation and discussed the state of the FY 2013 Budget process, which included detailed information about the following:

- Current Assumptions
 - a. Revenues
 - b. Expenditures
- State Budget Issues and Potential impact of Proposed Legislation
- Budget Balancing Scenarios
 - a. The Big Pieces
 - b. Options
 - c. Discussion & Guidance
- Capital Improvement Program
 - a. Funding Heritage High School

// City Council took a brief lunch break and reconvened the meeting at 1:00 P.M.

The following Members were present:

Present: Cary, Gillette, Helgeson, Johnson, Nelson, Perrow, Foster 7

Absent: 0

// Director of Human Resources Margaret Schmitt presented Compensation Issues focusing specifically on the overall City workforce issues. City Manager Kimball Payne focused on Public Safety Compensation issues.

// Greater Lynchburg Transit Company (GLTC) Chair John Hellewell provide an overview of GLTC history, purpose and ongoing challenges and needs.

// City Manager Kimball Payne reviewed the Council Retreat discussion of the day and will be following up on items as needed.

// The meeting was adjourned at 4:30 P.M.

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: 1

CONSENT:

REGULAR:

WORK SESSION: **X**

CLOSED SESSION:

(Confidential)

ACTION:

INFORMATION: **X**

ITEM TITLE: **City Schools Budget Development Process**

RECOMMENDATION: No action required.

SUMMARY: As requested by Council during its budget retreat, LCS Interim Superintendent, Dr. Larry Massie, and CFO, Mr. Anthony Beckles, have been invited to attend the work session to explain to Council the process that they are using to develop the proposed FY 2013 budget for City schools.

PRIOR ACTION(S): Council budget retreat, January 31, 2012

FISCAL IMPACT: Considerable

CONTACT(S): Kimball Payne, 455-3990

ATTACHMENT(S): None

REVIEWED BY: lkp

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LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: 2

CONSENT:

REGULAR:

WORK SESSION: **X**

CLOSED SESSION:

(Confidential)

ACTION:

INFORMATION: **X**

ITEM TITLE: **FY 2013 Budget Retreat Follow-Up; Budget Calendar; Citizen Engagement**

RECOMMENDATION: Provide any appropriate feedback. Set the time for the presentation of the Proposed FY 2013 Budget on March 6, 2012.

SUMMARY: This item is to follow up from Council's budget retreat held on January 31st.

Attached is a memorandum providing answers to questions raised by Council members during the retreat.

Also attached is a revised Budget Calendar for Council's consideration. It contains two significant changes.

The first change is the movement of the date of the presentation of the City Manager's Proposed FY 2013 Budget from March 13th to March 6th. This change is proposed in order to facilitate four citizen engagement meetings, one in each ward, during March. These meetings constitute the second change to the budget calendar and are proposed as follows:

Ward I	Thursday, March 08	Bedford Hills Elementary School
Ward II	Thursday, March 15	Jubilee Family Development Center
Ward III	Tuesday, March 20	Sandusky Middle School
Ward IV	Thursday, March 22	Linkhorne Middle School

Although we have confirmed the availability of each venue for the above dates, this schedule can be amended if necessary. Alternate dates for the citizen engagement sessions would be Thursday, March 29th, or Thursday, April 5th.

The citizen engagement sessions would be scheduled from 7:00 to 9:00 pm and would involve electronic opinion gathering, presentations, and small group discussions with feedback.

Council is asked to set the time for the presentation of the Proposed FY 2013 Budget on March 6th. The suggested alternatives are 5:00 p.m. or 7:00 p.m. for no more than two hours.

PRIOR ACTION(S): Council Budget Retreat, January 31, 2012

FISCAL IMPACT: N/A

CONTACT(S): Kimball Payne, 455-3990; Bonnie Svrcek, 455-3987; Donna Witt, 455-3968; Margaret Schmitt, 455-4208

ATTACHMENT(S): Memo: "Response to Questions Raised at the January 31, 2012 Council Budget Retreat"; Budget Calendar

REVIEWED BY: lkp

MEMORANDUM

TO: City Council

FROM: L. Kimball Payne, III, City Manager
Bonnie Svrcek, Deputy City Manager
Donna Witt, Director of Financial Services

SUBJECT: Response to Questions Raised at the January 31, 2012 Council Budget Retreat

DATE: February 9, 2012

At the January 31st Council Retreat on the FY 2013 Proposed Budget, Council members raised the following questions that required staff follow-up:

Add 10 prior years of debt service history to the chart, City of Lynchburg City and Schools Capital Debt Service.

See Attachment A

Are the Parks and Recreation Adult Programs revenue neutral?

Response provided by Kay Frazier, Director of Parks and Recreation

Many of the adult programs are fee based and are full cost recovery. Full cost recovery is defined as direct and indirect costs plus a percentage for some overhead. No P&R program completely recovers all costs that would be included in a fully loaded overhead percentage. Programs broken into three areas for fees:

- No fees, 100% General Fund supported
- Partial cost recovery
- Full cost recovery (as defined above)

The attached chart will give examples of programs in each area. This is a work in progress. Staff is currently working on a revised financial/fee policy. See Attachment B

How much revenue would be generated by increasing the cost of trash decals and tags?

If the decal charges were increased by \$10 for both the 32 and 64 gallon cans, \$102,660 additional revenue would be received. The current charges are \$40 and \$80, respectively.

If the trash tag charge was increased by \$0.50 for both the 32 and 64 gallon bags, \$89,700 additional revenue would be received. The current charges are \$0.95 and \$1.90, respectively.

In order to for the revenue from the sale of trash decals and tags to cover the entire cost of the Refuse Division of Public Works, the following would be necessary:

32 gallon decals	\$125 each	32 gallon tags	\$2.88 each
64 gallon decals	\$245 each	64 gallon tags	\$5.82 each

What is the cost, related to Public Safety Pay, of Option 2 setting new recruit salaries at 105% of market instead of 110% or at the local + market average?

Response provided by Margaret Schmitt, Director of Human Resources

Option 2, as provided at the retreat (new recruit minimums at 110% of local market and a defined structure for other ranks; bring anyone below the new minimums to the new minimums) = \$676,755

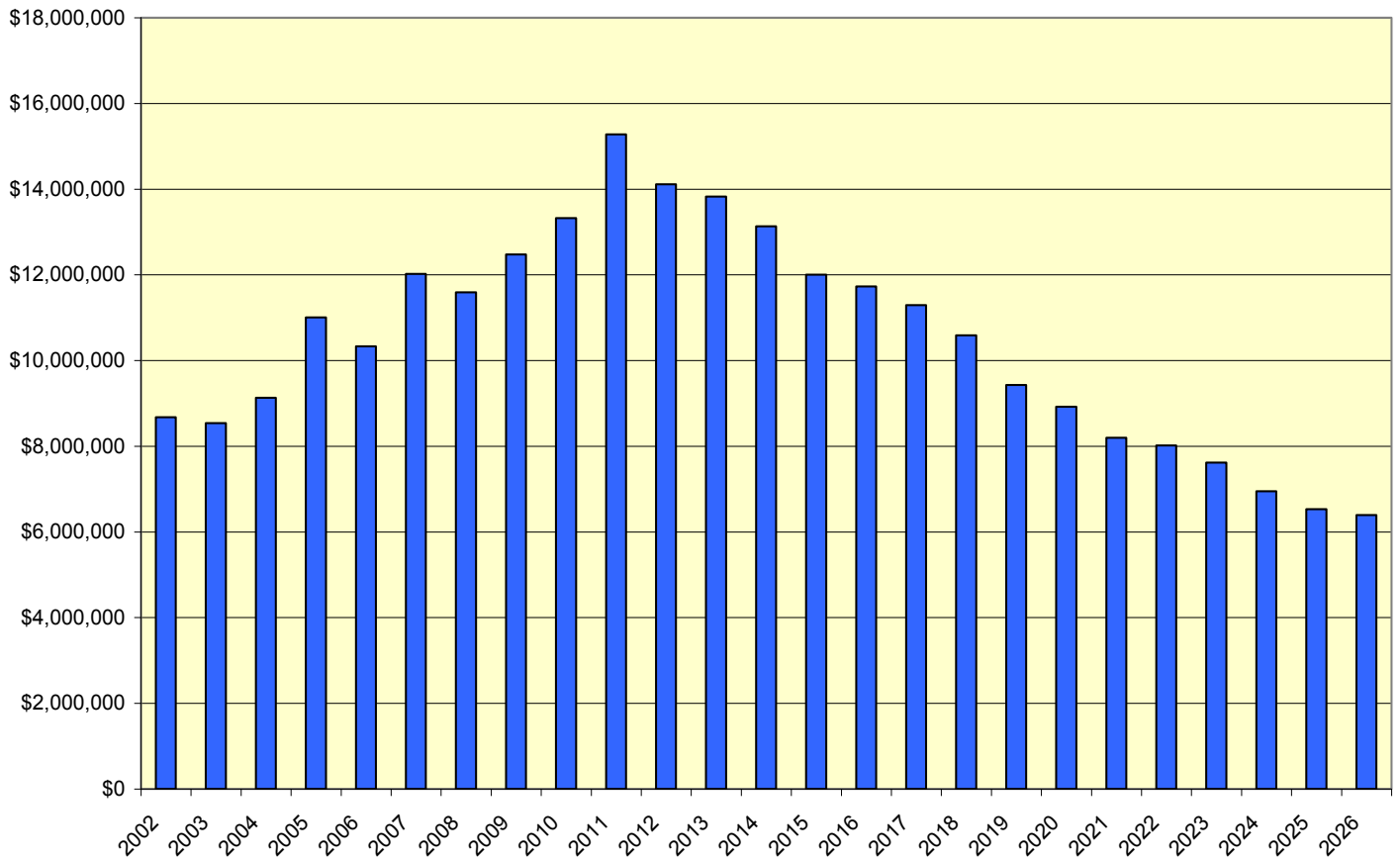
Cost of Option 2 at 105% of local market average = \$366,900

Cost of Option 2 at Local + market average = \$327,887

See Attachments C and D

Attachment A

City of Lynchburg City and Schools Capital Debt Service



Attachment B

Parks & Recreation

Strategy for Cost Recovery

Zero Cost Recovery	Partial Cost Recovery	Full Cost Recovery
Open Space (parks, playgrounds, etc.)	Youth & Senior Athletics	Facilities Rentals
Council Expectations	Pool Operations	Swim Lessons
Open Center (?)	Community Market	Adult Athletic Leagues
Youth-Prevention Programs	Youth Classes	City-Wide Summer Camps
Nature Zone (general open hours)	Neighborhood Center Summer Camps	Adult Classes
	New/Starter Programs	Birthday Parties
		Outreach Programming
		Special Events

Attachment C

COST TO BRING TO NEW MINIMUM set at 5% above Local Market Minimums set using PO Recruit Market, Defined Structure						
	Salaries	Benefits	Total	# Empl Receiving Increase	Average \$ Increase of Those Receiving Increases	Average % Increase of Those Receiving Increases
Police	118,768	36,901	155,669	51	2,329	7.20%
Recruit				4	2,371	7.70%
PO II				46	2,369	7.30%
PO III				0		
Lieutenant				1	312	0.68%
Captain				0		
Fire	115,752	35,964	151,716	54	2,144	6.53%
Recruit				0		
FF II				48	2,288	7.03%
Master FF				6	985	2.51%
Captain				0		
Battalion Chief				0		
Emergency Services/911	45,406	14,108	59,514	17	2,671	9.72%
PC Comm Specialist				14	3,016	11.26%
Assistant Supervisor				2	1,674	5.35%
Supervisor				1	2,475	6.85%
TOTAL COSTS	279,926	86,973	366,900	122	2,294	10.07%

Attachment D

COST TO BRING TO NEW MINIMUM set at Local+ Market Minimums set using PO Recruit Market, Defined Structure							
		Salaries	Benefits	Total	# Empl Receiving Increase	Average \$ Increase of Those Receiving Increases	Average % Increase of Those Receiving Increases
Police		110,323	34,277	144,601	50	2,206	6.83%
	Recruit				4	2,205	7.16%
	PO II				45	2,254	6.95%
	PO III				0		
	Lieutenant				1	83	0.18%
	Captain				0		
Fire		106,142	32,978	139,121	54	1,966	6.00%
	Recruit				0		
	FF II				48	2,114	6.50%
	Master FF				6	781	1.99%
	Captain				0		
	Battalion Chief				0		
Emergency Services/911		33,696	10,469	44,165	16	2,106	7.63%
	PC Comm Specialist				13	2,184	8.16%
	Assistant Supervisor				2	1,508	4.83%
	Supervisor				1	2,288	6.33%
TOTAL COSTS		250,162	77,725	327,887	120	2,085	10.07%

Budget Work Session and Citizen Engagement Calendar

MARCH 2012

Monday	Tuesday	Wednesday	Thursday	Friday
			1 Citizen's Academy (6:00 - 9:00 p.m.)	2
5	6 BUDGET WORK SESSION Proposed FY 2013 Budget Presentation FY 2013 Revenue Review Workforce Overview (5 -7 or 7-9 pm)	7	8 Citizen Engagement Option (7 - 9 p.m.) Citizen's Academy (6:30 - 9:00 p.m.)	9
12	13 REGULAR COUNCIL MEETING Begin Review/Walk-through of FY 2013 proposed Budget Document (4 - 6:30 pm) Council Meeting (7:30 pm)	14	15 Citizen Engagement Option (7 - 9 p.m.) Citizen's Academy (6:30 - 9:00 p.m.)	16
19	20 BUDGET WORK SESSION Continue Review/Walk-through of FY 2013 proposed Budget Document (4 - 6:30 pm) Citizen Engagement Option (7 - 9 p.m.)	21	22 Citizen Engagement Option (7 - 9 p.m.) Citizen's Academy (6:30 - 9:00 p.m.)	23
26	27 REGULAR COUNCIL MEETING Review CIP and Other Funds (4 - 6:30 pm) Council Meeting (7:30 pm)	28	29 Citizen Engagement Option (7 - 9 p.m.) Citizen's Academy (6:30 - 9:00 p.m.)	30

Budget Worksession and Citizen Engagement Calendar

APRIL 2012

Monday	Tuesday	Wednesday	Thursday	Friday
2	3 FY 2013 Proposed Budget Public Hearing (7:00 p.m.)	4	5 Citizen Engagement Option (7 - 9 p.m.) Citizen's Academy (6:30 - 9:00 p.m.)	6
9	10 REGULAR COUNCIL MEETING Budget Balancing (4 - 6:30 p.m.) Council Meeting (7:30 pm)	11	12 Citizen's Academy (6:30 - 9:00 p.m.)	13
16	17 BUDGET WORK SESSION Budget Balancing (4 - 6:30 p.m.)	18	19 Citizen's Academy (6:30 - 9:00 p.m.)	20
23	24 REGULAR COUNCIL MEETING Budget Balancing (4 - 6:30 p.m.) Council Meeting (7:30 pm)	25	26 Citizen's Academy (6:30 - 9:00 p.m.)	27
30				

Budget Work Session and Citizen Engagement Calendar

MAY 2012

Monday	Tuesday	Wednesday	Thursday	Friday
	1 BUDGET WORK SESSION Budget Balancing (4 - 6:30 p.m.)	2	3 Citizen's Academy (6:30 - 9:00 p.m.)	4
7	8 REGULAR COUNCIL MEETING Budget First Reading (7:30 p.m.)	9	10 Citizen's Academy (6:30 - 9:00 p.m.)	11
14	15	16	17 Citizen's Academy (6:30 - 9:00 p.m.)	18
21	22 REGULAR COUNCIL MEETING Budget Adoption Citizen's Academy Graduation (7:30 p.m.)	23	24	25
28 CITY HOLIDAY  MEMORIAL DAY	29	30	31	

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: 3

CONSENT:

REGULAR:

WORK SESSION: **X**

CLOSED SESSION:

(Confidential)

ACTION:

INFORMATION: **X**

ITEM TITLE: **Report on the National Defense Authorization Act**

RECOMMENDATION: No action required.

SUMMARY: In response to Council's interest in this matter the City Attorney will brief Council during its work session. Attached is a list of talking points that he will use during his presentation.

PRIOR ACTION(S): None

FISCAL IMPACT: N/A

CONTACT(S): City Attorney, Walter Erwin, 455-3973

ATTACHMENT(S): Brief sheet prepared by the City Attorney.

REVIEWED BY: lkp

024:

- On December 31 President Obama signed the National Defense Authorization Act for Fiscal Year 2012. The Act is the federal law that establishes the budget for the Department of Defense's military operations for the upcoming year. In addition to authorizing \$662 billion in funding for the defense of the United States the Act also sets policies and legal requirements for the Department of Defense and covers such things as benefits for military personnel and the purchase of military equipment.
- The National Defense Authorization Act is not new: Congress has passed a version of the Act every year since 1961.
- Since the NDAA has been passed annually for 50 years, why are some people calling the 2012 version of the NDAA that was signed on December 31, 2012 as an unprecedented attack on Americans' Constitutional rights.
- For the first time, the 2012 version of the Act contains language providing that suspected non-citizen terrorists shall be detained indefinitely by the military without the necessity of being charged with a criminal offense and without a trial until the end of military hostilities. The Act also provides that while U.S. citizens are not subject to mandatory detention that they *may* be detained indefinitely in the same manner as non-citizens.
- Because of its controversial provisions on indefinite detention, President Obama originally threatened to veto the bill but ultimately decided he could not allow funding to be cut-off for military operations. When he signed the bill the president stated he was signing the bill despite having serious reservations with the provisions regulating the detention, interrogation, and prosecution of suspected terrorists. Supporters of the bill take the position that the Act was not expanding the president's and the military's authority, but was merely codifying existing law (the PATRIOT Act and the Authorization for Use of Military Force resolution).
- It does not appear the Act imposes any obligations on local law enforcement so it is not an unfunded federal mandate. The only way local law enforcement would be involved with the Act would be if the federal government asked local law enforcement officers to assist with the arrest of a suspected terrorist.
- City Council's consideration of the Act would be inconsistent with its rules of procedure. Section 5-4. (8.) of the rules of procedure provides that speakers are only allowed to address Council on issues concerning the "services, policies or affairs of the city." The NDAA does not involve the services, policies or affairs of the City. However, the rules of procedure were adopted for Council's convenience and Council can deviate from them if it wishes.
- If Council wishes to take action regarding the Act:
 - Council can adopt a resolution expressing concerns about the provisions regulating the detention, interrogation, and prosecution of suspected terrorists, finding that the Act is an unprecedented attack on American's Constitutional rights and asking Congress to remove the offending provisions from the Act.
 - Council does not have the authority to adopt an ordinance making it a misdemeanor offense for a City employee or a member of the military to comply with the provisions of the Act within the City limits.

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: 4

CONSENT:

REGULAR:

WORK SESSION: **X**

CLOSED SESSION:

(Confidential)

ACTION:

INFORMATION: **X**

ITEM TITLE: **Towing and Vehicle Recovery Services RFP**

RECOMMENDATION: No action required.

SUMMARY: Staff wanted Council to be aware that a request for proposals for towing services will be issued soon. While there is no requirement that the RFP has to be taken to City Council before it is posted, such contracts usually attract a lot of attention from prospective service providers and Council may be contacted about the RFP. It is our recommendation that any questions be referred to the Procurement Office.

Previous RFP's have been discussed with City Council in the past because on occasion the award of the towing contract has been very contentious and because Council has to approve the award of the contract. Staff wanted to make sure Council agreed with the terms in the RFP in order to avoid getting into the situation of asking Council to approve the award of the contract and then having Council (because of complaints from unsuccessful towing companies) say it doesn't like the way the contract was awarded so do it over again.

The award of towing contracts is a convoluted process. In addition to the normal procurement requirements, Section 46.2-1217 of the State Code provides that "the governing body of any county, city, or town may contract for services rendered pursuant to a police towing request with one or more businesses engaged in the towing or storage of unattended, abandoned, or immobile vehicles." Because the City's towing contract includes police initiated towing the contract has to be approved by City Council. Section 46.2-1217 also provides that "prior to entering into a contract, ..."the local governing body shall appoint an advisory board to advise the governing body with regard to the appropriate ... terms of the contract."

The City's Towing Advisory Board has come up with the requirements it believes should be included in the RFP for the towing contract. The Board has representatives from City departments and the private sector, including towing services providers. Among the provisions that generated discussion and were ultimately approved by the Board are: 1) the vendor must have a secure storage lot within 2 miles of the City limits rather than inside the City limits and 2) the City reserves the right to award to multiple vendors. The only other significant change from the current contract is the provision to tow during inclement weather (page 7, 9.b.).

PRIOR ACTION(S): The last towing and recovery services contract was effective in August 2005.

FISCAL IMPACT: To be determined.

CONTACT(S): Stephanie Suter, Procurement Manager, 455-3963

ATTACHMENT(S): Towing and Vehicle Recovery Services RFP

REVIEWED BY: lkp

022L



REQUEST FOR PROPOSALS TITLE PAGE
Include this page as the first page in your proposal response

City of Lynchburg, Virginia
Procurement Division

Proposal Title: Towing and Vehicle Recovery Services

This is the City of Lynchburg's Request for Proposals No. 11-651, issued XX, 2012. Direct inquiries for information to: Stephanie Suter; Phone: 434-455-3963; Fax: 434-845-0711; email: stephanie.suter@lynchburgva.gov. All responses to this solicitation shall be in strict accordance with the requirements set forth in this bid document and the ensuing contract documents.

Sealed proposals will be publicly accepted prior to **4:00 p.m., XX, 2012**, however only the names of vendors responding will be available for announcement. Proposals received after the stated due date and time shall not be considered. Submit proposals in a sealed, opaque envelope, and put the RFP number, title, due date and time on the lower left front. Offerors are responsible for having their proposal time stamped by Procurement Division staff before the deadline indicated above and acknowledge all addenda so issued in the space provided below. All Offerors are responsible for obtaining issued addenda from the City's Purchasing Division website: www.lynchburgva.gov/Index.aspx?page=4343. Any alteration or changes to this Request for Proposals will be made only by written addendum issued by the City of Lynchburg Procurement Division.

Acknowledge receipt of addenda here: No. _____ Date: _____ No. _____ Date: _____

Submit Proposals: BY MAIL, GROUND DELIVERY, OR HAND DELIVER TO:

Procurement Division
Third Floor City Hall
900 Church Street
Lynchburg, Virginia 24504

Information the Offeror deems Proprietary is included in the proposal response in section(s):

See Paragraph B on page 2 for guidelines on submitting proprietary information.

In compliance with this Request for Proposals and all the conditions imposed therein, the undersigned offers and agrees to furnish the services in accordance with the attached proposal or as mutually agreed by subsequent negotiations. By my signature below, I certify that I am authorized to bind the Offeror in any and all negotiations and/or contractual matters relating to this Request for Proposals. Sign in ink and type or print requested information.

Full Legal Name of Offeror: _____

Fed ID OR SOC. SEC. NO.: _____ Date: _____

Address: _____ Phone: (____) _____

Fax: (____) _____

Signature: _____

Typed or Printed Name, Title

A handwritten signature in cursive script that reads "Stephanie Suter".

City's Procurement Manager's Signature

I. SUBMISSION OF PROPOSALS

- A. **An original (1), so marked, and (5) copies, so marked, for a total of (6)** of your proposal document are required. In addition, submit one (1) copy of proposal in an electronic format, either floppy disk or CD in Microsoft Word format or PDF file format must also accompany your proposal. The City will not assume responsibility for reproduction where an insufficient number of copies have been supplied. In any such case, the City will notify the Offeror of the deficiency and request that the appropriate number of copies be delivered within 24 hours. Failure to comply with this or other requirements of this Request for Proposal shall be grounds for the City to reject such proposals. Telegraphic or facsimile submission of proposals is not acceptable and any such proposals will not be considered. Nothing herein is intended to exclude any responsible Offeror or in any way restrain or restrict competition. All responsible Offerors are encouraged to submit proposals.
- B. **Submission of Proprietary Information**
- Trade secrets or proprietary information submitted by an Offeror in connection with this procurement transaction shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Offeror must invoke the protection of this section prior to or upon submission of the data or the materials, and must identify the data or other materials to be protected and state the reason why protection is necessary (Section 2.2-4342 F. of the Code of Virginia). **Offerors shall submit, in a separate section of the proposal, any information considered proprietary and any copyrighted material and clearly identify the information as proprietary and/or copyrighted information. Offerors may not declare their entire proposal proprietary nor may they declare proposed pricing to be proprietary.** References may be made within the body of the proposal to proprietary information; however all information contained within the body of the proposal not in the separate section labeled proprietary shall be considered Public Information.
- C. Proposals having any erasures or corrections must be initialed by the Offeror in ink.
- D. The City reserves the right to accept or reject any or all proposals, to waive informalities, and to reissue any request for proposals and to award contracts to multiple Offerors. Any contract resulting from this Request for Proposal shall not be exclusive to the Successful firm. The City reserves the right to contract with firms not party to the resultant contract for similar work if it determines this to be in their best interest. If this is a cooperative procurement, each entity referenced will award a contract in accordance with its respective independent procurement policies and procedures and as it deems will best serve its interest.
- E. By submitting a proposal response, the Offeror agrees that the **proposal response will not be withdrawn for a period of 90 days** following the due date for proposal responses.
- F. By submitting a proposal response, the Offeror certifies that it has not combined, conspired or agreed to intentionally rig, alter or otherwise manipulate, or to cause to be rigged, altered or otherwise manipulated its proposal response for the purpose of allocating purchases or sales to or among persons, raising or otherwise fixing the prices of the goods or services, or excluding other persons from dealing with the City.
- G. By submitting a proposal response, the Offeror certifies that its proposal is made without collusion or fraud and that it has not offered or received any kickbacks or inducements from any other Offeror, supplier, manufacturer or subcontracting firm in connection with its proposal; and that it has not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised.
- H. The City will not be responsible for any expense incurred by any Offeror in preparing and submitting a proposal response. All proposals submitted will become the property of the City.
- I. Nothing herein is intended to exclude any responsible Offeror or in any way restrain or restrict competition. All responsible Offerors are encouraged to submit proposals.

II. GENERAL INFORMATION

The City of Lynchburg is soliciting proposals from qualified operators to provide towing services for city-owned vehicles and private vehicles that come under the jurisdiction of the Lynchburg Police Department (police initiated tows), the Community Development Department (derelict vehicles), and the Public Works Department (abandoned vehicles).

The intent is to award a five year contract with an initial two year term and the option to renew for an additional three year term. The towing Service Provider shall not assign, transfer, convey, or subcontract its responsibilities under the contract to any other persons, company, or corporation without the prior written consent of the City.

III. SCOPE OF SERVICES

The City will consider proposals for less than the full scope of services described below. Offerors may propose to provide only selected services, however, it will be the City's sole discretion whether to award a single contract or several contracts for the desired services.

While the Scope of Services specifies the qualifications and equipment generally acceptable to the City of Lynchburg, the towing service provider is expected to meet towing industry standards and to perform all activities in compliance with federal, state, and local statutes, ordinances and regulations.

Offerors must state any exceptions to the following qualifications and performance requirements.

1. General Qualifications

- a. The towing Service Provider must operate as an independent entity and have an office with a physical address and phone number listed in the Lynchburg area telephone directory (answering service, beepers and voice mail transfers are not acceptable).
- b. The towing Service Provider shall be available to respond within the City of Lynchburg twenty-four hours a day, seven days a week, including holidays.
- c. The towing Service Provider shall obtain a City of Lynchburg business license if applicable.
- d. All applicable City of Lynchburg taxes (e.g., real estate, business license, personal property) must be current with respect to both filing and payment.
- e. The towing Service Provider must disclose if any individual associated with the company has a prior felony conviction and/or any pending personal or business lawsuits.
- f. The towing Service Provider's employees shall wear shirts with the employee's name and company name affixed and must possess business cards with their name, the company name and a business telephone number.
- g. All towing and recovery operators must possess a valid driver's license, commercial driver's license, or any other license required for the equipment operated.
- h. The City and the towing Service Provider shall establish a procedure for addressing towing related complaints from citizens.
- i. Vehicles to be towed damage-free and by the most direct route.
- j. The towing service provider shall maintain a detailed log of all tows made for the City which shall be open for inspection by the City at all times.
- k. The towing service provider shall respond to calls with only equipment owned or leased by them – calls shall not be passed on to another tower.
- l. All equipment used by the towing service provider must be in constant working order.
- m. Any operator taking medication, either by a doctor's prescription or own free will, shall not be allowed to operate a towing vehicle if such medication affects the person's ability to operate a motor vehicle and/or perform the duties required.

2. Required Equipment

- a. Light Duty Trucks: 0-10,000 lbs Gross Vehicle Weight
Medium Duty Trucks: 10,001-26,000 lbs Gross Vehicle Weight
Heavy Duty Trucks: 26,001-80,000 lbs Gross Vehicle Weight
- b. All required towing vehicles shall be maintained in good condition with valid Virginia license plates, current Virginia inspection stickers, DMV stickers and local decals.
- c. Light Duty and Medium Duty vehicles must include crane recovery wreckers and car carrier/rollback wreckers.
- d. Heavy Duty vehicles must include two 25-ton units; one being hydraulic with under lift; the other may be a cable styled, such as a Model 750 Holmes style wrecker body; vehicles must contain all-weather tires on rear wheels.
- e. All wrecker units must have the following equipment and supplies:
 - At least two amber revolving 360-degree emergency lights (LED preferred) mounted on the highest part of the vehicle
 - All-weather tires mounted on rear wheels
 - Dual rear wheels
 - One hundred (100) feet, or more, of 3/8 inch or larger cable
 - A boom capacity and individual power winch pulling not less than the manufacturer's specifications
 - Dollies, scotch blocks and snatch block (dollies not required for Heavy Duty vehicles)
 - Wheel lift or under lift capability
 - Minimum of one carbon dioxide (CO2) fire extinguisher
 - Lock-picking tools suitable for unlocking vehicles
 - One heavy duty street broom and one shovel
 - Minimum of one reflective traffic vest
 - Traffic safety flares
 - Portable safety cones or street reflectors
 - Spill prevention/containment kits, including gas and oil absorbent materials
- f. All towing and recovery service vehicles must display the correct name, address and telephone number of the company in letters at least three (3) inches high.

3. Response Times (On-Site)

- a. Light Duty Vehicle response time: 30 minutes
- b. Medium Duty Vehicle response time: 30 minutes
- c. Heavy Duty Vehicle response time: 45 minutes

4. Insurance Requirements

The towing service provider shall procure, maintain, and provide proof of insurance coverage for injuries to persons or damages to property which may arise from or in connection with the work performed on behalf of the City by the towing service provider, its agents, representatives, employees, or subcontractors. Coverage shall be maintained by the towing service provider for the duration of the contract period.

- a. Comprehensive General Liability: \$1,000,000
- b. Automobile Liability: \$1,000,000
- c. Workers Compensation: Statutory Amount
- d. Garage Keepers Liability: \$1,500,000
- e. Physical damage/On hook coverage \$1,500,000

- f. All insurance policies shall contain a clause obligating the insurer to give the City thirty (30) days written notice prior to any modifications or cancellation.
- g. The towing service provider must agree to indemnify and hold harmless the City of Lynchburg, its agents, employees and officials from any and all claims, casualties, damages or injuries arising out of its actions under the towing contract.
- h. The City of Lynchburg, Virginia, its officers/officials, employees, agents, and volunteers (the City) shall be added as “insured” under the terms and conditions of the policies for liabilities which may arise out of the towing service provider’s operations.
- i. The towing service provider shall provide verification of current insurance upon signing the towing contract and upon each subsequent renewal.

5. Secure Storage Requirements

- a. The towing Service Provider shall have an appropriately zoned, fenced-in, adequately lighted, secure lot for vehicles towed under the contract. The lot should be located within the City limits or within 2 miles of the City limits.
- b. The storage lot shall have a sign posted in a conspicuous place identifying the company name and telephone number and hours of operation.
- c. The fence around the lot shall be at least six feet in height.
- d. The storage lot shall have a paved or graveled surface.
- e. An inside storage area shall be provided. The inside storage area must be isolated from general access and provide insulation from contamination until a vehicle has been inspected for evidence and released from isolation by the Police Department.
- f. There must be an attendant on duty within the business office from 8:00 am through 6:00 pm for the purpose of permitting inspections or releasing stored vehicles, except on weekends and holidays.
- g. It shall be the sole responsibility of the towing Service Provider to notify the owner and/or lien holder of any vehicle that is stored on its lot for more than seven days.
- h. Storage lots shall be subject to periodic inspections by the City.
- i. Proposals shall describe in detail all features of storage lot such as location, size, storage features, height of fence, lighting, entrances, etc.

6. Rates

- a. All costs incident to towing and storage shall be paid to the towing Service Provider by the vehicle owner/operator, or the owner’s representative.
- b. The towing and storage fees charged by the towing Service Provider shall be reasonable and comparable to those fees charged by other towing companies within the Greater Lynchburg area. The storage fees charged shall not exceed the amounts allowed by Section 43-32 of the State Code.
- c. The towing Service Provider shall issue an itemized receipt for payment to the owner/ operator or the owner’s representative when the vehicle is released.
- d. The City of Lynchburg will negotiate specific rates for the tows of City owned vehicle and for any tows that are initiated under the City Code. The proposal shall include proposed fees, expressed as a flat fee which shall include all costs associated with the service, for the following services:
 - Towing of passenger cars, 3/4 ton pick trucks, 3/4 ton vans, mopeds, and motorcycles.
 - Show-up Charge: when the towing Service Provider arrives and has backed up to the vehicle to begin the procedure, but the owner’s arrival eliminates the need for the service, the towing Service Provider shall be allowed a flat fee as compensation for response to the call.
 - Towing of any vehicle over 3/4 ton rating capacity.

- Storage of the vehicle for the first twenty-four (24) hours after the tow and per day after the first twenty four (24) hours.
 - Opening of the office to allow vehicles to be claimed at other than normal working hours.
- e. Any other fee the offeror considers normal and reasonable.
- f. The towing Service Provider shall have the capability to accept cash, certified checks and at least two (2) major credit cards as payment for services rendered under the contract.

7. Police Initiated Tows

This covers the towing of vehicles ordered or deemed necessary for removal to enforce city ordinances or to assure safe and orderly movement of traffic.

- a. Towing services for vehicles that are towed as a result of being disabled because of an accident or breakdown will be handled as follows:
1. The vehicle owner/operator selects the towing firm and directs the disposition of the vehicle, if possible.
 2. If the owner/operator has no preference, or is unable to make a decision, the vehicle is towed to the dealership selling that particular make by the towing company that the dealership has designated.
 3. If the owner/operator has no preference, but would prefer that the vehicle not be taken to the dealership, or if there is no local dealership for the particular make, the City's designated towing Service Provider is contacted and takes the vehicle to their secure storage facility.
 4. All vehicles towed to the towing Service Provider's facilities shall be maintained in a secure manner until the owner/operator or owner's representative specifies the ultimate destination for the vehicle.
 5. The towing Service Provider shall not attempt to solicit repair services or steer the vehicle's owner to a particular repair service, garage, body shop or dealership.
- b. It shall be the responsibility of the towing Service Provider to determine the appropriate wrecker to be sent on any call. The Police Officer requesting the service will describe the circumstances of the situation in sufficient detail to allow the towing Service Provider to respond appropriately. It shall be the responsibility of the towing Service Provider to inform the Police Department of the final location of a vehicle towed from private property.
- c. Response time for the arrival on the scene by the tow truck shall not exceed thirty (30) minutes from the time the call for service is made by the Police Department. In the event the towing Service Provider determines from the circumstances of the call for service that a heavy duty wrecker is required, an additional fifteen (15) minutes will be allowed. In the event the response time exceeds the set time limits, the City reserves the right to call any available towing service. Such substitute service shall be directed to deliver the vehicle to be towed to the towing Service Provider's storage facility. The City's towing Service Provider shall be liable to pay the substitute towing service's usual and customary towing charge, but in no case shall a sum in excess of the contract rate be charged to the vehicle owner by the towing Service Provider.
- d. When responding to an accident the towing Service Provider's employee shall provide the police officer and customer, if available, a business card and tow receipt prior to leaving the accident scene.
- e. The Police Department personnel at the scene shall be responsible for enforcement of city ordinances and for assuring the safe and orderly movement of traffic. No member of the Police Department shall operate the wrecker equipment of the towing Service Provider. Nor shall they attempt to instruct any employee of the towing Service Provider concerning any aspect of the procedure for the removal of a vehicle, with the exception of that portion of the procedure which pertains to the removal of the towed vehicle and any accompanying debris in such a manner as to assure the safe and orderly movement of traffic.
- f. The towing Service Provider shall be responsible for cleaning up debris and reasonable quantities of fluid spills prior to leaving the accident scene.
- g. The towing vehicle operator shall complete and sign at the scene from which the vehicle is to be towed, a form containing the license number, vehicle identification number and towing destination.

- h. The towing Service Provider shall be responsible for the safe-keeping of the vehicle and all contents left in the vehicle from the time of hook-up until released to the owner in accordance with the law.
- i. The towing Service Provider shall keep reasonable information concerning towed and stored vehicles.

8. Towing of Derelict Vehicles

The desired services are for the towing, storage and disposal of inoperative or abandoned motor vehicles that are located within the City on either public or private property as defined in Section 21-61 of the City Code. A request for these services will typically be generated by the Community Development.

- a. Towing services for derelict vehicles will be handled as follows:
 - 1. Upon notification by the proper City officials, the towing Service Provider shall provide towing of identified vehicles within seventy-two (72) hours, weather permitting. In the event the towing Service Provider does not tow an identified vehicle within seventy-two (72) hours, the City has the right to have the vehicle towed by another towing company. Once the vehicle has been towed, the towing service provider shall notify the City's Department of Community Development within 24 hours.
 - 2. The towing Service Provider shall provide for the storage of towed vehicles for a minimum period of fifteen (15) days. The storage fee shall be as stated in the contract. The storage facility must meet City of Lynchburg Code specifications and provide protection against vandalism, theft, etc.
 - 3. Upon towing of inoperative vehicles, the towing Service Provider will notify the owner that the vehicle has been towed and is in storage and will be disposed of according to the Lynchburg City Code unless otherwise claimed prior to the end of fifteen (15) days.
 - 4. At the end of the minimum fifteen (15) day period, towed vehicles shall be disposed of by the towing Service Provider as provided by law.

9. Towing of Abandoned Vehicles

The desired services are for the towing, storage and disposal of abandoned motor vehicles that are located within the City on either public or private property as defined in Section 25-275 of the City Code. A request for these services will typically be generated by the Lynchburg Police Department.

- a. Upon notification by the proper City officials, the towing Service Provider shall provide towing of identified vehicles within twenty-four (24) hours in the case of an immobilized vehicle. In the event the towing Service Provider does not tow an identified vehicle within twenty-four (24) hours, the City has the right to have the vehicle towed by another towing company. Once the vehicle has been towed, the towing service provider shall notify the Police Department.
- b. Upon notification by the proper City officials, the towing Service Provider shall provide towing of identified vehicles within twelve (12) hours in the case of an immobilized vehicle due to weather conditions or other emergency situation. In the event the towing Service Provider does not tow an identified vehicle within twelve (12) hours, the City has the right to have the vehicle towed by another towing company. Once the vehicle has been towed, the towing service provider shall notify the Police Department.
- c. Procedures for storage shall be as described above for derelict vehicles. The Lynchburg Police Department will notify the owner that the vehicle has been towed.

10. Towing of City Owned Vehicles

The desired services are for the towing of disabled vehicles owned by the City of Lynchburg. The City owns a variety of vehicles and associated equipment that may need towing on occasion. Towing services will be requested by Fleet Services or the department operating the vehicle. Typically, tows will be from the breakdown location to a City shop or to a contracted service location. The City will negotiate prices based on vehicle classes as follows:

Class I:	automobiles and other vehicles up to and including ¾ ton capacity
Class II:	vehicles over ¾ ton capacity up to and including 2 ton capacity
Class III:	vehicles with a capacity rating over 2 tons or 2 piece units

The desired services include the towing of vehicles and equipment at the City landfill and a rapid response for vehicles involved in snow removal operations.

IV. PROPOSAL PREPARATION

Proposals must address the items included in the Scope of Services and the Criteria for Proposal Evaluation. Proposals must be prepared simply, providing straightforward and concise responses to requests for information and descriptions of qualifications and capabilities. Incomplete proposals may be determined nonresponsive.

Offerors should organize their proposals using the format described below:

A. Title Sheet

Furnish the information requested on the REQUEST FOR PROPOSALS TITLE PAGE of this solicitation and include it as the first page of your proposal response. The name stated on the Title Sheet must be the full legal name of the Offeror and the address must be that of the office which will have the responsibility for the services provided.

B. Business Information

Provide a full description of the offeror's business including its location, contact information and size of storage facility.

C. Equipment and Resources

Provide the number of vehicles, size, and towing capacity, year and model of vehicles to be used in performance of desired services. In addition, provide the number of qualified operators that will be available to operate such equipment.

D. Service Strategy/Philosophy

Provide a complete description of the customer service philosophy and overall service delivery strategy including initial implementation of Towing Services.

E. Experience of the Offeror in Providing This Service

Include a brief statement of the Offeror's experience in providing the services stated in the Scope of Services.

F. References

Provide a list of clients for whom similar services have been provided and dates when the service was provided. Include client name, address, telephone number, facsimile number, description of type of services performed, and person the City may contact.

G. Cost of Services

Provide a proposed cost/fee schedule for all services listed in the SCOPE OF SERVICES section of this Request for Proposals. Proposed rates shall be all inclusive and based on a per vehicle rate. No additional expense shall be considered, unless mutually by agreed upon by subsequent negotiations

V. CRITERIA FOR PROPOSAL EVALUATION AND METHOD OF AWARD

Evaluation Criteria

The following criteria will be utilized in evaluating proposals:

- A. Amount and condition of equipment and resources to deliver services
- B. Overall qualifications and previous experience of the Offeror.
- C. Availability, location and condition of storage facilities.
- D. Cost of providing services.

E. Customer service philosophy

Method of Award

The desired services will be procured through the process of competitive negotiation. Following evaluation of the written proposals, selection shall be made of two or more Offerors deemed to be fully qualified and best suited among those submitting proposals, on the basis of the factors involved in the Request for Proposals. Negotiations shall then be conducted with each of the Offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each Offeror so selected, the City shall select the Offeror which, in its opinion, has made the best proposal, and shall award the contract to that Offeror or to multiple Offerors should the City decide multiple awards to be in its best interest. Should the City determine in writing and in its sole discretion that only one Offeror is fully qualified, or that one Offeror is clearly more highly qualified than the others under consideration, it will commence negotiations with that Offeror alone.

VI. CONTRACT TERM AND RENEWAL

The initial term of this contract shall be for two years from contract signing, with the option to renew for an additional three year term, upon mutual consent of the parties to the contract.

VII. GENERAL TERMS AND CONDITIONS

A. Subcontracting and Assignment of Work

The Service Provider shall not subcontract or assign portions of the work, other than those specifically defined in the CONTRACT, without the express written consent of the City. A description of any work the Service Provider proposes to subcontract shall be submitted to the City for review and approval along with the name and address of the individual, firm, or corporation that is the proposed sub Service Provider. This submittal shall also include a list of the key personnel that the sub Service Provider will assign to the service. All work performed by any sub Service Provider shall be coordinated by the Service Provider and the Service Provider will be responsible to the City for all work performed under its CONTRACT with the City.

B. Payment for Services

Payments to the Service Provider shall be made within 30 days after receipt of an approved invoice for services provided in the previous month. Backup documentation for each invoice shall be provided in detail satisfactory to the City. The Service Provider's records and documentation supporting such invoices shall be made available to the City upon reasonable request. The Service Provider agrees to retain all records, documents and support materials relevant to the CONTRACT for a period of five years following final payment.

C. Independent Service Provider

The Service Provider is an independent contractor and nothing contained in a subsequent CONTRACT shall constitute or designate the Service Provider or any of its agents or employees as employees of the City.

D. Notification

Any notice required by the Contract shall be effective if given by registered mail, return receipt requested, to the Service Provider in the name and at the address given in its proposal submission; provided that change of address shall be effective if given in accordance with this paragraph. Unless otherwise specified, any notice to the City shall be given to the City of Lynchburg, City Manager, 900 Church Street, Lynchburg, VA 24505. The Service Provider agrees to notify the City immediately of any change of legal status or of address. Any notice provided in accordance with this paragraph shall be deemed to have been completed five calendar days after the date of mailing.

E. Termination and Ownership of Documents

The City reserves the right to terminate the contract upon 7 days written notice to the Service Provider. In the event of termination pursuant to this paragraph which is not the fault of the Service Provider, the Service Provider shall be paid for all services provided through the date of termination. The contract will terminate immediately upon failure of the City of Lynchburg, City Council to appropriate funds for its continuance.

The Service Provider agrees that all information and materials gathered and/or prepared by or for it under the terms of the CONTRACT shall be delivered to, become and remain the property of the City upon completion of the work or termination of the CONTRACT. The City shall have the right to use and reproduce the data and reports submitted hereunder, without additional compensation to the Service Provider.

F. Laws and Regulations

The Service Provider shall abide by all Federal, State and Local laws and regulations governing the provision of the services called for in the contract. The Service Provider shall give notice and comply with all laws, ordinances, rules, regulations, and lawful orders of any public authority bearing on the performance of the services.

Any legal proceedings arising out of or related to these services shall be filed by the parties in the City of Lynchburg General District Court or the Lynchburg Circuit Court.

G. Additional Services

The City may make changes to the Scope of Services or add services of a similar nature to those specified in the Scope of Services of this Request for Proposals as mutually agreed to at mutually agreed upon price and terms.

H. Severability

Each paragraph and provision of the resultant CONTRACT will be severable from the entire agreement and if any provision is declared invalid, the remaining provisions shall remain in effect.

I. Licenses and Permits

The Service Provider shall secure and pay for all permits, governmental fees and licenses necessary for the proper execution and completion of these services which are legally required prior to and maintain in effect throughout the term of the CONTRACT.

J. Nondiscrimination

If the resultant contract exceeds \$10,000, during the performance of the contract, the Service Provider agrees as follows:

- a. The Service Provider will not discriminate against any employee or applicant for employment because of race, religion, color, sex or national origin, age, disability, or other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Service Provider. The Service Provider agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this non-discrimination clause.
- b. The Service Provider, in all solicitations or advertisements for employees placed by or on behalf of the Service Provider, will state that such Service Provider is an equal opportunity employer.
- c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
- d. The Service Provider will include the provisions of the foregoing paragraphs a, b and c in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each sub Service Provider or vendor.
- e. The City does not discriminate against faith-based organizations on the basis of the organization's religious character, or impose conditions that (i) restrict the religious character of the faith-based organizations, except as provided by law, or (ii) impair, diminish or discourage the exercise of religious freedom by the recipients of such goods, services or disbursements

L. Contractual Claims

Contractual claims, whether for money or other relief, shall be submitted in writing no later than 60 days after final payment; however, written notice of the Service Provider's intention to file such claim shall have been given at the time of the occurrence or beginning of the work upon which the claim is based. Any notice or claim shall be delivered to the City Manager, Third Floor City Hall, 900 Church Street, Lynchburg Virginia 24505 and shall

include a description of the factual basis for the claim and a statement of the amounts claimed or other relief requested. The City Manager shall render a decision on the claim and shall notify the Service Provider within 30 days of receipt of the claim. The Service Provider may appeal the decision of the City Manager by providing written notice to the City Manager, within 15 days of the date of the decision. The City Manager shall render a decision on the claim within 60 days of the date of receipt of the appeal notice and such decision shall be final unless the Service Provider appeals the decision in accordance with the Virginia Public Procurement Act. Invoices for all services or goods provided by the Service Provider shall be delivered to the City no later than 30 days following the conclusion of the work or delivery of the goods.

M. Taxes

The Service Provider shall pay all City, State and Federal taxes required by law enacted at the time proposals are received and resulting from the work or traceable thereto, under whatever name levied. Said taxes shall not be in addition to the CONTRACT price as the taxes shall be an obligation of the Service Provider and not of the City and the City shall be held harmless for same by the Service Provider.

N. Indemnification

To the fullest extent permitted by law, the Service Provider, for itself, heirs, representatives, successors and assigns agrees to save, defend, keep harmless and indemnify the City and all of its officials, agents and employees (collectively, the "City") from and against any and all claims, loss, damage, injury, costs (including court costs and attorney's fees), charges, liability or exposure, however caused, resulting from, arising out of or in any way connected with the Service Provider's performance (or nonperformance) of the CONTRACT terms or its obligations under terms of any subsequent contract. The indemnification obligations under this provision shall not be affected in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the Service Provider or any Sub Service Providers under worker's or workman's compensation acts, disability benefit acts or other employee benefit acts

O. Contract Assignment

A CONTRACT resulting from this solicitation may not be assigned, in whole or part, without the written consent of the City.

P. Responsibility for Property

The Service Provider shall be responsible for damages of loss to personal property caused by work performed under the CONTRACT. Property damage personal property or to surrounding equipment or adjoining areas caused directly or indirectly by actions or omissions of the Service Provider shall be repaired or replaced by the Service Provider, to the satisfaction of the property owner, at the Service Provider's expense.

Q. Precedence of Documents

The precedence of documents shall be as follows: the CONTRACT, the Request for Proposals and the Offeror's response to the Request for Proposals.

R. Drug-free Workplace to be Maintained by Service Provider

During the performance of the CONTRACT, the Service Provider agrees to (i) provide a drug-free workplace for its employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Service Providers workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the Service Provider that the Service Provider maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each sub Service Provider or vendor. For purposes hereof, a "drug-free workplace" shall mean any site involved in the performance of these services.

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: **9**

CONSENT: **X**

REGULAR:

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Virginia Sexual and Domestic Violence Victim Fund Award**

RECOMMENDATION:

Adopt a resolution to amend the FY 2012 City/Federal/State Aid Fund budget and appropriate \$20,000 with resources from the Virginia Department of Criminal Justice Services, Virginia Sexual and Domestic Violence Victim Fund to support a Family Violence Legal Assistant position and activities related to the Domestic Violence and Intimate Partner Prosecution Unit.

SUMMARY:

The Office of the Commonwealth's Attorney is requesting approval to accept the award for Virginia Sexual and Domestic Violence Victim Funding (Prosecution Grantees) through the Virginia Department of Criminal Justice Services to support a Family Violence Legal Assistant position and activities related to the Domestic Violence and Intimate Partner Prosecution Unit.

The total grant award is for \$40,000 over 12 months, commencing January 1, 2012 and ending December 31, 2012. There is an opportunity to continue this grant beyond the 12 month period. Because the grant operates on a calendar year cycle, it is anticipated half will be expended during FY 2012; therefore, the appropriation request is for \$20,000 only. The remaining \$20,000 will be appropriated with the FY 2013 budget. The grant does not require a local match.

PRIOR ACTION(S):

January 24, 2012 Finance Committee

FISCAL IMPACT:

None, no local match is required.

CONTACT(S):

Michael Doucette, Commonwealth's Attorney, 455-3762

Donna Nash, Grants Administrator, 455-3770

ATTACHMENT(S):

Resolution

REVIEWED BY: lkp

RESOLUTION:

BE IT RESOLVED That the FY 2012 City/Federal/State Aid Fund budget is amended and \$20,000 is appropriated with resources from the Virginia Department of Criminal Justice Services, Virginia Sexual and Domestic Violence Victim Fund to support a Family Violence Legal Assistant position and activities related to the Domestic Violence and Intimate Partner Prosecution Unit.

Introduced:

Adopted:

Certified:

Clerk of Council

021L

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: 10

CONSENT: **X**

REGULAR:

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund Grant to purchase cardiac equipment, ambulance cots, and airway equipment

RECOMMENDATION: Adopt a resolution to amend the FY 2012 City/Federal/State Aid Fund budget and appropriate \$98,175 with resources of \$54,417 from the Rescue Squad Assistance Fund (RSAF) grant and \$43,758 from the FY 2012 General Fund Fire Department budget to purchase two (2) Physio LifePak 15 cardiac monitor/defibrillators, two (2) Stryker Power Pro ambulance cots, seven (7) video laryngoscopes, and seven (7) airway packs for the Fire Department.

SUMMARY: The Virginia Office of Emergency Medical Services (EMS) periodically awards grant funding to assist career and volunteer EMS agencies in obtaining/maintaining emergency vehicles and equipment; providing EMS management, leadership, and advanced life support training; and achieving other goals that support the enhancement of citizen and community EMS services.

The Physio LifePak 15 cardiac monitor/defibrillators will replace two in-service LifePak 12 units that have reached the end of their useful life cycle. The LifePak 15 is an upgrade from the LifePak 12; it has carboxyhemoglobin monitoring capability and is more ruggedly constructed.

The Stryker Power Pro ambulance cots will replace two current cots that will be five years old by the grant award date. The current units are demonstrating mechanical difficulties and the maintenance costs are increasing. Additionally, the Power Pro cots have reduced back injuries to EMS providers while lifting and moving patients on cots.

The video laryngoscopes and airway packs will be placed on each medic unit. Utilization of these devices results in a more accurate intubation while minimizing soft tissue manipulation. In addition, the risk of a failed intubation will be minimized.

This grant requires a local match. The two LifePak 15 cardiac monitor / defibrillators cost \$62,237; 50% of the allowable cost was funded (RSAF: \$27,420, local match: \$34,817). The two Power Pro stretchers cost \$26,698; 80% of the allowable cost was funded (RSAF: \$19,605, local match: \$7,093). The seven video laryngoscopes cost \$8,400; 80% of the allowable cost was funded (RSAF: \$6,720, local match: \$1,680) and the seven airway packs cost \$840; 80% of the allowable cost was funded (RSAF: \$672, local match: \$168) for a total cost of \$98,175. The \$43,758 match will be funded from the FY 2012 General Fund Fire Department budget.

PRIOR ACTION(S):

Finance Committee, September 27, 2011

Finance Committee, January 24, 2012

FISCAL IMPACT: \$43,758 in matching funds will be provided from the Fire Department's FY 2012 budget. Future funds will be needed for periodic maintenance of the equipment purchased.

CONTACT(S):

Fire Chief Steven B. Ferguson, 455-6340

Battalion Chief Jason Campbell, 455-6363

Ellen Davidson-Martin, Fire Administrative Manager, 455-6368

ATTACHMENT(S):

Resolution

REVIEWED BY: lkp

RESOLUTION:

BE IT RESOLVED That the FY 2012 City/Federal/State Aid Fund budget is amended and \$98,175 is appropriated with resources of \$54,417 from the Rescue Squad Assistance Fund (RSAF) grant and \$43,758 from the FY 2012 General Fund Fire Department budget to purchase two (2) Physio LifePak 15 cardiac monitor/defibrillators, two (2) Stryker Power Pro ambulance cots, seven (7) video laryngoscopes, and seven (7) airway packs for the Fire Department.

Introduced:

Adopted:

Certified:

Clerk of Council

019L

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: **11**

CONSENT: **X**

REGULAR:

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: 2010 State Homeland Security Program (SHSP) grant: \$100,000 for Lynchburg Fire Department's Technical Rescue Team Equipment

RECOMMENDATION: Adopt a resolution to amend the FY 2012 City/Federal/State Aid Fund budget and appropriate \$100,000 with resources from the 2010 State Homeland Security Program (SHSP) grant from the National Preparedness Directorate, U.S. Department of Homeland Security (DHS) to purchase a trailer for the Lynchburg Fire Department's Technical Rescue Team.

SUMMARY: The Virginia Department of Emergency Management is administering this grant from the Department of Homeland Security (DHS) through the State Homeland Security Program (SHSP) grant. The Fire Department was awarded \$100,000 to be utilized by the Technical Rescue Team for equipment. The funds will be used to partially fund a heavy duty tractor drawn trailer to transport and store large, heavy equipment used for technical rescue and natural disasters. The balance of the trailer cost will be funded by the Fire Department's Partners In Emergency Response (PIER) program.

This grant is 100% reimbursable; no local match is required.

PRIOR ACTION(S): Finance Committee, January 24, 2012

FISCAL IMPACT: No local match is required. Future funds may be needed for periodic maintenance of the equipment purchased.

CON

TACT(S):

Fire Chief S. Brad Ferguson, 455-6340

Battalion Chief Greg Wormser, 455-6340

Ellen Davidson-Martin, Fire Administrative Manager, 455-6368

ATTACHMENT(S): Resolution

REVIEWED BY: lkp

RESOLUTION:

BE IT RESOLVED That the FY 2012 City/Federal/State Aid Fund budget is amended and \$100,000 is appropriated with resources from the FY 2010 State Homeland Security Program (SHSP) grant from the National Preparedness Directorate, U.S. Department of Homeland Security (DHS), to purchase a trailer for the Fire Department's Technical Rescue Team.

Introduced:

Adopted:

Certified:

Clerk of Council

020L

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: **12**

CONSENT: REGULAR: **X**

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Lease of City-owned Property Located at 3813 Old Forest Road**

RECOMMENDATION: After a public hearing, approve the attached resolution to lease City-owned property located at 3813 Old Forest Road.

SUMMARY: Edwin A. Gines owns and operates a martial arts and fitness center currently on Old Forest Road. He needs more space and would like to lease our building on a year to year basis beginning February 15, 2012.

PRIOR ACTION(S): PDC Meeting – February 14, 2012

FISCAL IMPACT: \$1,750 monthly lease revenue to the City of Lynchburg

CONTACT(S):

Steve Lawson – Real Estate Manager – 455-3945

Lee Newland – City Engineer – 455-3947

David Owen – Public Works Director - 455-4469

ATTACHMENT(S):

Resolution

Photo of the Building

REVIEWED BY: lkp

RESOLUTION

BE IT RESOLVED that the Lynchburg City Council hereby approves a lease agreement between the City of Lynchburg and Edwin A. Gines for the lease of City owned property at 3813 Old Forest Road. The property will be used for the operation of a martial arts and fitness center; and,

BE IT FURTHER RESOLVED that the City Manager is authorized to execute the lease agreement on behalf of the City.

Adopted:

Certified:

Clerk of Council

016L



LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: **13**

CONSENT:

REGULAR: **X**

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: Request of Rush Lifetime Homes, Inc. to purchase 1721 Monsview Place, Lynchburg, VA (Tax Parcel #02130002), consisting of approximately 3.155 acres, locally known as Armstrong School.

RECOMMENDATION: After a public hearing approve the attached resolution to sell City owned property located at 1721 Monsview Place (Tax Parcel #02130002), consisting of approximately 3.155 acres, locally known as Armstrong School.

SUMMARY: Rush Lifetime Homes, Inc. would like to purchase from the City of Lynchburg 1721 Monsview Place consisting of approximately 3.155 acres. Located on this site is the Armstrong School building. In order to provide 28 apartments for housing for people with disabilities of low income, Rush Homes plans to renovate the existing school building, build an addition to the school, and build three new buildings similar to the ones on Victoria Avenue. The City would still retain ownership of 1851 Monsview Place consisting of approximately 3.582 acres located in front of the school. This area is currently being used for recreational fields. An agreement for continued use of the gym by the City will be put into place by all parties.

A community meeting was held on February 7th to explain the proposal. Reports are that the reception from those community members in attendance was generally positive.

The property will have to be rezoned to accommodate the development so the sales contract will be contingent on approval of that change.

PRIOR ACTION(S): PDC Meeting – February 14, 2012

FISCAL IMPACT: \$250,000 in payment for the property that could be used to renovate the gymnasium and provide community meeting space. The City would then receive real property tax revenue from the developed property which currently is not taxed.

CONTACT(S):

Steve Lawson – Real Estate Manager – 455-3945

Lee Newland – City Engineer – 455-3947

David Owen – Public Works Director - 455-4469

ATTACHMENT(S):

Resolution

Overview of the Project “Armstrong Place Apartments”

Monsview Conceptual Site Plan

Assessment Sheet for 1721 Monsview Place

Aerial Photograph of Property

REVIEWED BY: lkp

RESOLUTION

A RESOLUTION TO CONVEY THE PROPERTY LOCATED AT 1721 MONSVIEW PLACE TO THE RUSH LIFETIME HOMES, INC.

WHEREAS, the City of Lynchburg owns the property located at 1721 Monsview Place (Tax Parcel # 02130002) in the City of Lynchburg, consisting of approximately 3.155 acres of land and known as Armstrong School property; and

WHEREAS, the property once served as the site of the Armstrong Elementary School. However, the Armstrong Elementary School has been closed for a number of years, the City stopped using the property on a regular basis in 2002 and in recent years only the gymnasium has been used for occasional youth programs; and

WHEREAS, the City has no plans to use the property in the future; and

WHEREAS, Rush Lifetime Homes, Inc. would like to purchase the property from the City for the sum of \$250,000.00 in order to renovate the existing school building and provide 28 apartments for housing for people with disabilities who also have low income.

NOW, THEREFORE, BE IT RESOLVED that City Council determines that the City has no need for the property located at 1721 Monsview Place as described above and finds the City's continued ownership of the property is no longer necessary or required for the best interests of the City; and

BE IT FURTHER RESOLVED that the City Council hereby vacates for any public purpose the property located at 1721 Monsview Place, approves the conveyance of the property to Rush Lifetime Homes, Inc. for the sum of \$250,000.00 in order that the existing school building can be renovated to provide 28 apartments for housing for people with disabilities who also have low income, and hereby authorizes the City Manager to execute a deed and any other documents that may be needed to convey said property to Rush Lifetime Homes, Inc. The conveyance of the property to is contingent upon Rush Lifetime Homes, Inc. and the Lynchburg Parks & Recreation Department developing a mutually agreeable schedule that will allow the gymnasium to be used for community events and activities as provided in the September 28, 2011 Sales Contract between the City and Rush Lifetime Homes, Inc.

Introduced:

Adopted:

Certified:

Clerk of Council



January 27, 2012

Mr. Steve Lawson
Real Estate Manager
City of Lynchburg
900 Church Street
Lynchburg, VA 24505

Dear Mr. Lawson:

Rush Homes proposes to purchase 1721 Monsview Place from the City of Lynchburg as indicated in the Sales Contract signed by all appropriate parties on December 20, 2011.

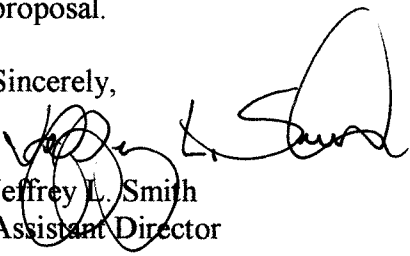
We wish to make clear that our proposal is based on historic revitalization and adaptive reuse of the former Armstrong School and adding new construction on the property in order to provide 28 apartments for people with disabilities who also have low incomes. The name of the development is Armstrong Place Apartments.

As we discussed previously with Tom Martin, City Planner, Rush Homes and our architects, Community Design Studio, are engaging in a dialogue with the Monsview area community about our plans in a community meeting on February 7, 2012 at Centenary Methodist Church. This is both important to the community and to potential residents of the 28 apartments. Further, we have met with the City Department of Parks and Recreation regarding use of the gymnasium in the school for community activities as well as adjoining property as recreation fields. The meeting conclusion was that Armstrong Place could provide a significant opportunity for the community and people with special needs and that all parties supported the use of the gym for community activities. More meetings will follow.

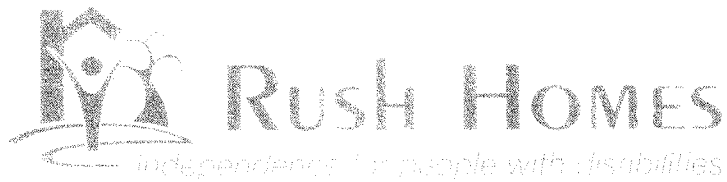
We understand that 1721 Monsview Place requires rezoning from R3 to R4 to achieve Armstrong Place and will submit a rezoning application in the very near future.

Please let me know if you have any questions. Thank you for your service regarding this proposal.

Sincerely,



Jeffrey L. Smith
Assistant Director



10/5/11

The Project

Armstrong Place Apartments

Location

1721 Monsview Place, Lynchburg, VA, site of Armstrong Elementary School

Site Description

Armstrong Elementary School and 3.155 acres of property owned by the City of Lynchburg.

Proposed Project

Rush Lifetime Homes (Rush Homes), a Community Housing Development Organization (CHDO), will develop Armstrong Place Apartments, 28 apartments for people with special needs and low incomes, through historic rehabilitation (adaptive reuse) of Armstrong Elementary School (16 apartments) and new construction (12 apartments), all at 1721 Monsview Place in Lynchburg. Armstrong Place's 28 apartments will consist of ten two-bedroom and 18 one-bedroom apartments (one two-bedroom apartment may become a three bedroom). Rush Homes' points of consideration include:

- **Community Development.** Rush Homes supports developing stronger communities where people with disabilities integrate into the community, the community has positive relationships with Rush Homes' residents, and the value of the community increases for all residents. Armstrong Place provides significant opportunities for each through:
 - Partnering with the City to make the Armstrong School gymnasium available to the Monsview/Bedford Avenue area community for community activities. Rush Homes proposes to enter into a cost neutral arrangement with the City toward this purpose. Toward this end, Rush Homes met with the City Department of Planning and Department of Parks and Recreation; the meeting conclusion was that Armstrong Place presented an opportunity for the local community and people with special needs.
 - Supporting the use of the vacant property in front of Armstrong Place for recreational and other appropriate community building purposes. Rush Homes encourages use of the property as practice fields, play areas, or other appropriate purpose, thus bringing residents of the apartments in contact with the local community while also potentially offering recreational opportunities to some residents as they are able.
 - Providing a development design that enhances the community aesthetically and practically. Note: Rush Homes' believes Armstrong Place will result in little traffic increase in the area. Our experience with Victoria Ridge indicates that less than one in two tenants owns or drives a car; the parking lot at Victoria Ridge is relatively empty.

- **\$5.9 million into the locality/job creation.** Development would bring over \$5.2 million to the City and create a significant number of jobs for the approximately two and a half years of development.
- **1721 Monsview Place site returns to City real estate tax rolls.** Further, the City no longer needs to maintain the school and property.
- **Low impact on City.** People with disabilities of low income own or drive cars at low frequency as exemplified by Victoria Ridge (no more than 10 cars per 24 tenants) and create little disruption on traffic. Also, in our experience, few people with disabilities of low incomes have children; therefore, Armstrong Place would minimally impact City schools for that area of the City.
- **Housing needs for people with disabilities of low income in Lynchburg.** Rush Homes' current waiting list is over 340. As of the end of December, the Section 8 Housing Choice Voucher waiting list as administered by LRHA stood at The City of Lynchburg has great need for housing for people with disabilities and low incomes
- **Location of project site meets potential resident needs including**
 - Transportation. The site is within ¼ mile of a bus stop creating great resident access to public transportation.
 - Grocery and shopping. The site is within ½ mile of a grocery store and other amenities. Rush Homes supports a new grocery store in the former Food Lion location on Bedford Avenue.
 - Sidewalks. The site is well served by side walks, simplifying access to transportation, shopping, and other daily living needs
- **Preserves history.** Armstrong Elementary School has significant historical value, developed in 1917 and enlarged through new construction in 1954 as an all African-American elementary school, serving in that capacity until desegregated. On January 19, 2012, the Evaluation Team of the Virginia Department of Historic Resources indicated that the school appears eligible for historic listing as an equalization school. The Board of DHR will take up listing in March of this year.

Financing

Please note that all funding sources are fluid at this time. Estimates are based on preliminary financials created through discussions with VHDA, Virginia Community Development Corporation (tax credits), and Community Design Studio (architects).

Sources of Funds

Low Income Housing Tax Credit equity	
State and Federal Historic Tax Credit equity	
City of Lynchburg HOME	
VA Dept. of Housing and Community Dev HOME	
VHDA Low Interest Loan	
Rush Homes deferred developer's fee	
Total Sources of Funds	\$ 5,935,585

Uses of Funds

Total Development Cost	\$ 5,935,585
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Schedule

Please see attachment. **Note:** Application for Low Income Tax Credits and HOME funding is dependent upon rezoning of the Monsview site From R3 to R4.

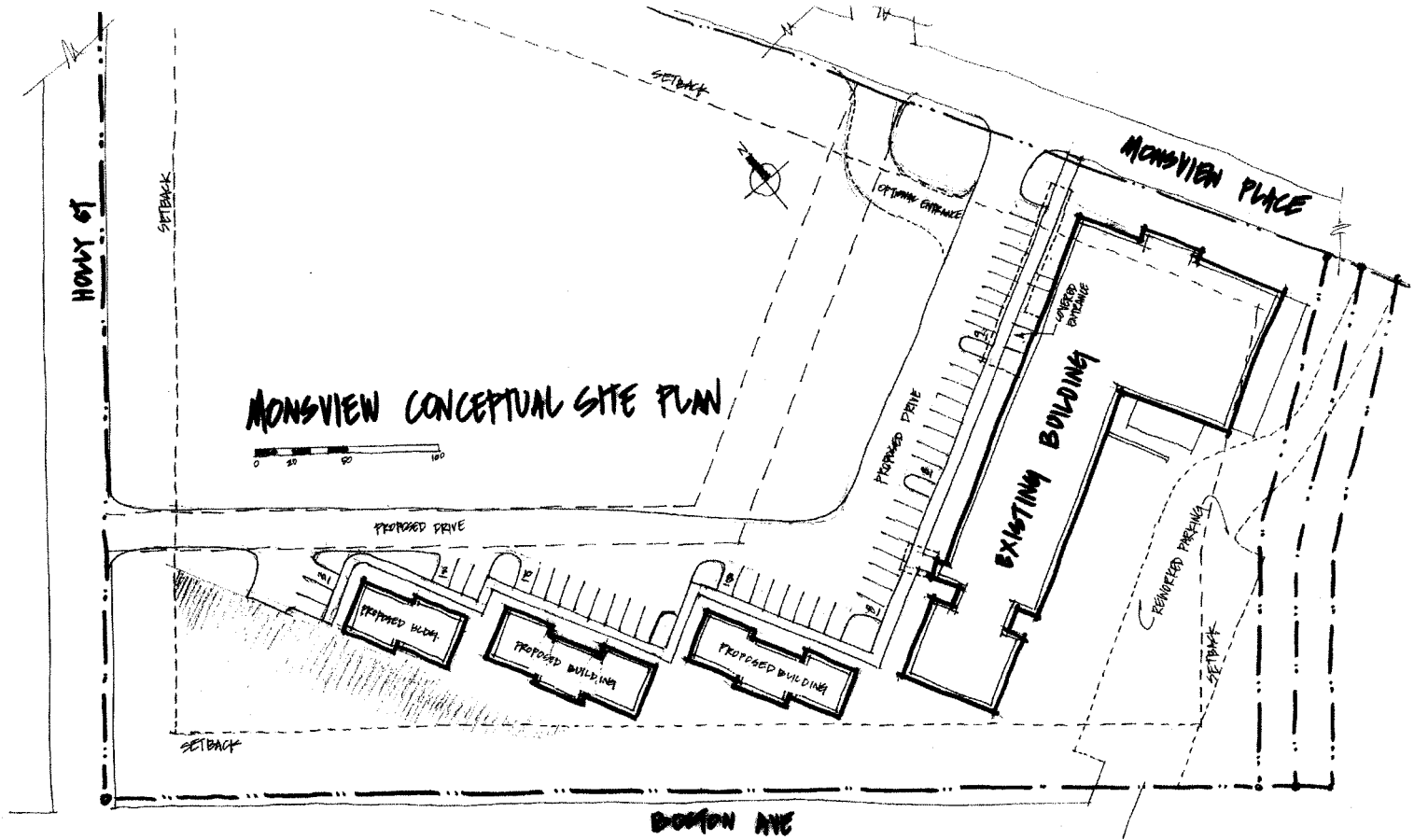
Parties Currently Involved in Project Development

- Community Design Studio architectural design group providing architectural services.
- Virginia Community Development Corporation, tax credit syndicator and technical support
- VHDA, providing technical support as well as funding.
- Ashley Neville, LLC, Cultural Resource Consultant

Contacts

- Jeff Smith, Assistant Director
Rush Homes
434-455-2120
jeff@rushhomes.org
- Allison Wingfield
Rush Homes
434-455-2120
allison@rushhomes.org

www.rushhomes.org





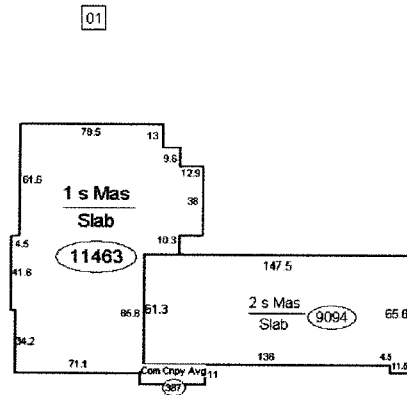
Mailing Address:	900 CHURCH ST LYNCHBURG, VA 24504-1620	Legal Acreage:	3.155
Legal Description:	RIV; PLAN A, BLK.42, LOTS 1-25	GIS Acreage:	3.155
Neighborhood:	1000: COMMERCIAL MISC	Land Frontage:	0
Property Class:	742: EXEMPT - CITY SCHOOLS *	Land Depth:	0
Zoning:	Zoning Description:		
R-3	Medium Density Two-Family Residential		

School Zones	
Elementary School:	PAUL MUNRO ELEMENTARY
Middle School:	LINKHORNE MIDDLE
High School:	E C GLASS HIGH

Sale Date	Sale Amount	Seller's Name	Buyer's Name	Document No	Deed Bk / Pg
1908-01-01	\$0	CAMPBELL COUNTY ANNEXATION 1908			

Year	Land Value	Improvement Value	Total Value
2011	\$94,600	\$478,400	\$573,000
2010	\$94,600	\$478,400	\$573,000
2009	\$94,600	\$478,400	\$573,000
2008	\$80,400	\$1,084,700	\$1,165,100
2007	\$80,400	\$1,084,700	\$1,165,100
2006	\$80,400	\$947,200	\$1,027,600
2005	\$80,400	\$947,200	\$1,027,600

COMMERCIAL ELEMENTARY SCHOOL-ENTIRE



Elementary School-Entire:001

Year: 1954
Size: 29651
Improvement ID: C
Stories: 2

Heated Area: 29651
Frame: Fire Resistant
Roof Description: BUILT-UP
Rooms: 0

Commercial Canopy - Average

Year: 1954
Size: 387

Paving

Year: 1954
Size: 20000

The City of Lynchburg, VA

Legend

Corporate Limit
Vacation

Parcels

Legal Lot Line

-- Legal Lot Line

----- Vacated Right of Way

Zoning Label



LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: **14**

CONSENT: REGULAR: **X**

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Conditional Use Permit (CUP) – Group Home – 1100 16th Street**

RECOMMENDATION: Approval of the CUP petition.

SUMMARY: Lynchburg Neighborhood Development Foundation is petitioning for a CUP at 1100 16th Street to allow a group home for the Substance Abuse and Addiction Recovery Alliance (SAARA) in an R-3, Medium Density, Two-Family Residential District. The proposed group home would have a maximum of eight (8) residents and an on-site supervisor. The Planning Commission recommended approval of the petition because:

- The petition agrees with the *Comprehensive Plan 2002-2020's Future Land Use Map (FLUM)* which recommends a Traditional Residential use for the area.
- The petition agrees with the *Zoning Ordinance* which allows group homes in an R-3, Medium Density, Two-Family Residential District upon approval of a CUP by Council.

PRIOR ACTION(S):

January 11, 2012: The Planning Division recommended approval of the CUP petition.
 The Planning Commission recommended approval (6-1) of the CUP petition.

FISCAL IMPACT: None

CONTACT(S): Tom Martin, City Planner - 455-3900
 Kent White, Director of Community Development – 455-3900

ATTACHMENT(S):

- Resolution
- Planning Commission Report – January 11, 2012
- Planning Commission Minutes – January 11, 2012
- Vicinity Zoning Pattern
- Vicinity Proposed Land Use
- Watershed Location Map
- Concept Plan
- SAARA History
- SAARA Recovery Housing Initiative
- Virginia Department of Historic Resources Project Review Application
- Property Photograph
- E-Mail from Diamond Hill Neighborhood Watch
- Support Letter
- Speaker Signup Sheet

REVIEWED BY: lkp

RESOLUTION:

A RESOLUTION GRANTING A CONDITIONAL USE PERMIT TO LYNCHBURG NEIGHBORHOOD DEVELOPMENT FOUNDATION TO ALLOW A GROUP HOME AT 1100 16TH STREET FOR THE SUBSTANCE ABUSE AND ADDICTION RECOVERY ALLIANCE (SAARA) IN AN R-3, MEDIUM DENSITY, TWO-FAMILY RESIDENTIAL DISTRICT.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LYNCHBURG that the petition of Lynchburg Neighborhood Development Foundation for a conditional use permit at 1100 16th Street to allow a group home for the Substance Abuse and Addiction Recovery Alliance (SAARA) with up to eight (8) residents and an on site supervisor in an R-3, Medium Density, Two-Family Residential District, is hereby approved subject to the following conditions:

1. The property shall be developed in substantial compliance with the concept plan received by Community Development on December 30, 2011.
2. An enclosed recreation area consisting of thirty (30) square feet per resident shall be provided on site.
3. All lighting shall be glare shielded and non directional to prevent illumination beyond the property line.
4. The CUP applies to the use of the group home for substance abuse recovery only.

Adopted:

Certified:

Clerk of Council

018L

The Department of Community Development
City Hall, Lynchburg, VA 24504 **434-455-3900**

To: Planning Commission
From: Planning Division
Date: January 11, 2012
Re: **Conditional Use Permit (CUP) – Group Home, 1100 16th Street**

I. PETITIONER

Lynchburg Neighborhood Development Foundation (LNDF), 927 Church Street, Lynchburg, VA 24504

Representative: Ms. Laura Dupuy, Executive Director, LNDF, 927 Church Street, Lynchburg, VA 24504

II. LOCATION

The subject property is a tract of two hundred and six thousandths of an acre (0.206) located at 1100 16th Street.

Property Owner: LNDF, 927, Church Street, Lynchburg, VA 24504

III. PURPOSE

The purpose of the petition is to allow a group home for the Substance Abuse and Addiction Recovery Alliance (SAARA) with up to eight (8) residents and an on site supervisor.

IV. SUMMARY

- The *Comprehensive Plan 2002-2020's Future Land Use Map (FLUM)* recommends a Traditional Residential use for the area.
- Petition agrees with the *Zoning Ordinance* which allows group homes in an R-3, Medium Density, Two-Family Residential District upon approval of a CUP by Council.

The Planning Division recommends approval of the CUP petition.

V. FINDINGS OF FACT

1. **Comprehensive Plan.** The *Comprehensive Plan 2002-2020* recommends a Traditional Residential use for the area. This land use category was applied to the City's older neighborhoods, generally constructed prior to WWII and before the City was zoned. The City's historic districts are located within these areas; and many of the houses, lot sizes and setbacks do not conform to the current zoning standards. Infill residential development in these neighborhoods should be designed to complement the style and type of housing located there. Traditional Residential areas may also include small retail, personal service, office or restaurant uses although their expansion is not recommended unless supported by a Neighborhood Conservation Plan (pg. 5.6).
2. **Zoning.** The subject property was annexed into the City in 1870. The existing R-3, Medium Density, Two-Family Residential District was established in 1978.
3. **Board of Zoning Appeals (BZA).** The Zoning Official has determined that no variances are needed for the development of the property as proposed.

4. Surrounding Area. There have been several items requiring City Council approval in the immediate area:

- On June 22, 1982, Council approved the CUP petition of Anderson & Smyrna Seventh-Day Adventist Church to allow a temporary tent for class use at 1510-1514 Grace Street.
- On February 12, 1985, Council approved the CUP petition of Greater Peaceful Zion Baptist Church for a building addition at 1520 Fillmore Street.
- On September 8, 1987, Council approved the petition of Lynchburg Covenant Fellowship to rezone 1402 Fillmore Street from R-3, Medium Density, Two-Family Residential District to R-4, Medium-High Density Multi-Family Residential District.
- On September 8, 1987, Council approved the CUP petition of Lynchburg Covenant Fellowship to operate a residential care facility for the mentally handicapped at 1402 Fillmore Street.
- On February 9, 1988, Council approved the CUP petition of James and Gayle Shaner for a parking lot to be used for the storage of vehicles at 1209 Taylor Street.
- On March 14, 1989, Council approved the CUP petition of David and Martha Henley to operate an adult care facility at 1616 Grace Street.
- On July 11, 1989, Council approved the CUP petition of Smyrna Seventh-Day Adventist Church for an evangelical tent crusade at 1110 12th Street and 1220 Taylor Street.
- On July 14, 1992, Council approved the CUP petition of Diamond Hill Baptist Church for a church addition and twenty-eight (28) space parking area at 1415 Grace Street.
- On June 14, 1994, Council approved the CUP petition of Guggenheimer Nursing Home for the construction of a sixty (60) bed addition, twenty-two (22) space parking area and a new boiler plan at 1902 Grace Street.
- On April 11, 2000, Council approved the CUP petition of Greater Peaceful Zion Baptist Church for a parking lot addition at 1516-1520 Floyd Street.
- On February 10, 2004, Council approved the CUP petition of Elizabeth T. Diggs to allow the operation of a group home for up to four (4) mothers and four (4) infants at 1616-1620 Grace Street.
- On February 14, 2007, Council approved the petition of LNDF to rezone the property at 1402 Fillmore Street from R-4, Medium-High Density Residential (Conditional) to R-4, Medium-High Density (Conditional) to amend previously approved proffers.

5. Site Description. The subject property is a tract of two hundred and six thousandths of an acre (0.206) located at 1100 16th Street. The property contains a two (2)-story wood frame, brick veneer structure consisting of two thousand eight hundred forty-two (2,842) square feet constructed in 1915. The property also contains a detached garage consisting of three hundred sixty (360) square feet also constructed in 1915.

6. Proposed Use of Property. The purpose of this petition is to allow the use of the property as a group home for use by the Substance Abuse and Addiction Recovery Alliance (SAARA) with up to eight (8) residents and an on site supervisor.

7. **Traffic, Parking and Public Transit.** The project should have minimal impact upon the traffic conditions in the area. Section 35.1-56.1(g) of the *Zoning Ordinance* requires two (2) parking spaces for each group home, one (1) space for each eight (8) residents and one (1) space for every three (3) staff members. The petition as proposed would require a total of four (4) parking spaces. Three (3) off-street parking spaces are indicated on the preliminary site plan. The other required parking space will be provided in the form of “on-street” parking available on Monroe Street as permitted by Section 35.1-25 (c) of the *Zoning Ordinance*.

The City’s Transportation Engineer had no comments of concern with the petition as proposed. The property is served by Greater Lynchburg Transit Company’s Route 1.

8. **Stormwater Management.** N/A

9. **Emergency Services:** The City Fire Marshal had no comments of concern related to the proposed use of the property. The City Police Department provided recommendations for lighting, no trespassing signs and other general security issues that will be considered by the petitioner.

10. **Impact.** The proposed group home would be owned by LNDF, however, it would be operated by the Substance Abuse and Addiction Recovery Alliance (SAARA). SAARA was established in 1997 and provides assistance for recovering substance abusers as a 501(c)(3) public charity. The proposed group home at 1100 16th Street would provide recovery housing for up to eight (8) residents with an on-site resident manager and a connection to the SAARA Center for Recovery located at 2316 Atherholt Road.

As confirmed with the City Attorney, group home settings for people recovering from substance abuse are protected by the Federal Fair Housing Act. This protection does not exempt the facility from local zoning ordinances; however, the locality must make reasonable accommodations for the proposed use.

The proposed group home facility as described is not expected to generate significant impacts, in terms of traffic, noise or other conditions that would not normally be associated with a single-family residence.

11. **Technical Review Committee.** The Technical Review Committee (TRC) reviewed the conditional use permit on December 13, 2011. Comments related to the proposed use have or will be addressed prior to final site plan approval.

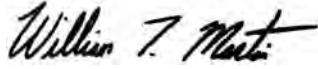
VI. PLANNING DIVISION RECOMMENDATION

Based on the preceding Findings of Fact, the Planning Commission recommends to City Council approval of the petition of Lynchburg Neighborhood Development Foundation for a group home for use by the Substance Abuse and Addiction Recovery Alliance (SAARA) with up to eight (8) residents and an on site supervisor.

1. **The property shall be developed in substantial compliance with the concept plan received by Community Development on December 30, 2011.**

- 2. An enclosed recreation area consisting of thirty (30) square feet per resident shall be provided on site.**
- 3. All lighting shall be glare shielded and non directional to prevent illumination beyond the property line.**

This matter is respectfully offered for your consideration.



William T. Martin, AICP
City Planner

pc: Mr. L. Kimball Payne, III, City Manager
Ms. Bonnie M. Svrcek, Deputy City Manager
Mr. Walter C. Erwin, City Attorney
Mr. Kent L. White, Director of Community Development
Mr. J. Lee Newland, City Engineer
Ms. Cynthia Kozarow, Lynchburg Police Department
Battalion Chief Greg Wormser, Fire Marshal
Mr. Doug Saunders, Building Commissioner
Mr. Robert Fowler, Zoning Administrator
Mr. Jacob Dorman, Environmental Reviewer
Ms. Laura Dupuy, Executive Director, Lynchburg Neighborhood Development Foundation

VII. ATTACHMENTS

- 1. Vicinity Zoning Pattern**
- 2. Vicinity Proposed Land Use**
- 3. Watershed Location Map**
- 4. Concept Plan**
- 5. SAARA History**
- 6. SAARA Recovery Housing Initiative**
- 7. Virginia Department of Historic Resources Project Review Application**
- 8. Property Photograph**

MINUTES OF THE JANUARY 11, 2012 PLANNING COMMISSION MEETING (MINUTES HAVE NOT BEEN APPROVED. THERE WAS NO SECOND MEETING IN JANUARY):

- a. Petition of Lynchburg Neighborhood Development Foundation (LNDF) for a conditional use permit in an R-3, Medium Density, Two-Family Residential District to allow a group home for Substance Abuse and Addiction Recovery Alliance (SAARA) for up to eight (8) residents and an on-site supervisor at 1100 16th Street.**

Mr. Martin explained that this property contains a 2,842 square foot, two-story brick home constructed in 1915 and located on approximately 0.206 acres. The conditional use permit would allow for a group home for people recovering from substance abuse. The property would be owned by LNDF and leased to SAARA. The Comprehensive Plan recommends a Traditional Residential use for this area. These areas were generally constructed prior to World War II and are the historic neighborhoods of the City. Typically, the structures in these areas do not meet current setbacks, lot sizes and those types of things.

The proposed use would require four parking spaces. Three off-street parking spaces will be provided as indicated on the concept plan and one off-street parking space will be counted toward the required parking, as allowed by the zoning ordinance. The City Transportation Engineer has reviewed the plan and had no concerns. The property is served by GLTC. The City Fire Marshal had no comments of concern. The Police Department had general comments relating to security that will be considered by the petitioner prior to occupying the property.

The City Attorney has confirmed that this petition is protected under the Fair Housing Act. That does not exempt the use from zoning requirements but does mean that the locality has to make reasonable accommodations for this type of use. Finding that there will be no impacts from this use as opposed to any other single-family type of use, the Planning Division does recommend approval of the conditional use permit petition as submitted.

Laura Dupuy and Clark Charlton of LNDF were present to represent the petition. In 2009, LNDF obtained a grant to buy and rehabilitate foreclosed properties as part of the Recovery Act. They learned about this house and wished to purchase it but did not know exactly how to use it. It is too large for the conventional single-family home they market and they normally do not get into direct rentals except in programmatic situations. LNDF was approached by SAARA about finding a complementary residential facility for their counseling center on Atherholt Road. Their goal is to provide safe and supportive residential facilities for people recovering from substance abuse.

LNDF evaluated this as a potential use for the property and felt that it deserved consideration. The home is a large four-bedroom with a large attic. They like the idea of leasing to an institutional tenant, particularly one that requires on-site residential management. The home does not need a lot of repairs but does need extensive updating. With all this taken into consideration, Ms. Dupuy felt that this use would be a good one for the home. Further, in her opinion, a vacant home is the most detrimental thing that can happen to a neighborhood.

Ms. Dupuy summarized the updates and renovations they will be doing to the home. Future minor repairs and maintenance will be done by the residents and/or SAARA. Major repairs will be done by LNDF. LNDF will contract with a property manager. Tenant selection will be a cooperative effort between LNDF and SAARA. There will be rules and regulations in place that will be overseen by SAARA. LNDF will receive a variety of funds for this project and those funds will require monitoring by the applicable organizations. Ms. Dupuy also mentioned that

LNDF will remain involved in the project. They have other properties along this street and will remain a presence in the ongoing venture. The projected time frame for beginning the lease, if the CUP is approved, should be six to nine months.

There was a neighborhood meeting held and it was well attended. The concerns raised were to be expected and dealt with the safety of the children in the neighborhood, security in general, and so forth. LNDF had already developed a relationship with the neighborhood association. The neighborhood's residents and LNDF both feel that the ongoing management of the property and its tenants will be the key to making this project a success. Since holding the neighborhood meeting, LNDF has received two letters of support and provided those to the commissioners for their review.

Mr. Charlton explained that immediately upon obtaining the property, LNDF became a presence in the neighborhood. They immediately addressed a concern with the overgrown shrubs on the property because the neighbors felt it was a safety issue. Mr. Charlton invited the head of the neighborhood, Ms. Cecilia Hull and another resident to a fund raising event held by SAARA. What they heard at the event, as well as the neighborhood meeting, did a lot to dissuade the concerns of the neighborhood. LNDF is remaining active in the neighborhood watch meetings. Mr. Charlton is aware that City staff received a call from a concerned citizen who lives across the street from the property, and they will contact him to try and address his concerns.

Ms. Sandy Kanehl, Mr. Gregory Kelly and Ms. Helen Smith from SAARA came forward to represent the petition. Ms. Kanehl, the director of SAARA, explained that it is a statewide organization that is about grassroots advocacy and peer services to help people find and sustain recovery from substance abuse. It has two centers in Virginia, one in Richmond and one in Lynchburg. Mr. Daly will be the on-site supervisor. She explained that their outpatient services are provided by people that are in long-term recovery themselves. That is how it is different from a clinical program. Ms. Kanehl remarked that Mr. Kelly will be the housing supervisor for this project. Ms. Smith is their longest standing recovery coach.

Mr. Kelly explained that the home will be as much like a real home setting as possible, but it will be highly structured. There will be different levels of freedom and levels of expectations. There is a certain level of community service expected based on whether or not the tenant has a job. They are expected to follow some type of recovery, which is normally a 12-step recovery program. They are also assigned a recovery coach in the SAARA center. Mr. Kelly explained that this is not a treatment center. It is recovery based on peer support. Mr. Kelly has seen where recovery homes do not get involved in the community and those do not work. This home's tenants will be invested in the community and will be a visible presence in the neighborhood.

Mr. Kelly explained how infractions will be handled. These can vary from freedoms being taken away to fines, etc. Mr. Kelly will oversee any possible termination of a tenant's right to live in the home. In some recovery houses, those terminations are handled democratically. It has been Mr. Kelly's experience that this is not the best way to handle those situations because there may be a clique that does not want a particular individual to remain in the home even though it is in the best interest of the tenant to remain there.

Chair Hamilton indicated that she felt that they had a good idea of how the program would operate. She asked if there was anyone else present to speak in favor of the petition. No one

came forward. She asked for anyone who wished to speak in opposition to the petition. No one came forward. She closed the public hearing portion of the petition.

At this point, Ms. Smith spoke as a peer coach. She explained that she has fifteen years in recovery and pointed out that there is no longer a 30-day treatment program run by the Community Services Board. The treatment periods are only for a few days now and then the person has to go back to their same community. This home will be an extension of services to help an individual in his or her recovery. She explained that the recovery coaches are available 24 hours a day and offer them a wide variety of services, such as transportation, etc. She understands the neighbors' concerns about the drug trafficking that is present in the neighborhood and how difficult this may make it for the residents. However, this home will hopefully put a positive face on persons dealing with alcohol and drug abuse. Ms. Smith remarked that she has been a resident in the area for 50 years and feels this home will be a positive influence on the neighborhood. She is pleased to see that it has been well received so far by the neighbors.

Commissioner Sale asked for clarification about the closure of the area's only publicly funded treatment center, which is mentioned in SAARA's initiative document. Ms. Kanehl said that refers to the closure of the Arise residential center by the Community Services Board in 2008. Ms. Kanehl clarified that there are publicly funded outpatient treatment centers. She further clarified that the Gateway House is for homeless men with substance abuse problems. Ms. Kanehl stated that SAARA will get some public funds for this home and they are seeking state grant funds as well.

Commissioner Sale asked what, in her opinion, is the effect of the presence of a drug recovery program in a neighborhood. She said that, in her experience, it has been a deterrent to drug activity in a neighborhood. The others representing SAARA agreed with that statement. Commissioner Sale asked if the house would be a Drug Free zone. Ms. Kanehl said it would be, as well as the entire property. Mr. Kelly explained that the residents will be drug tested. They will also be involved with the neighborhood watch program. Commissioner Sale mentioned that the schools are Drug Free Zones and he had wondered if making the community center and this house Drug Free Zones would be a useful thing. Mr. Kelly said he had heard of Drug Free Zones around schools, but he had not heard of it being used outside of schools. He was not sure of how it could be enforced in other settings.

Commissioner Hooper thanked them for their thoughtful presentation. He asked if they had thought of any additional security measures for the site, such as those suggested by the Police Department. Ms. Dupuy said there may be some additional screening that may be required. There is no plan for any fencing. There will be the normal locks on the doors. The Police Department had suggested locks on the interior. They will have to examine that suggestion but she is not sure they want the residents are able to close themselves in or others out. They would want sufficient lighting

Commissioner Barnes wondered how long a tenant is likely to stay. He is curious about the amount of turnover the neighbors can expect to see. Mr. Kelly stated that they ask a tenant to stay for at least a year. There is no maximum time allowed that is imposed on a tenant. You would like to think that people will set themselves up to leave at some point, but some people are happy to live in this type of arrangement for an extended period of time.

Commissioner Hannon asked about the lot lines that are on top of the aerial photo in the concept plan. Does that mean that there is an encroachment? Mr. Martin said there could be but many times this is due to the angle of the photo.

Commissioner Hannon asked if this approval would waive the normal “no more than three unrelated persons” living in a dwelling rule. Mr. Martin said it would because a group home is a use allowed by a conditional use permit and that allowed use would supersede that part of the zoning ordinance. He further explained that is because “three unrelated persons” is the by-right number that is allowed. The CUP makes it allowable for that number to be larger.

Commissioner Hannon asked what the relationship between LNDF and SAARA would be. Would it be a lease or a contract or what? Ms. Dupuy said it will be a three-year master lease with SAARA. SAARA will pay LNDF and SAARA will have agreements with their tenants that LNDF will have no involvement with in terms of how those agreements are framed or how the collection of rent is handled. Commissioner Hannon asked if the CUP will end at the conclusion of that lease. Mr. Martin said it will not lapse as long as the site is used as a group home.

Commissioner Hannon asked if there would be anything in the CUP that would restrict the use to a group home for substance abuse recovery only. Mr. Martin explained that they would be approving it as any type of group home, but they can certainly place a condition on the CUP that it must be a group home for substance abuse recovery only. Commissioner Swienton stated that he would interpret the conditional use permit to be for SAARA only. Mr. Martin stated that they cannot limit the use of the property to only one organization but could limit it to only one type of group home, if they would prefer to do so. Commissioner Hannon pointed out that has been the thrust of the presentation and the community has looked at it on that basis. If it became a group home for sex offenders or those just out of prison, the neighborhood's support might be very different.

Commissioner Hannon asked Ms. Dupuy what measures she would have in place in the event that the management SAARA provides falls below what LNDF expects. Ms. Dupuy said that she imagines this to be a standard residential lease with the rules and regulations of the house attached as an appendix. She explained that they will deal directly with SAARA and not individual tenants. It will be SAARA's responsibility to address any individual infractions by tenants. Commissioner Hannon asked what will be done if the infractions become serious. LNDF said she would involve the courts if necessary. Ms. Dupuy said she had not worked out all the details of the lease yet (pending the approval of the CUP) but it would be something between a commercial lease and a residential lease.

Commissioner Hannon asked what the legal status of the tenants would be. Would they be guests or subleasees and what rights would they have? Ms. Dupuy said it would be an arrangement with SAARA and the tenant. She would have no recourse with a tenant unless they committed a crime. LNDF is not prepared to make those decisions. She pointed out that a tenant could not make a complaint against LNDF. They could only make a complaint against SAARA. She would hope that SAARA would put some type of grievance procedure in place to protect the tenants.

Mr. Kelly stated that there will be an agreement with the tenants which will be monitored by the house manager and that will be monitored by Mr. Kelly. Ms. Kanehl said the term is a cross between a membership and a guest. Commissioner Swienton suggested they review this as they are designing their literature. Ms. Kanehl said that was a point well taken.

Commissioner Hannon asked how many people will be living there. Ms. Dupuy stated that there could be up to nine all together, but she is not sure that this particular house can accommodate that number. Commissioner Hannon said that could mean up to nine automobiles and there is not adequate parking to handle that number of cars. Mr. Martin pointed out that the home is on a bus line. Mr. Kelly explained that it is his own personal experience that there is more use of public transit than personal automobiles at this stage in a person's recovery. The close proximity to a bus stop was one of the things they liked about this location.

Commissioner Hannon asked what portion of the residents is likely to have a criminal record. Mr. Kelly acknowledged that there is a correlation between substance abuse and crime and he and Ms. Kanehl both estimated it to be around fifty percent. Commissioner Hannon asked about the projected rate of relapse. Ms. Kanehl stated that research is indicating that after a period of supported recovery of at least four years, the relapse rate falls below fifteen percent. Mr. Kelly stated that they expect their statistics to be good because the tenants will be expected to participate in SAARA. Commissioner Hannon asked if they are saying that this type of home has not been tried before. Ms. Dupuy stated that it will be SAARA's first home like this in Virginia. It is modeled after an organization in North Carolina but they did not have any statistics for its success rate. Mr. Kelly said there are homes in Connecticut like this proposed one and there is a lot of data available for those homes.

Chair Hamilton asked what measures will be in place for a resident that relapses and then tries to come back to the house. Ms. Kanehl said they will not be allowed to call or visit the house. Ms. Kanehl reiterated that they plan to be a presence in the community and the neighbors can report anything to them that they see as a concern. They plan to attend the neighborhood watch meetings regularly. The neighborhood association will have their cell phone numbers and have access to them 24 hours a day seven days a week.

Commissioner Coleman noted that there are no neighbors in attendance at today's meeting that have expressed any concerns. In his opinion, if there was any significant unrest going forward, there would be individuals in attendance voicing their concerns. Commissioner Coleman said he would be delighted to talk to Mr. Ford (the neighbor across the street who expressed a concern) or any other citizens who have concerns to help them feel better about this project. He is glad to see an organized effort in place to address a need such as substance abuse recovery. He feels the safety concerns are relevant to discuss, but this effort is extremely commendable. He feels that the people present today have a breadth of knowledge in this field and will be able to solve problems as they arise. He is not expecting them to be able to answer all the questions today. He sees this project as nothing but an asset to this community and hopes that there will be other types of ventures like this in other parts of the City.

Commissioner Hooper asked them if this is a voluntary arrangement between SAARA and the individual. The representatives confirmed this is the case. Commissioner Hooper clarified that it will be the attitude of tenants that they want to go to this facility to better themselves; they are not there against their will. Ms. Kanehl stated that this is a totally voluntary program for individuals who want to find and sustain recovery.

Commissioner Swienton noted that this has been advertised to the public as a group home for substance abuse. He understands from Mr. Martin that this is not a conditional use permit for SAARA but a conditional use permit for a group home. He likes to hear from the organization that will be operating the group home, but that is not relevant to his decision. He would like to add some language to the conditions to protect the future of this group home if

SAARA is no longer operating the group home. Ms. Dupuy indicated that they would have no problem with that type of condition. They are only comfortable with this endeavor because of the nature of the organization (SAARA). Mr. Martin clarified with the commission that the conditional use permit could remain even if LNDF no longer owns the property, as long as the use does not change.

Commissioner Sale agreed that adding a condition limiting the use to substance abuse recovery only would be a good idea since they are interested in maintaining the coherency of the neighborhood. It also implies a level of trust with the neighbors about what could happen in the future and is not overly restrictive.

Commissioner Sale made a motion to add a fourth condition to the petition allowing its use for substance abuse recovery only. The motion was seconded by Commissioner Coleman. There was discussion about the wording and whether or not it was necessary. Mr. Martin thought if it made the commission more comfortable, it is perfectly reasonable. It makes it clear to future staff that will look at this resolution exactly what was intended. The language chosen was "The CUP applies to the use of the group home for substance abuse recovery only." The motion passed by the following vote:

AYES:	Barnes, Coleman, Hamilton, Hannon, Hooper, Sale and Swienton	7
NOES:		0
ABSTENTIONS:		0
ABSENT:		0

Commissioner Sale made the following motion, which was seconded by Commissioner Barnes:

"That the Planning Commission recommends to City Council approval of the petition of Lynchburg Neighborhood Development Foundation for a group home for use by the Substance Abuse and Addiction Recovery Alliance (SAARA) with up to eight (8) residents and an on-site supervisor.

- 1. The property shall be developed in substantial compliance with the concept plan received by Community Development on December 30, 2011.**
- 2. An enclosed recreation area consisting of thirty (30) square feet per resident shall be provided on site.**
- 3. All lighting shall be glare shielded and non-directional to prevent illumination beyond the property line.**
- 4. The CUP applies to the use of the group home for substance abuse recovery only."**

Commissioner Hannon said he would be opposing this petition because it is a pilot program and because we do not know what the impact on the neighborhood will be in terms of parking and tenant turnover. We do know that it will be tripling the normal occupancy load for unrelated persons in a single-family home. Without more information about the nature of the operation and the enforcement that LNDF will have with SAARA, he cannot support the petition.

Commissioner Sale stated that our community needs facilities such as this and we need a first. He hopes that they have placed enough constraints on the conditional use permit and that there is enough trust built with the community. He is impressed with the relationship with the

neighborhood and the intended relationship with the neighborhood. He thinks it would be helpful for SAARA and/or LNDF to explore the possibility of becoming a Drug Free Zone, as well as the Diamond Hill Community Center. It is enforceable by arrest and he thinks the neighborhood would appreciate it. Ms. Dupuy said she would be happy to talk with the appropriate City staff to explore this possibility.

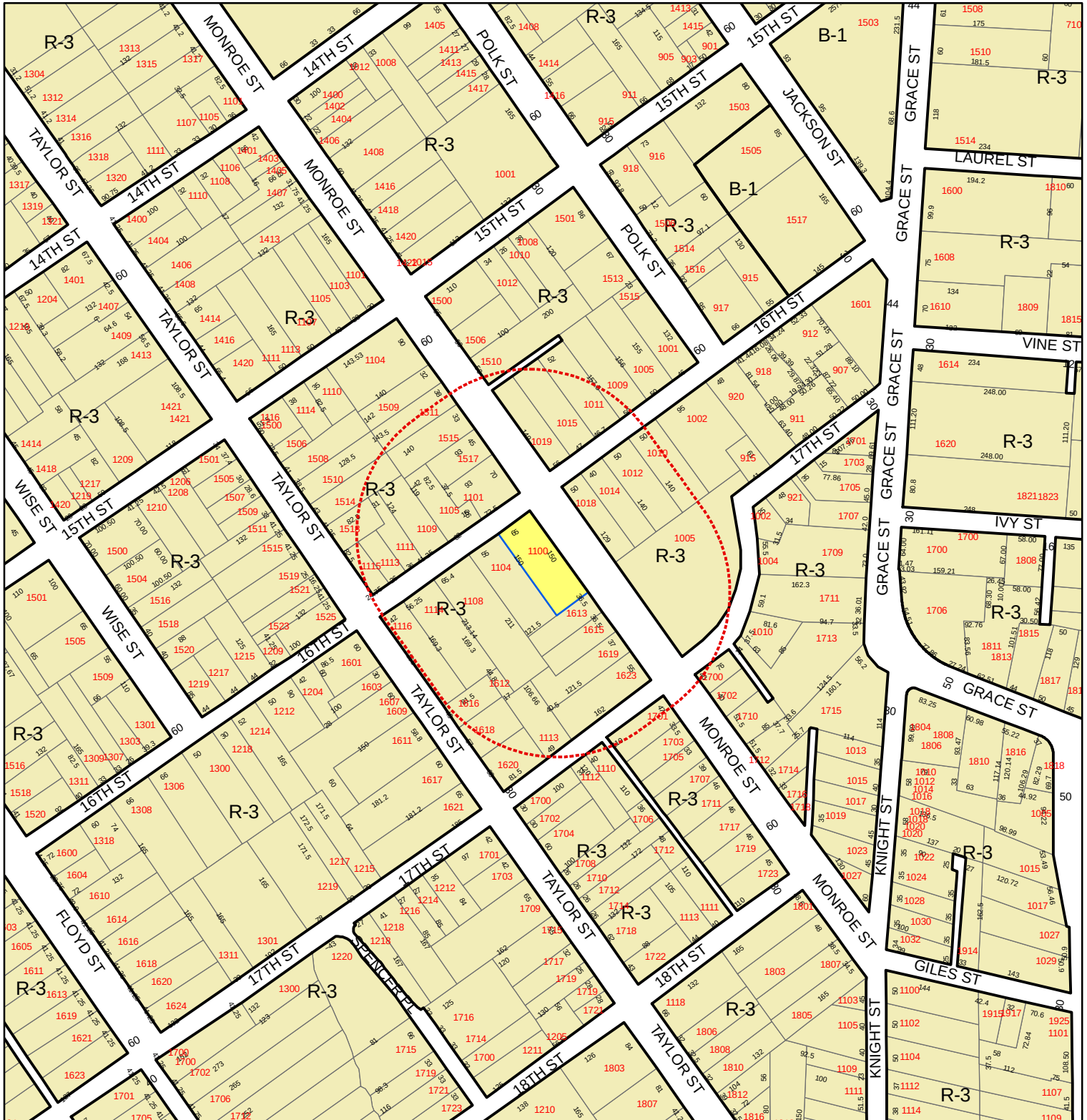
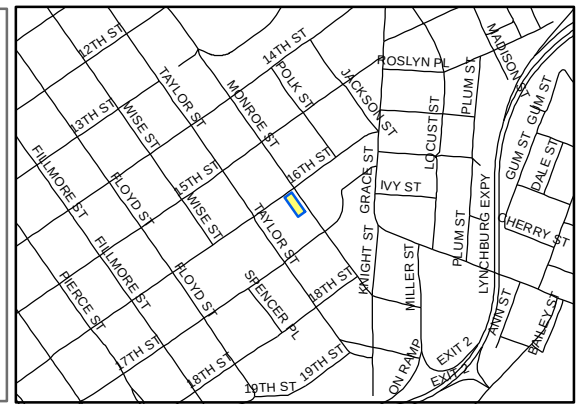
Commissioner Coleman said that it has been his experience that persons who need this type of facility need transportation. This type of facility is needed desperately but he would like to see this type of facility placed in various areas of the City. He is grateful that there are those that will support this type of venture.

The motion passed by the following vote:

AYES:	Barnes, Coleman, Hamilton, Hooper, Sale and Swienton	6
NOES:	Hannon	1
ABSTENTIONS:		0
ABSENT:		0

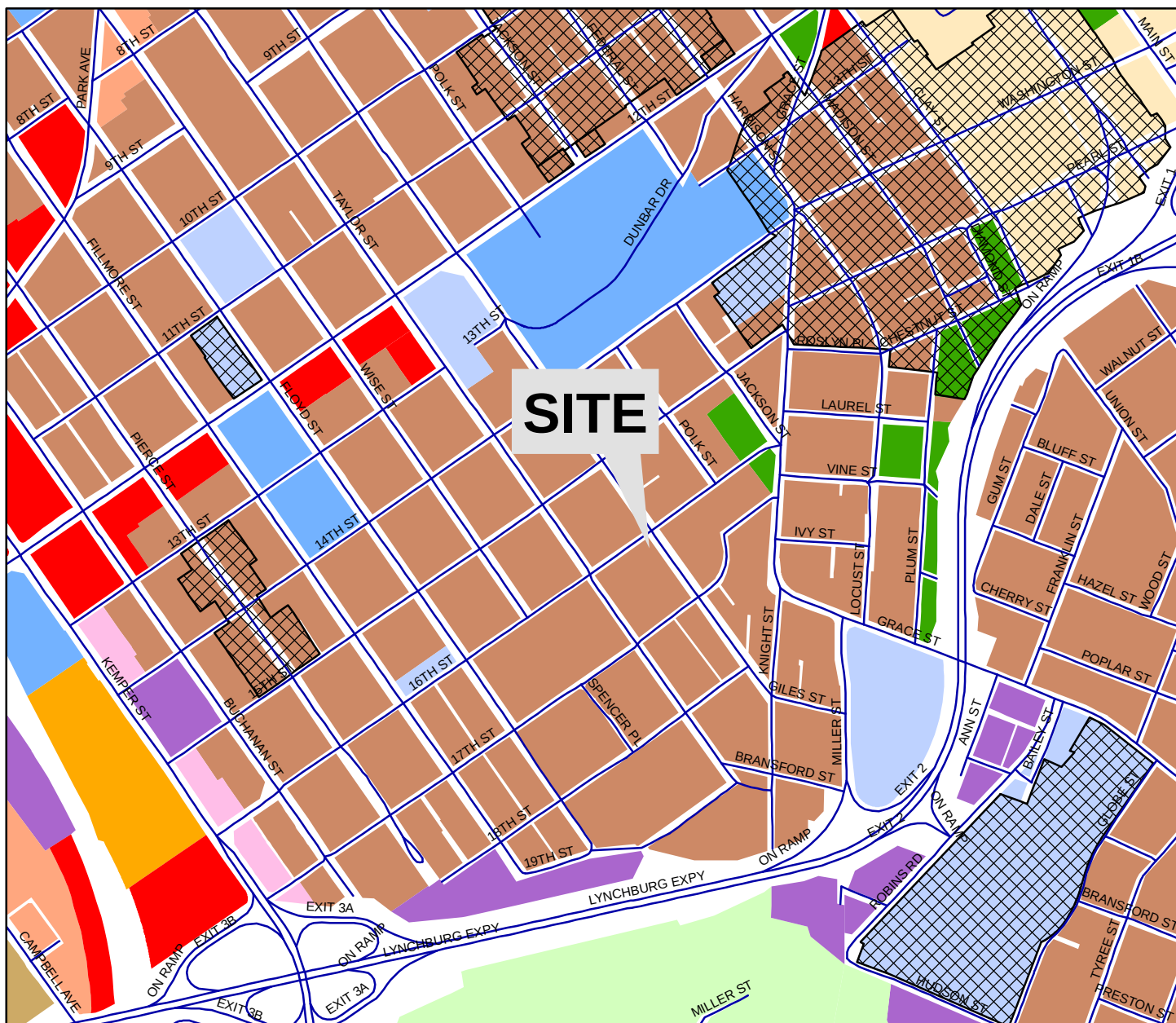
 Subject Properties

 200 Foot Buffer



1100 16th Street Adjoining Property Owners

PIN	Owner	Local Address
02634001	BARRINGTON KELLY	1116 16TH STREET
02533011	BEATRICE ANN PANNELL	1510 MONROE STREET
02533010	BRENDA S FARMER	1015 16TH STREET
02634002	CALEMORY LLC	1114 16TH STREET
02534002	CALLANDS, JAMES H CALLANDS	1014 16TH STREET
02634003	CENTRAL CITY HOMES LP C/O EASLEY MCCALED & ASSOCIATES, INC.	1108 16TH STREET
02534013	CITY OF LYNCHBURG C/O STEVE LAWSON	1005 17TH STREET
02533009	CONSTANCE W WALLER	1011 16TH STREET
02622014	COX, KATONYA A COX	1115 16TH STREET
02634008	DARRELL T & FRANCI M HAAG	1619 MONROE STREET
02534004	EDWARD SR & CLARA JONES	1010 16TH STREET
02622016	ELMER W JR & MAXINE P REID	1514 TAYLOR STREET
02622017	ERMA CALINDER C/O MERLE CALLINDER	1510 TAYLOR STREET
02634012	FERGUSON, LAWRENCE R & PEGGY D FERGUSON	1620 TAYLOR STREET
02534001	FORD, GEORGE W FORD, JR	1018 16TH STREET
02634011	GREATER LYNCHBURG HABITAT FOR HUMANITY, INC.	1113 17TH STREET
02634009	HAAG, DARRELL T & FRANCI HAAG	1623 MONROE STREET
02634007	HARDTIMES INVESTMENTS LLC	1615 MONROE STREET
02533008	HAROLD T ALEXANDER	1009 16TH STREET
02622010	HAYNES, RONNIE L HAYNES	1105 16TH STREET
02622013	HUNDLEY, PRESTON B JR & ISABEL C HUNDLEY	1113 16TH STREET
02622012	JOHN T & GERALDINE D WASHINGTON	1111 16TH STREET
02534003	KEN & CAROL ANN CHRISTENSEN	1012 16TH STREET
02635002	LANTE, JULIE ANN PLANTE	1110 17TH STREET
02533015	LAWRENCE R FERGUSON	1019 16TH STREET
02622007	LAWRENCE L HAYTHE	1515 MONROE STREET
02634005	LYNCHBURG NEIGHBORHOOD DEVELOPMENT FOUNDATION, INC.	1100 16TH STREET
02635003	MCCRAY, BRENDA J MCCRAY	1701 MONROE STREET
02622009	PRITCHARD, HAROLD D PRITCHARD, JR	1101 16TH STREET
02622015	RALPH L WILSON JR.	1518 TAYLOR STREET
02622008	ROBERT L MITCHELL	1517 MONROE STREET
02634004	ROBINSON, HENRY W ROBINSON	1104 16TH STREET
02634014	ROSELYN B SMITH	1616 TAYLOR STREET
02546001	SELLERS, JAMES H SELLERS TRUSTEE	1700 MONROE STREET
02634015	SMITH, ROSELYN B SMITY	1612 TAYLOR STREET
02634013	TERRY, TONYA C TERRY	1618 TAYLOR STREET
02634006	UDDUP LLC	1613 MONROE STREET
02622011	WALTER WYATT & LOUISE JACKSON	1109 16TH STREET
02622006	XARRAS, JAMES L XARRAS	1511 MONROE STREET



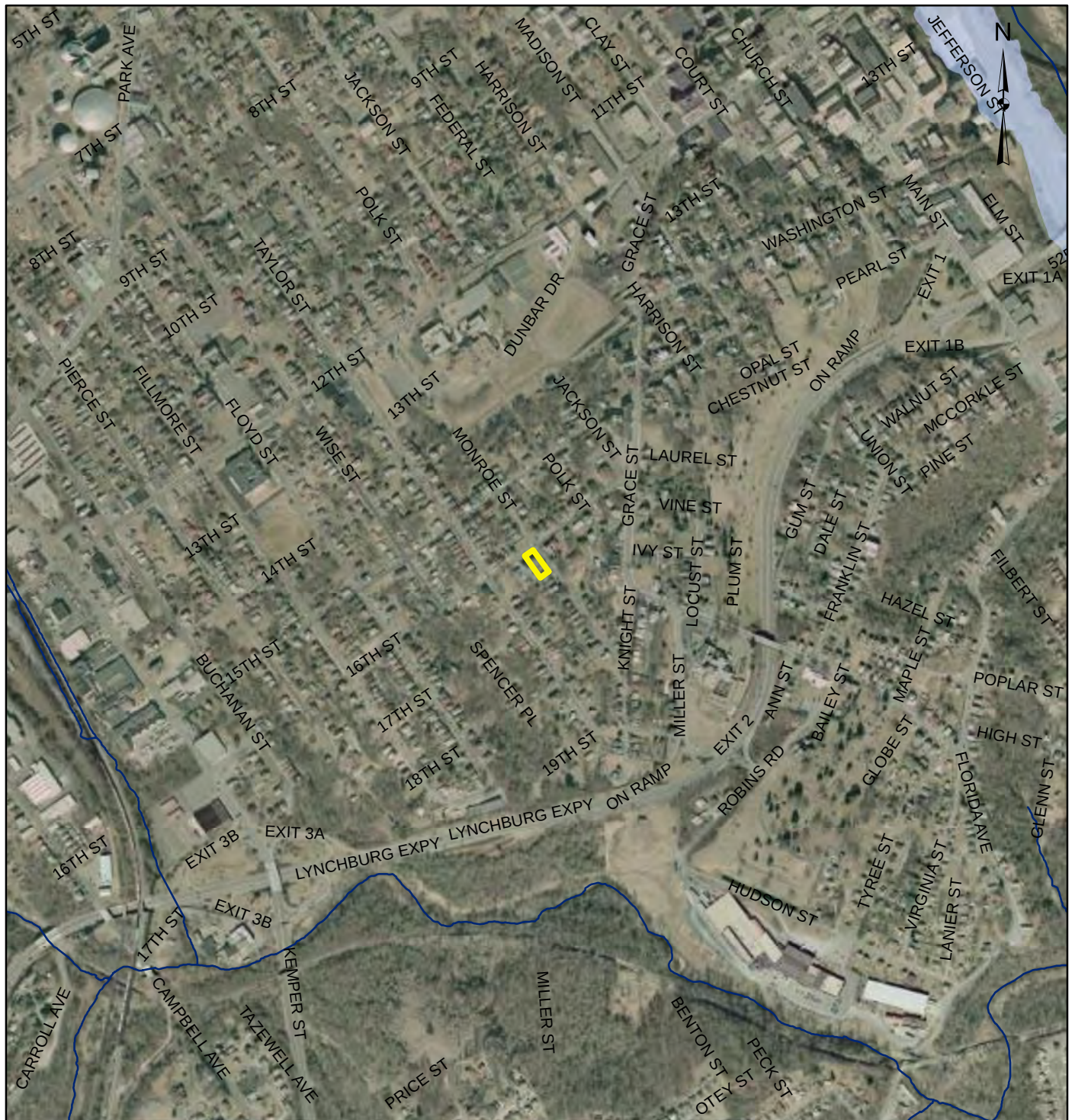
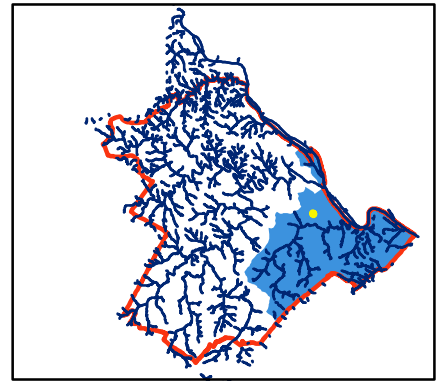
-  Local Historic District
-  Traditional Residential
-  Low Density Residential
-  Medium Density Residential
-  High Density Residential
-  Neighborhood Commercial
-  Community Commercial
-  Regional Commercial
-  Employment 1
-  Employment 2
-  Office
-  Institution
-  Downtown
-  Public Use
-  Public Parks
-  Resource Conservation
-  Residential Mixed Use
-  General Mixed Use
-  Employment Mixed Use

LAND USE MAP
LYNCHBURG NEIGHBORHOOD DEVELOPMENT
FOUNDATION PROPOSED GROUP HOME
1100 16TH STREET
CONDITIONAL USE PERMIT



**LYNCHBURG NEIGHBORHOOD DEVELOPMENT
FOUNDATION PROPOSED GROUP HOME
CONDITIONAL USE PERMIT
1100 16TH STREET**

Watershed Location Map



The City of Lynchburg, VA

Legend

-  Corporate Limit
-  Addresses
-  Street Labels
-  Property Notes
-  Vacation
-  Legal Lot Line
-  Vacated Right of Way
-  Parcels

RECEIVED

DEC 30 2011

COMMUNITY
DEVELOPMENT

Feet
0 5 10 15 20
1:300 / 1"=25 Feet



Title: 1100 16th St. Site Map

Date: 11/21/2011

DISCLAIMER: This drawing is neither a legally recorded map nor a survey and is not intended to be used as such. The information displayed is a compilation of records, information, and data obtained from various sources, and the city of Lynchburg is not responsible for its accuracy or how current it may be.



A Short History of SAARA & the SAARA Center for Recovery-Lynchburg

www.saara.org

Who we are: In 1997 the Substance Abuse and Addiction Recovery Alliance (SAARA) was born in Fairfax, Virginia with a handful of people who envisioned a grassroots advocacy group for recovering substance abusers. In 1998 SAARA incorporated as a non-profit Virginia consumer organization and was awarded a grant in the Recovery Community Support Program from the federal Center for Substance Abuse Treatment (CSAT). By 2001, SAARA was attracting members from all across Virginia. This was the beginning of what has now become a growing network of SAARA affiliate chapters in 17 Virginia communities.

What we are doing: SAARA has established a **SAARA Center for Recovery** in Lynchburg to serve individuals and their families seeking recovery from substance abuse and addiction. The Center is a safe place that fosters a sense of community and a positive culture of recovery. We offer services and recovery supports that are unavailable in the treatment system and not part of the role of 12 Step groups, which increases the availability of substance abuse services in our community. Linkages created between organizations are strengthening the recovery community environment and increasing community support for sustained recovery in Central Virginia.

The range of programming at the SAARA Center includes education and support groups, case management, and ongoing caring relationships with trained mentors in long-term recovery, who understand the mechanisms of relapse, and can help prevent or mitigate its occurrence. Support from the program also includes drug-and-alcohol-free social activities, encouragement and facilitation of volunteerism, linking people to other professional forms of care when needed, assistance with the pursuit of education, job seeking, job development, and advocacy for those involved in the justice system.

SAARA of Lynchburg has people committed to work in the Recovery Center who together have decades of administrative, clinical, grant writing, program development, and community partnership development experience in the field of addiction treatment. The SAARA Center for Recovery in Richmond, our sister program, has success in the development and delivery of peer recovery support. Our program is replicating the successful Richmond program whose participants have demonstrated:

- *higher levels of abstinence from substances
- *improved health and reduced health risk behaviors
- *improved education or employment circumstances
- *greater stability in housing
- *reduced crime and criminal justice system involvement, and
- *increased recovery-oriented social connections.

Our SAARA Center is achieving similar positive results in the first year. We are bringing public attention to a critical health issue in our community, and educating our citizens on what can be done about it.

SAARA is a 501(c)(3) nonprofit organization and all donations are tax deductible



The Substance Abuse & Addiction Recovery Alliance of Virginia, Inc.

SAARA Recovery Housing Initiative

SAARA of Central Virginia-Lynchburg

Critical need in our community: Since the closure of our area's only publicly funded residential substance abuse treatment program, there has continued to be a steady decline of substance abuse services, both inpatient and outpatient, in our community. Lack of services and/or lack of access to care have worsened especially for the uninsured, underinsured, and those without the means to self-pay. Although substance abuse and addiction strike people in every neighborhood, rich and poor, young and old, men and women of all races and religions, there is a particular need in our community for making sure there are services available locally for people with few resources. During these economic times, more and more people are falling into this category, and people experiencing job loss, insurance loss, home loss, and the like, often experience more health problems, family problems, anxiety and depression, and become more vulnerable to alcohol and other drug use, abuse, and dependency. In other words, the need for services and community support is growing while the existence of these services is declining at what would be an alarming rate even during "normal" economic conditions.

In the summer of 2010, we opened the SAARA Center for Recovery in Lynchburg, which is one significant step toward replacing some services that were lost. SAARA offers an innovative new service, peer-based recovery support that costs far less and has a growing research base to demonstrate its effectiveness. Peer-based services are showing excellent results in engaging people who need treatment to participate in services, and retaining them over time, thereby increasing the chances that recovery will be both initiated and sustained (White, 2004).

For those attempting to achieve and maintain recovery, there can be so many barriers, for such a long time; many people understandably give up. Alienation from family, having to renounce old friends, needing a job, and facing legal problems are but a few of the challenges our peers often confront. What we have learned since opening our SAARA Center is that the two biggest barriers to finding and sustaining recovery from substance disorders in our community are:

1) lack of access to services to initiate recovery, and 2) lack of access to safe and sober living environments to support sobriety over time.

A model to replace residential treatment: Research has shown that intensive outpatient programs (IOP) for people with severe and persistent substance disorders can be as effective as residential treatment, if combined with placement in supportive recovery housing. Our country has finally recognized that substance disorders are chronic conditions requiring a recovery management approach to support sustained sobriety and improved quality of life for people over the long term. The best known model for recovery housing is the very successful Oxford House model, with over 1200 houses in the U.S. that consistently demonstrate sustained recovery, improved monthly income for residents, and reduced incarceration. The houses are self-run and self-sustaining. SAARA proposes a model similar to Oxford, adding more supervision (a resident manager) and connection to recovery support services at the SAARA Center. In this way, we can meet the justice system's requirements for services and supervision in lieu of incarceration for people whose legal troubles are non-violent and a direct result of addiction. This model would serve as a justice system approved substitute for residential addiction treatment.

If SAARA can lease homes and collect low, yet reasonable rent from residents, we can incrementally build a network of structured, supervised recovery homes while also building a reserve to: 1) create a housing support fund for those without any ability to pay, and 2) enlarge the housing network in future years by leasing and even purchasing additional homes. We have developed a self-sustaining model for recovery housing that combines successful elements of the Oxford House model with elements of another model in North Carolina (www.newlifelauchpad.com) that grew from one to 14 homes over ten years. One house could be the seed for growing a new system of care.

Recovery homes are single family residences for zoning purposes. Oxford Houses have successfully set this precedent since 1989, following the passage of the Federal Fair Housing Act which prohibits discrimination against congregated living for disabled persons. Recovering alcoholics and other drug addicts are legally within the scope of this law. Recovery homes are simply substance free living environments where recovering individuals live as a family focused on sustaining a lifestyle in recovery. In practice, recovery homes will be like ordinary families except that no one in the house drinks alcohol or uses other mood-altering drugs.



Project Review Application Form

This application must be completed for all projects that will be federally funded, licensed, or permitted, or that are subject to state review. Please allow 30 days from receipt for the review of a project. All information must be completed before review of a project can begin and incomplete forms will be returned for completion.

additional information 7 October 2011

I. GENERAL PROJECT INFORMATION

1. Has this project been previously reviewed by DHR? YES No DHR File # 2011-1569
2. Project Name LNSP 1100 16th Street
3. Project Location Lynchburg Va.
City Town County
4. Specify Federal and State agencies involved in project (providing funding, assistance, license or permit). Refer to the list of agencies and abbreviations in the instructions.
- Lead Federal Agency HUD/ Lynchburg Neighborhood Development Foundation
- Other Federal Agency _____
- State Agency VDHCD

5. Lead Agency Contact (Certifying Officer) Information

Contact Person Laura Dupuy

Mailing Address 927 Church St., Lynchburg, Va. 24504

Phone Number 434-846-6964 Fax Number 434-846-6966

Email Address lndf927@aol.com

6. Applicant Contact Information

Contact Person Grant Massie

Mailing Address 828 Main St. 12th Floor, Lynchburg, Va. 24504

Phone Number 434-845-5678 x. 212 Fax Number 434-845-3493

Email Address gmassie@region2000.org

II. PROJECT LOCATION AND DESCRIPTION

7. USGS Quadrangle Name Lynchburg
8. Number of acres included in the project < 0.5

9. Have any architectural or archaeological surveys of the area been conducted?

YES ☒
NO ☐

If yes, list author, title, and date of report here. Indicate if a copy is on file at DHR.

VDHR Surveys 118-0225, 118-5161

10. Are any structures 50 years old or older within or adjacent to the project area?

YES ☒
NO ☐

If yes, give date(s) of construction and provide photographs.

~ 1915

11. Does the project involve the rehabilitation, alteration, removal, or demolition of any structure, building, designed site (e.g. park, cemetery), or district that is 50 years or older? If yes, this must be explained fully in the project description.

YES ☒
NO ☐

12. Does the project involve any ground disturbance (e.g. excavating for footings, installing sewer or water lines or utilities, grading roads, etc.)? If yes, this must be explained fully in the project description.

YES ☐
NO ☒

13. DESCRIPTION: Attach a complete description of the project. Refer to the instructions for the required information.

To the best of my knowledge, I have accurately described the proposed project and its likely impacts.

[Signature]
Signature of Applicant/Agent

9/14/11
Date

The following information must be attached to this form:

- ☐ Completed DHR Archives search
- ☐ USGS map with APE shown
- ☐ Complete project description
- ☐ Any required photographs and plans

☐ No historic properties affected ☒ No adverse effect

☐ Additional information is needed in order to complete our review.

☐ We have previously reviewed this project. A copy of our correspondence is attached.

Comments: Based upon a review of the information provided, DHR recommends no adverse effect to the historic Diamond Hill South Historic District (DHR ID# 118-0225) by the proposed project at 1100 11th Street, City of Synchrony.

Signature AM Amanda Lee

Date 14 October 2011

Phone number 804-482-1692 DHR File # 2011-1569

This Space For Department of Historic Resources Use Only



1100 16th Street

Email from Diamond Hill Neighborhood Watch

1/11/12

From: Cassie [casshull@yahoo.com]
Sent: Wednesday, January 11, 2012 10:30 AM
To: tarheel1@lndf.org
Subject: Re: CORRECTION (SAARA included): Informational Meeting with the SAARA, LNDF and residents of Diamond Hill, N.H.

Re: Informational Meeting with The Substance Abuse and Addiction Recovery Alliance (SAARA), the Lynchburg Neighborhood Development Foundation (LNDF) and residents of Diamond Hill Neighborhood, N.H.

Dear Ms. Foster:

The Diamond Hill, N.H. residents met with representatives of SAARA and the LNDF on January 5, 2012, to discuss the proposed rehabilitation house to be located at 1100 16th Street. The representatives and the community engaged in a very informative dialog. We felt the responses to the community were honest and forthcoming.

It is our shared belief that the rehabilitation house will be an asset to our community. We support the project and look forward to a long lasting positive relationship.

Sincerely,

Cecilia O. Hull, Coordinator
Diamond Hill Neighborhood, N.H.

D. L. (Pete) Warren, EDD
2423 Hawthorne Road
Lynchburg, VA 24503
434-384-1833
434-401-2448, Cell
Pwarren516@aol.com

January 4, 2012

The Honorable Joan Foster

Mayor, City of Lynchburg

900 Church Street

Lynchburg, VA 24504

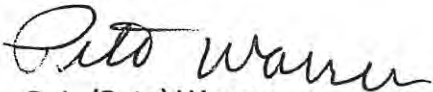
Dear Mayor Foster:

I am writing in my role as a Board Member for SAARA in Lynchburg asking you and City Council to support their plan to establish a recovery home in partnership with the Lynchburg Neighborhood Development Foundation. I will be unable to attend the Planning Commission and Council meetings where this request will be discussed.

As you know, SAARA is working hard in our community to provide services and support services designed to help people find recovery from substance abuse problems. Safe, supportive recovery housing is one of the most effective settings in which long term recovery occurs. SAARA staff and volunteers have the knowledge and skills to create a successful supervised housing program that will be a good neighbor and increase the number of people who help to keep drugs out of our neighborhoods.

The SAARA Board and staff appreciate your past support during the 18 months we have been serving Lynchburg. I urge you and your council colleagues to give the zoning request your support.

Sincerely



D. L. (Pete) Warren

SAARA Board Member

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.: **15**

CONSENT:

REGULAR: **X**

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Emergency Operations Plan (January, 2012)**

RECOMMENDATION: Adopt the attached resolution reaffirming the City's use of the National Incident Management System (NIMS) as well as adopting the newly revised Emergency Operations Plan (January, 2012).

SUMMARY:

The National Incident Management System (NIMS) was developed by the United States Department of Homeland Security with the intent that NIMS be implemented by all local, state, tribal and federal agencies for managing domestic disasters. City Council originally adopted NIMS on October 26, 2004. Since that time City employees have undergone training and completed various exercises to ensure an appropriate understanding of the concepts and overall compliance with the system. By reaffirming this commitment to the NIMS process City leaders recognize the advantages of a comprehensive, nationwide systematic approach to incident management.

The current Emergency Operations Plan (EOP) was adopted by Council on April 23, 2002. Overall the plan has served us well through numerous exercises and events. The new plan incorporates many of the existing emergency operations procedures and adds three (3) significant changes to enhance our emergency planning and operations.

- The format of the plan has been condensed from the original document. The new plan is formatted in a user friendly version that is easily shared with the public through electronic distribution.
- The creation of the *Emergency Policy Team*. This team (as the core group of senior managers knowledgeable in field emergency operations) advises the City Manager in pre-emergency planning, emergency and incident command, and recovery.
- The creation of *Emergency Support Functions* (ESFs). ESFs are organized as task groups and operate out of the Emergency Operations Center (EOC). These support functions provide resources to support both the Incident Command Team for incident issues and the Emergency Operations Team for incident-related issues that fall outside the Incident Command Team's scope.

PRIOR ACTION(S): Emergency Policy Team review, Leadership Team review and Virginia Department of Emergency Management (VDEM) review.

FISCAL IMPACT: None

CONTACT(S): William A. Aldrich, Director, Department of Emergency Services (455-4285 or william.aldrich@lynchburgva.gov)

ATTACHMENT(S): NIMS Fact Sheet, EOP

REVIEWED BY: lkp

RESOLUTION:

WHEREAS, on March 1, 2004, the Department of Homeland Security issued the National Incident Management System (NIMS) to provide a comprehensive national approach to incident management, applicable at all jurisdictional levels and across all functional disciplines;

WHEREAS, on October 26, 2004 Council originally adopted the National Incident Management System to be used by City departments for the purpose of managing emergency and potential emergency incidents of all sizes, to include but not limited to, natural, technological, and man-made disasters;

WHEREAS, many types of natural and man-made disasters can pose safety risks to a community and the protection of the citizenry and private as well as public property constitute an essential mission of local government;

WHEREAS, staff personnel have established a plan of action to assist in helping to protect such life and property;

NOW THEREFORE, BE IT RESOLVED by the Lynchburg City Council that the Council hereby endorses continued implementation of the National Incident Management System and that it continue to be institutionalized into employee training and exercises as deemed appropriate by the City Manager.

BE IT FURTHER RESOLVED by the Lynchburg City Council that the City Council hereby adopts the City of Lynchburg Emergency Operations Plan (January, 2012) to guide the provision of public safety and municipal services in the event of a disaster in the community.

Adopted:

Certified:

Clerk of Council

015L



Homeland Security

National Incident Management System (NIMS) Fact Sheet

What is the National Incident Management System?

- Comprehensive, nationwide systematic approach to incident management
- Core set of doctrine, concepts, principles, terminology and organizational processes for all hazards
- Essential principles for a common operating picture and interoperability of communications and information management
- Standardized resource management procedures for coordination among different jurisdictions and organizations
- Scalable and applicable for all incidents

Key benefits of NIMS

- Enhances organizational and technological interoperability and cooperation
- Provides a scalable and flexible framework with universal applicability
- Promotes all-hazards preparedness
- Enables a wide variety of organizations to participate effectively in emergency management/incident response
- Institutionalizes professional emergency management/incident response practices

NIMS Audience:

NIMS is applicable to all incidents and all levels of stakeholders, including levels of government, private sector organizations, critical infrastructure owners and operators, nongovernmental organizations and all other organizations who assume a role in emergency management. Elected and appointed officials and policy makers, who are responsible for jurisdictional policy decisions, must also have a clear understanding of NIMS to better serve their constituency.

NIMS Components:

Built on existing structures, such as the Incident Command System (ICS), NIMS creates a proactive system to assist those responding to incidents or planned events. To unite the practice of emergency management and incident response throughout the country, NIMS focuses on five key areas, or components. These components link together and work in unison to form a larger and comprehensive incident management system.

NIMS Components include:

- Preparedness
- Communications and Information Management
- Resource Management
- Command and Management
- Ongoing Management and Maintenance

-more-

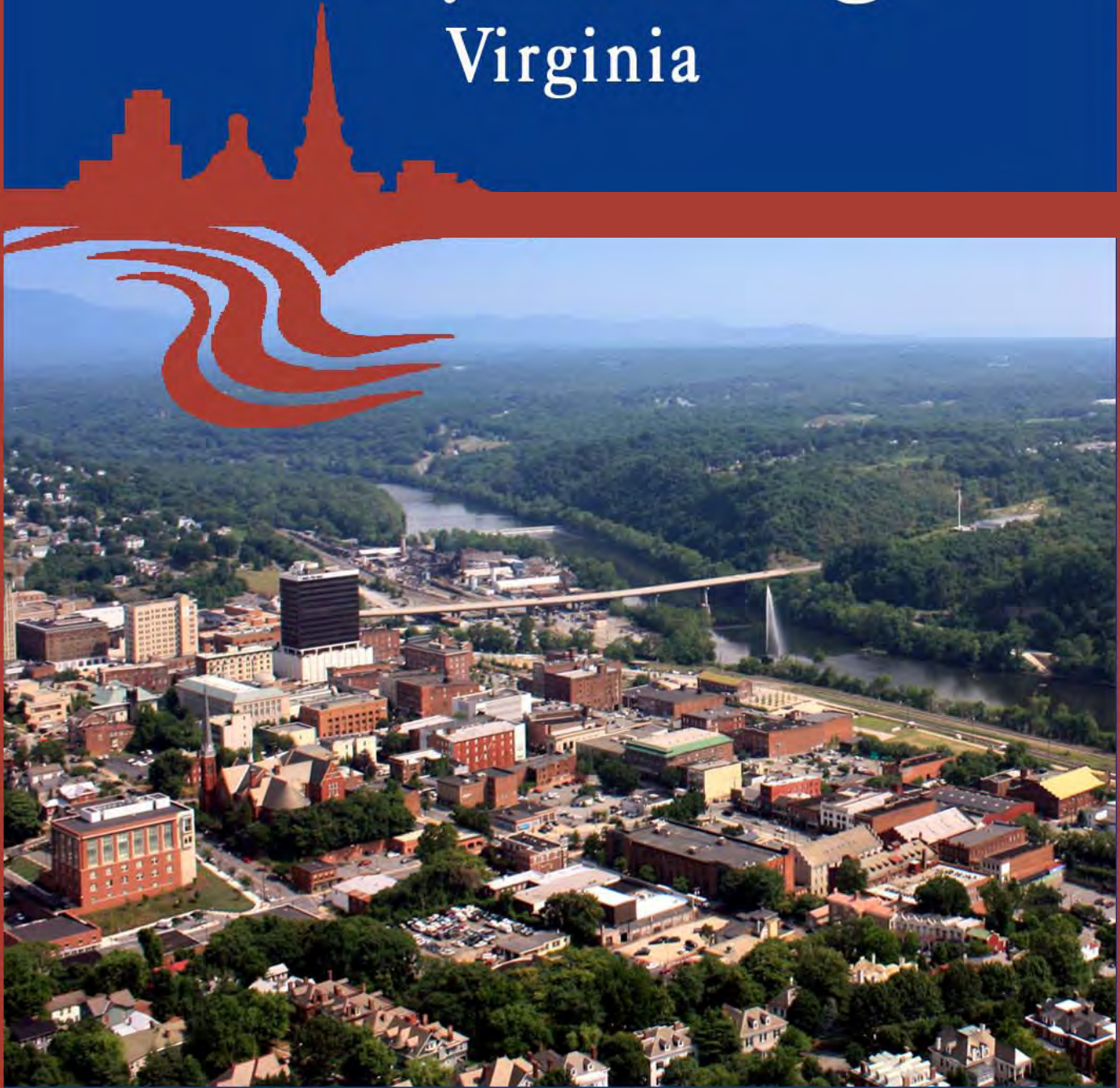
What NIMS is NOT

- A response plan
- Only used during large-scale incidents
- Only applicable to certain emergency management/incident response personnel
- Only the Incident Command System (ICS) or an organizational chart

For further information on the NIMS see the DHS/FEMA website at www.fema.gov/nims.

###

Lynchburg Virginia



A Component Plan of the
Comprehensive Emergency
Management Program

January 2012

EMERGENCY OPERATIONS PLAN

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

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

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

Contact information:

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

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

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

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

May be used with permission.

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Executive Summary

Introduction

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

The foundation for this coordinated response is established through the City of Lynchburg Comprehensive Emergency Management Program and its component Emergency Operations Plan (EOP). The Emergency Operations Plan (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. It provides the framework to mitigate, prepare for, respond to, and recover from any emergency or disaster.

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

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

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

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

Team Roles and Responsibilities

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

City Council

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

Mayor

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

City Manager

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

Emergency Policy Team

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

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

- Fire Chief
- Director, Department of Social Services
- Director, Department of Utilities
- Director, Department of Public Works
- Director, Communications and Marketing
- Superintendent of City Schools/Designee

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

Emergency Operations Team

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

- Deputy EOC Director (Deputy Director of Emergency Services)
- Safety Officer
- Public Information Officer
- Senior Liaison
- Senior Advisors
- The Chiefs of Operations, Logistics, Plans/Information, and Financial Services/Administration Sections
- Command and General Staff Aide(s)

The Emergency Operations Team is responsible for all strategic emergency management operations away from

the incident site. These responsibilities include:

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

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

Emergency Support Functions (ESF)

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

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

The Emergency Operations Center Plan

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

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

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

Incident Command Team

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

The Incident Command Team provides guidance to responders in field operations and to the support sections by

establishing goals and objectives, and overseeing the development of incident strategy and overall tactics.

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

- Liaison Officers
- Public Information Officer(s)
- Safety Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Financial Services and Administration Section Chief

Activation of the Emergency Operations Plan (EOP)

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

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

The City of Lynchburg Emergency Operations Plan may also be activated to manage significant requests for mutual aid and cooperative assistance to other jurisdictions that have requested appropriate

assistance in response to a major event or incident.

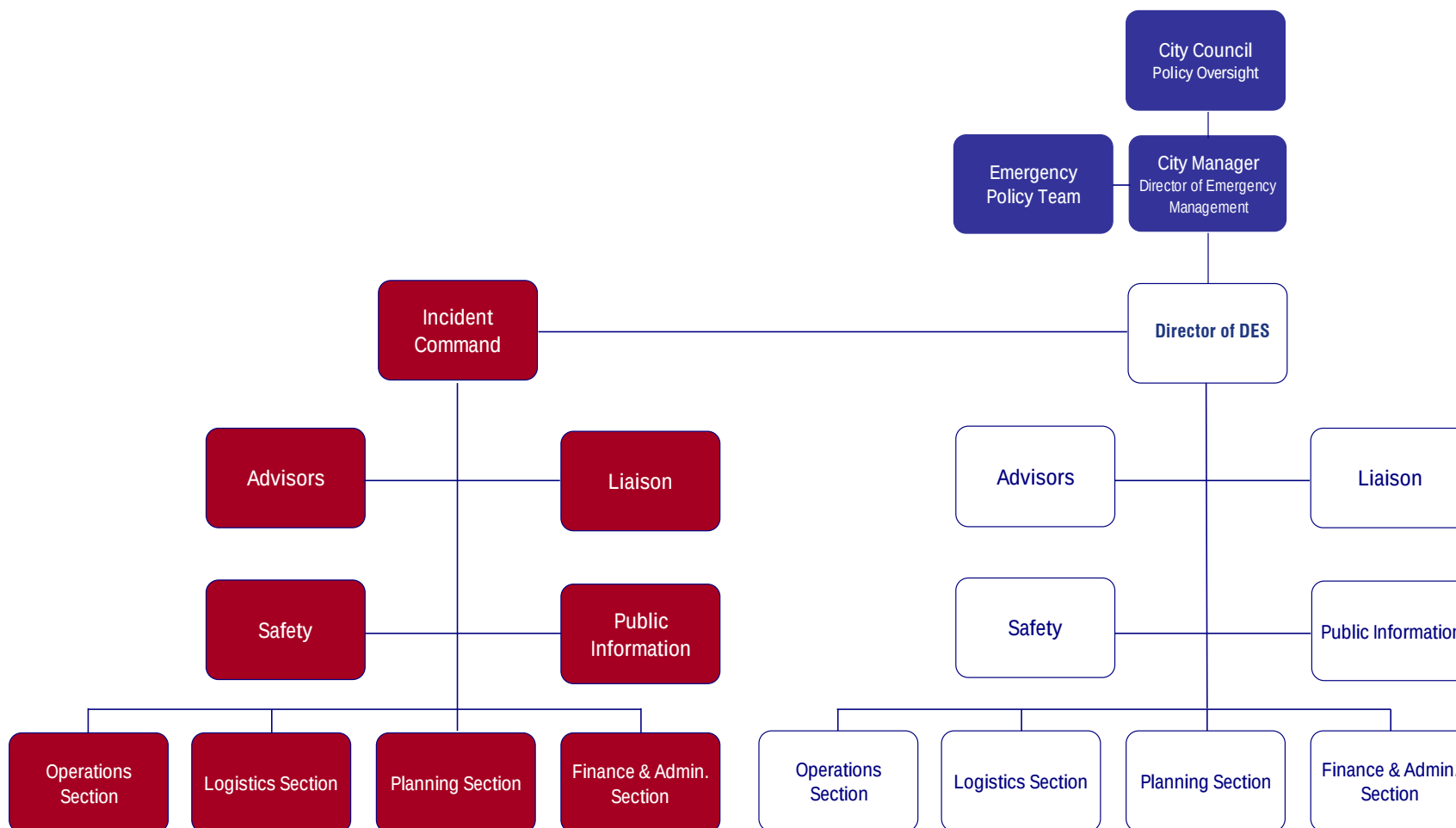
When emergency activities have resolved the emergency and ongoing demobilization and recovery actions may be adequately managed without continued emergency declaration powers, the City Manager shall recommend to the City Council a termination of the declared emergency.

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

Colleges and Universities

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

Incident Management Organization Chart



Emergency Operations Plan

Introduction

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

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

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

- How City of Lynchburg agencies will be organized during response to an event, including command authorities.
- Critical actions and interfaces during the response
- How the interaction between City of Lynchburg and regional, state, and federal authorities is managed.
- How the interaction between City of Lynchburg and its private partner organizations (hospitals, non-governmental emergency organizations and others) is managed.

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

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

The five basic functional sections of the Incident Command System are:

1. *Incident Command*
2. *Operations*
3. *Planning*
4. *Logistics*
5. *Financial Services/Administration*

These five components are used to divide the incident into manageable tasks, while

maintaining a coordinated focus. Task assignments are only established when a clear need exists to perform the task, to address span of control concerns, or to perform specific duties.

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

Roles, Responsibilities and Authorities

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

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

City Manager and City Council Roles and Responsibilities

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

The City Council is responsible for policy and political activities related to an emergency. The City Council must formally act

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

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

The role of the City Manager during an emergency is to implement City Council policies, provide overall direction, monitor the response of City agencies for adequacy, delegate authority for command of the situation, fulfill legal requirements of an emergency declaration, and other issues that must be addressed at the City Manager level. The City Manager also serves as a critical link between the City of Lynchburg Emergency Operations Team and the City Council and political authorities from other levels of local, state and federal government.

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

1. *Empowering the Emergency Operations Team to manage emergencies, and the Incident Command Team to manage the incident itself.*
2. *Meeting legal requirements, such as declarations of emergency or curfew.*
3. *Providing a liaison with political bod-*

ies, including members of the City Council, and, as necessary, regional, state, and Federal political authorities.

4. *Informing the Emergency Operations Team and Incident Command Team of decisions and actions taken at the City, regional, state and federal political leadership levels.*
5. *Providing policy guidance to the Emergency Operations Team.*
6. *Providing guidance on sensitive issues such as community information.*
7. *Remaining available to the Emergency Operations Team for consultation and support.*

The City Manager, or designee, monitors emergency operations and guides the City response as needed. The City Manager or aforementioned parties may participate in any Emergency Operations Team, or Incident Command Team meeting. City Manager participation is generally in the form of policy guidance to the Emergency Operations Team as well as directives or guidance issued to City agencies and other organizations, as appropriate.

Emergency Policy Team

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

The core membership of the Emergency

Policy Team consists of the following:

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

The City Attorney shall act as a legal advisor to the Emergency Policy Team. Emergency Policy Team members focus on policy and oversight advice to the City Manager. Each member of the Emergency Policy Team will designate a staff member, who has executive decision making authority, to serve as their "second." The designation of a "second" allows flexibility for the core member to respond to other duties as needed. Emergency Policy Team members should develop lists of those capable of serving as seconds. These lists must include at least two (2) people.

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

The City Manager may add additional members based upon the core members' recommendations or as necessitated by

a specific incident. The Director of DES may serve as the staff coordinator for the Emergency Policy Team during activations of the Emergency Policy Team.

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

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

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

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

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

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

Emergency Operations Team & Emergency Operations Center

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

The Emergency Operations Team positions may include:

- Director of DES
- Deputy Director of DES
- Safety Officer
- Public Information Officer
- Liaison
- Advisors
- The Chiefs of Operations, Logistics, Plans Information, and Financial Services/Administration Sections
- Command and general staff aide(s)

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

1. *Directly support the Incident Command Team, providing resources that are not available through the estab-*

lished incident command system. Operating in the specific event. This includes coordinating assistance from outside resources (federal, state, and other local jurisdictions) that is not obtained through tactical mutual aid or other incident-level command processes.

2. *Directly manage emergency issues related to the incident, but outside the defined scope of the incident, as delineated by the Incident Command Team. This may be determined geographically (outside a scene perimeter) or functionally (beyond the scope of the Incident Command Team objectives when no single scene exists, or when the impact is widespread).*

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

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

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

More specifically, the Emergency Operations Team duties may include:

Incident Command Team requests for assistance.

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

Events outside the scope of the incident itself.

- The Emergency Operations Team, through their Operations Plan, manage other non-incident emergency issues, such as public communications and

coordination with state and federal authorities. The Emergency Operations Center Planning Chief will oversee the planning efforts for contingencies, long-range issues and demobilization for each operational period.

Coordination with the State Government.

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

Coordination with the City Manager.

- Recommends to the City Manager when the Emergency Operations Center should be fully activated, and when the levels of an Emergency Operations Plan (response, demobilization, and transition to recovery) should be implemented.
- Recommends to the City Manager when an emergency should be officially declared, and when other direct action is required by law or regulation.
- Raises policy questions, and facilitates the application of policy decisions made by the City Manager, by incorpo-

rating the policy direction into Emergency Operations Center planning and conveying the instructions to the Incident Command Team, as indicated.

- Provides and facilitates timely and accurate information to the members of the Emergency Policy Team and, at the City Manager's direction, to other City government officials and/or to the public.

Emergency Operations Center Planning Section

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

Emergency Support Functions

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

The Emergency Operations Team monitors

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

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

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

Each Emergency Support Function is assigned a lead City department or office that is responsible for contacting their respective support agencies.

Each lead agency's response role includes:

- The Department Director of the lead agency for each Emergency Support Function is responsible for designating that Emergency Support Function's leader.
- The leader is responsible for ensuring that their Emergency Support Function is fully operational for the emergency. Duties include:
 - Conducting necessary planning and training activities to ensure Emergency Support Function members

understand their roles and responsibilities.

- Preparing necessary information and technical resources that will support the Emergency Support Function during activation.
- Assuring that assigned tasks are completed and reported back to the Emergency Operations Center position.
- Bringing difficult to resolve operational issues to the appropriate Emergency Operations Center position for resolution.
- Evaluating the overall performance of the Emergency Support Function, during the incident.

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

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

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

Emergency Support Functions

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

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

City of Lynchburg Departments

CA	City Assessor's Office
CD	Community Development
CM	Communications and Marketing
CMO	City Manager's Office
DES	Department of Emergency Services
FD	Fire Department
FS	Financial Services
HR	Human Resources
IT	Information Technology
OED	Office of Economic Development
LIB	Libraries
LCS	Lynchburg City Schools
PD	Police Department
PR	Parks and Recreation
PW	Public Works
SS	Social Services
UTL	Utilities

Emergency Operations Center Plan

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

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

1. Notification/Activation Stage

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

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

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

2. Mobilization Stage

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

3. Emergency Operations Stage

- Dependent upon the incident or event,

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

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

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

4. Demobilization Stage

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

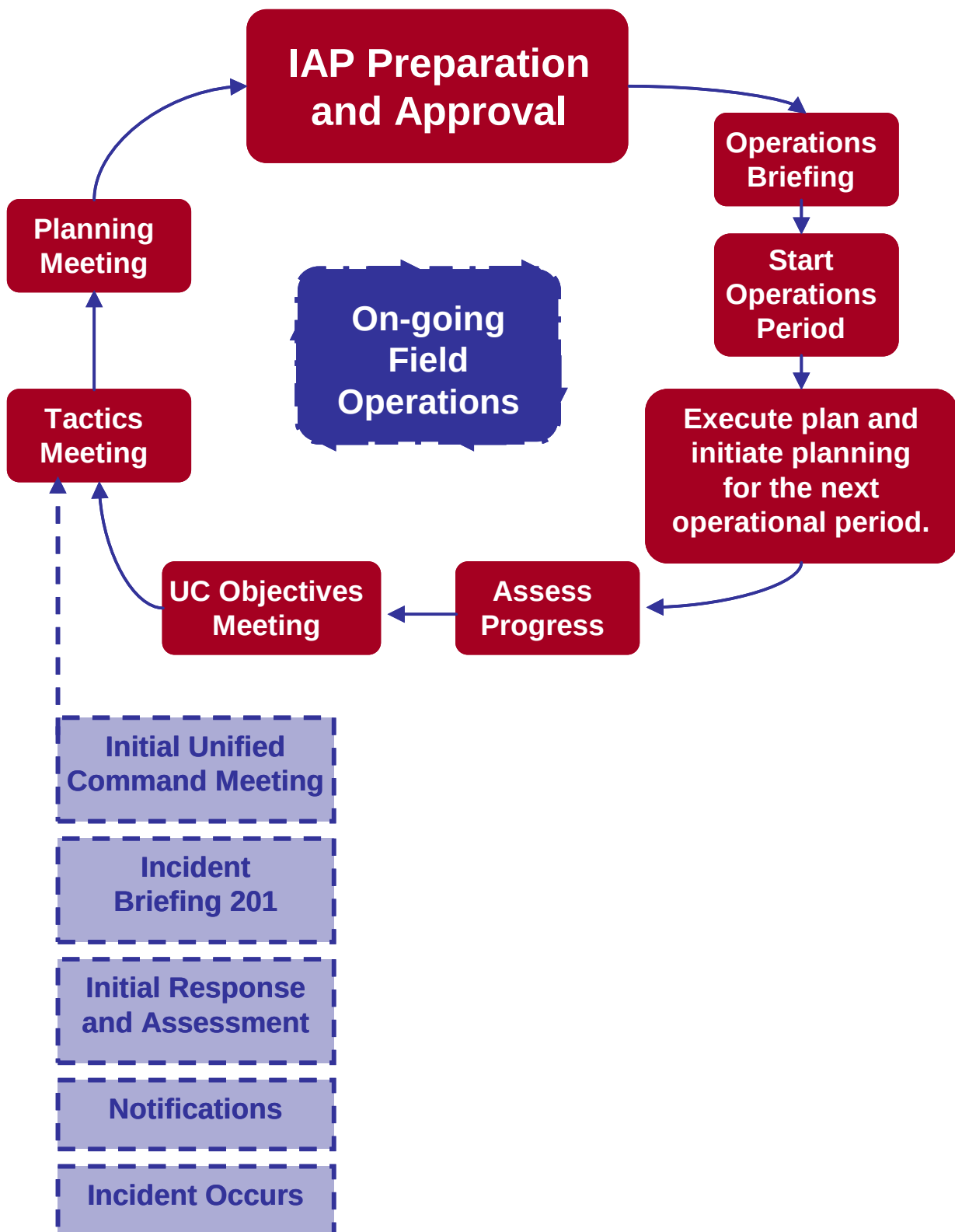
gency Operations Center management. (For example: as a general rule, non-Lynchburg assets will be demobilized prior to City of Lynchburg assets performing similar duties).

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

5. Transition to Recovery Stage

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

Operational Period Planning Cycle



Additional Resources Coordinated by the EOC

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

Mutual Aid

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

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

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

Federal Assistance

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

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

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

federal Emergency Support Function personnel may occur.

National Guard and U.S. Department of Defense Support

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

Other Federal Assistance

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

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

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

Incident Command Team & System

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

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

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

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

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

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

Unified Incident Command

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

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

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

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

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

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

Transfer of Incident Authority

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

Continued assessment of each discipline in the Unified Command Team as to the need for their participation is a component of the

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

Incident Command Team Staff Positions and Liaison Officers (LNOs)

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

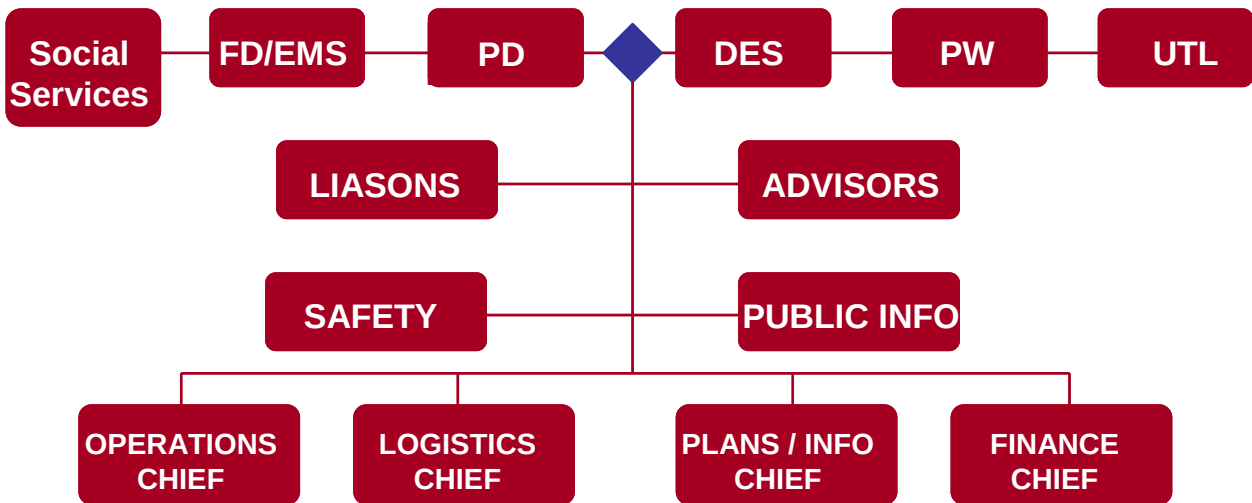
The Incident Command or Unified Command will determine the specific person/s designated as liaison to entities according to the event type and the agencies involved. Assignments may vary from incident to incident, but there is one liaison established in every event.

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

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

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

City of Lynchburg EOP
Unified Incident Command Team



Public Information Officer (PIO)

This position is designated as the official City of Lynchburg spokesperson(s) during a response, speaking specifically to the incident itself, and does not usurp the responsibility of the PIOs from the Lynchburg Emergency Operations Center or City Manager's office who would closely coordinate their efforts through the Emergency Operations Center. This designation may vary from incident to incident according to incident circumstances. Assigned individuals from other City response agencies will assist the PIO(s) as required.

Safety Officer

The Safety Officer function oversees responder safety for all aspects of the incident response and support that fall under the authority of the Incident Command Team. Multiple aspects of safety must be

addressed: scene workplace safety, personnel health and safety, and security. The agency that has lead authority in Unified Command is responsible for staffing this position and has the authority to provide high level input into the command process as related to health and safety concerns.

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

Advisors

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

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

Incident Command Team General Staff Positions

Operations Section Chief

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

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

Support Sections

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

- **Logistics Section Chief:** manages activities that provide logistical support through equipment and supplies, transportation, personnel maintenance, processing of volunteers, and technical activities that maintain function of operational facilities. Logistics assets are utilized when individual incident assets and functions are unable to meet their logistical needs through their own internal

resources.

- **Planning Section Chief:** manages all activities that support Command and Operations in the processing of incident information and in the development of plans for the incident. This includes setting the time and agenda (subject to Incident Command approval) of management and planning meetings for the Incident Command Team, and operational briefings for each operational period. The Planning Chief is also the facilitator/moderator for these meetings.
- **Financial Services/Administration Section Chief:** manages this functional area, which encompasses all activities that support Command and Operations in incident administrative issues and in the tracking and processing of incident expenses. The Financial Services and Administration Section documentation for the After Action Report (AAR) and essential payroll and reimbursement paperwork.

The chiefs of the Operations, Logistics, Planning and Financial Services/Administration sections are drawn from pre-selected and trained personnel. Together they form the General Staff in the Incident Command Team structure.

Incident Recognition

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

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

A decision is then made concerning activation of the Emergency Operations Plan, and the level of initial Emergency Operations Plan mobilization. If circumstances meet the qualifications for an emergency declaration, the recommendation is made to the City Manager, who then promulgates the official emergency declaration.

Incident Notification

Initial notification occurs through two primary methods:

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

Mobilization

This stage involves response assets with Incident Command Team responsibility

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

Response

The initial mobilization and reactive phase of the response is governed by the guidance in the Emergency Operations Plan and individual agency annexes, and by reacting to incident circumstances. Initial incident command is established at an on-scene Incident Command Post if a scene exists, and primary incident command is designated. Throughout the incident response, incident command is tasked with problem-solving for issues not resolved at lower decision-making levels in the incident command system.

As incident information is accumulated and appropriate interventions accomplished, a transitional management meeting is scheduled and all major organizations involved in the incident response are notified.

Transitional Management Meeting

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

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

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

The City of Lynchburg may be asked to participate in a regional Unified Command Team. In this instance, there remains a requirement for a City Incident Command Team. For example, during a widespread disease outbreak involving multiple jurisdictions across the state, state public health authorities might assume the incident command function that coordinates the incident response across the affected local jurisdictions.

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

- Unified Incident Command Team assessment of situation: initial information on the event may be incomplete and pertinent information should be shared with all members of the Unified Incident Command Team.
- Establishing the operational cycle: if the event appears to warrant more than a brief (12 hour) response, the parameters of the operational cycle should be established. An operational cycle is defined as

a time period governed by the Incident Action Plan, with the establishment of new incident objectives or reaffirmation of objectives for the follow-on cycle (typical operational cycles are 12 hours or 24 hours in duration).

- Initiating the Incident Command Team Planning Cycle to correspond with the operational cycles.
- Critical action planning tasks during the transitional management meeting include:
 - a. Establishing the parameters of the incident response;
 - b. Defining incident objectives and strategies;
 - c. Establishing criteria to evaluate the success of incident interventions.

Follow-on Actions for the Incident Command Team Planning Cycle

The following actions in the planning cycle include:

1. *Planning meeting: Using incident objectives set during the transitional or subsequent management meetings, the command team, with leaders of key functional areas under incident command, set strategies and general tactics. These are then documented as a central component of the Incident Action Plan. This provides a means for coordinating between multiple locations, resources, and levels of government. The addition of supportive plans completes the IAP for the upcoming operational period.*
2. *Operational briefing: All components of the response system are briefed on the developed objectives, strategies and tactics. In traditional descriptions of ICS, this occurs in per-*

son, but for City of Lynchburg, this may occur through electronic means so the Emergency Operations Center, Emergency Policy Team, and the City Manager may participate. A defined briefing process imposes discipline for the operational briefings, so time constraints are met, distractions are limited, and questions are kept at a minimum. The purpose of the operational briefing is to impart information and to raise emergent issues, not to discuss alternative plans, debate choices made in the planning process, or undertake extensive problem solving.

3. *Management meeting: This meeting marks the onset of the next planning cycle. Incident managers re-evaluate incident objectives and progress made in meeting the set objectives, based upon information collected throughout the operational period. Objectives are revised and new ones are established as appropriate.*

Support for the planning cycle is provided by the Plans/Information Section. Contents of the Incident Action Plan (IAP) include:

- Overall incident objectives and priorities
- Primary strategies for achieving objectives (with alternatives listed)
- General tactics for selected strategies
- Types and quantities of resources assigned
- Tactical organization (can be organized geographically and/or functionally)
- Organization of supporting elements
- Communications plan
- Safety message (reflecting the overall safety plan)

- Supporting documentation (for example):
 - Maps of impacted areas
 - Time line of events
 - Time line of meetings
 - Traffic plans
 - Weather reports

Incident Command Team Demobilization

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

Transition to Recovery

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

An after-action incident review is conducted as soon as possible by the Incident

Command Team participants, under the supervision of the Director of DES. This process identifies issues for improvement, as well as processes/assets/etc. that worked well and should be preserved or enhanced.

Incident-related expenditures information from participating departments, non-governmental emergency organizations and recruited assets is collected by the Incident Command Team Financial Services Section. They are tracked by the Financial Services Section for appropriate reimbursement from City, State or Federal government, or private entities as appropriate. When the Incident Command Team Financial Services Section is demobilized, this function is transferred to the Emergency Operations Center Financial Services Section or to another capable asset as directed by the Emergency Operations Team.

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

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

The Incident Action Plan will typically contain a number of components as shown below.

Common Components:	Normally Prepared By:	ICS FORM
1. <i>Incident Objectives</i>	<i>Incident Commander</i>	201
2. <i>Organization List/Chart</i>	<i>Resources Unit</i>	203
3. <i>Assignment List</i>	<i>Resources Unit</i>	204
4. <i>Communications Plan</i>	<i>Communications Unit</i>	205
5. <i>Logistics Plan</i>	<i>Logistics Unit</i>	206
6. <i>Responder Medical Plan</i>	<i>Medical Unit</i>	201
7. <i>Incident Map</i>	<i>Situation Unit</i>	201
8. <i>Health and Safety Plan</i>	<i>Safety Officer</i>	215A

Other Potential Components: (Scenario dependent)

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

City of Lynchburg Departments, Agencies and Non-Governmental Organizations

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

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

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

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

General roles and responsibilities include:

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

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

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

City of Lynchburg Activation of the Emergency Operations Plan

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

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

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

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

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

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

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

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

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

ceed the capacity of response resources operating under baseline procedures.

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

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

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



CONSENT TO CITY MANAGER'S DECLARATION OF EMERGENCY

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

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

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

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

_____ DATE

City Council, Lynchburg, Virginia

_____	_____
_____	_____
_____	_____
_____	_____

Attest: _____
Clerk of City Council
Lynchburg, Virginia

Emergency Support Functions

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

#1 Transportation

Lead: Department of Public Works

Support:

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

I. Introduction

A. Purpose

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

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

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

II. Planning

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

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

III. Situations & Assumptions

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

IV. Operations

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

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

V. Organizational Roles & Responsibilities

A. Department of Public Works

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

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

B Department of Communications & Marketing

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

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

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

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

3. *Maintains records of costs.*

D. Lynchburg Fire Department

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

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

E. Department of Community Development

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

F. Department of Information Technology

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

G. Private Sector Companies

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

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

VI. Resource Requirements

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

#2 Communications

Lead: Department of Emergency Services

Support:

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

I. Introduction

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

II. Situation & Assumptions

Situation

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

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

B. Assumptions

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

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

III. Operations

A. General

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

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

B. Specific

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

IV. Organizational Roles & Responsibilities

A. City of Lynchburg Department of Emergency Services

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

B. Department of Information Technology

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

C. Amateur Radio and Private Sector Agencies

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

V. Resource Requirements

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

#3 Public Works & Utilities

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

Support:

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

I. Introduction

A. Purpose

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

B. Situation

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

1. Vital Facilities

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

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

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

C. Assumptions

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

D. Operations - Public Works

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

E. Operations - Utilities

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

II. Debris Management

A. Purpose

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

B. Situation

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

C. Assumptions

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

D. Temporary Landfill Sites

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

III. Damage Assessment

A. Purpose

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

B. Situation

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

C. Assumptions

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

IV. Operations

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

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

V. Organizational Roles & Responsibilities

A. Department of Public Works

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

B Department of Utilities

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

C. Health Department and Environmental Health

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

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

D. Private Sector Companies

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

VI. Resource Requirements

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

#4 Fire Fighting

Lead: Fire Department

Support:

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

I. Introduction

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

II. Situation & Assumptions

A. Situation

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

B. Assumptions

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

III. Operations

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

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

IV. Organizational Roles & Responsibilities

A. Lynchburg Fire Department

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

B. Mutual Aid

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

#5 Emergency Management

Lead: Department of Emergency Services

Support:

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

I. Introduction

A. Purpose

To coordinate and/or support emergency operations from the City's Emergency Operations Center utilizing the Incident Command System.

B. Scope

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

II. Policies

- A. When activated, the Emergency Operations Center will provide coordination of resources.
- B. The Emergency Operations Center is a staff level function, which provides guidance, decision making, and resources to the emergency support functions. It obtains information from a variety of sources and seeks information to develop an accurate picture of the emergency/disaster.
- C. To manage their operations, all emergency support functions will collect and process information. The Emergency Operations Center will focus on collect-

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

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

III. Situation & Assumptions

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

IV. Operations

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

#6 Mass Care, Housing and Social Services

Lead: Department of Social Services

Support:

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

I. Introduction

A. Purpose

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

B. Scope

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

Assistant Director or Shelter Management Team authorization).

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

II. Policies

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

III. Situation & Assumptions

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

IV. Organizational Roles & Responsibilities

A. Department of Social Services

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

IV. Shelter Locations

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

V. Resource Requirements

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

#7 Resource Support

Lead: Department of Financial Services

Support:

- Department of Public Works
- Department of Emergency Services

I. Introduction

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

II. Situation & Assumptions

A. Situation

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

B. Assumptions

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

III. Operations

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

IV. Organizational Roles & Responsibilities

A. Department of Financial Services

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

B. Department of Emergency Services

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

C. Department of Public Works

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

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

V. Resource Requirements

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

#8 Public Health & Medical Services

Lead: Lynchburg Fire Department

Support:

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

I. Introduction

A. Purpose

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

II. Situation & Assumptions

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

III. Organizational Roles & Departmental Responsibilities

A. Fire Department

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

6. *Record costs and expenditures and forward them to the Financial Services/Administration Section Chief.*

B. Department of Health

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

C. Department of Utilities

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

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

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

E. Employee Assistance Program

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

F. Centra Health

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

G. Social Services

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

H. American Red Cross

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

I. United States Department of Agriculture (Animal Lab)

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

IV. Resource Requirements

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

#9 Urban Search and Rescue

Lead: Fire Department

Support:

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

I. Introduction

- A. Purpose
Describes the resources available for Urban Search and Rescue (USAR) in Lynchburg and the process for obtaining other USAR assets.
- B. Scope
Locating, extricating and providing for the immediate medical treatment of victims trapped in collapsed structures.

II. Situations & Assumptions

- A. Disasters may cause conditions that vary widely in scope, urgency, and degree of devastation. Substantial numbers of persons could be in life threatening situations requiring prompt rescue and medical care.
- B. Rescue personnel will encounter extensive damage to buildings.
- C. Because the mortality rate dramatically increases beyond 72 hours, search and rescue must begin immediately.

III. Operations

- A. Fire Department will be the primary responder to the incidents involving structural collapse.
- B. Lynchburg Fire Department has a technical rescue team.
- C. Lynchburg Fire Department has a special response vehicle to support technical rescue.
- D. Assistance will be requested from the City of Lynchburg's Fire Department's technical rescue team.

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

IV. Organizational Roles & Responsibilities

A. Lynchburg Fire Department

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

B. Department of Emergency Services

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

C. Police Department

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

D. Private Sector

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

#10 Oil & Hazardous Materials Response

Lead: Fire Department

Support:

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

I. Purpose

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

II. Situation Assumptions

A. Situation

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

B. Assumptions

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

III. Operations

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

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

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

#11 Agriculture & Natural Resources

Lead: Department of Parks and Recreation

Support:

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

I. Introduction

A. Purpose

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

B. Scope

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

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

II. Policies

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

III. Situation & Assumptions

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

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

IV. Organizational Roles & Responsibilities

A. Department of Parks and Recreation

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

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

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

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

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

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

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

#12 Energy

Lead: Department of Public Works

Support:

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

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation & Assumptions

- A. All Public Works personnel would be placed on emergency standby.
- B. Emergencies/disasters may cause shortages in energy supplies by disrupting transmission or fuel supply levels, or increasing energy use.
- C. Public utility emergencies can include acute shortages caused by power outages and flow disruptions and chronic shortages caused by panic buying of fuels/electricity.

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

III. Organizational Roles & Responsibilities

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

- I. An assessment report on the status of public utility systems will be provided along with the impact of system outages.

IV. Resource Requirements

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

#13 Public Safety & Security

Lead: Lynchburg Police Department

Support:

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

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation & Assumptions

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

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

III. Operations

A. Mission

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

B. Direction and Control

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

IV. Organizational Roles & Responsibilities

A. Lynchburg Police Department

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

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

B. Lynchburg Sheriff's Office

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

C. Blue Ridge Regional Jail Authority

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

D. Lynchburg Fire Department

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

E. Virginia State Police

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

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

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

G. Management Control and Procedures

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

#14 Long-Term Community Recovery and Mitigation

Lead: Department of Community Development

Support:

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

I. Introduction

A. Purpose

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

B. Scope

Coordinate operations in the following areas:

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

II. Situation & Assumptions

A. Situation

1. *Any disaster or emergency is likely to have an economic impact on the City which must be assessed by OED in order to minimize the long-term impact on City operations and the fiscal health of the community. Completing this assessment is likely to require the assistance of outside consultants.*
2. *A disaster or an emergency that will damage historic buildings – publicly or privately held – to the extent that they be uninhabitable or in a condition requiring stabilization and general repair before renovation/rehabilitation can be initiated.*

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

B. Assumptions

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

III. Organizational Roles & Departmental Responsibilities

A. Department of Community Development

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

B. Lynchburg Office of Economic Development

1. *Provide personnel and other resources as directed by DES to support response and recovery.*
2. *Maintain records of costs and expenditures and forward them to Financial Services/Administration Section Chief.*
3. *Maintain records of staff time spent in support of recovery activities.*

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

C. Department of Parks and Recreation

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

#15 External Affairs

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

Support:

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

I. Introduction

A. Purpose

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

B. Scope

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

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

II. Assumptions

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

III. Organizational Roles & Responsibilities

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

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

2. *Direction and control:*

- Public Information and External Communications Coordinator in the EOC will ensure the most up to date information is available to answer public inquiries regarding the emergency by developing uniform talking points for all employees who have direct, daily contact with the public such as receptionists, secretaries and departmental field staff to help ensure all government employees can answer basic questions and make referrals regarding the emergency.
- Work with the EOC Director, or designee, to help ensure the individuals answering the citizen hot line telephone have timely, accurate and useful information available to answer direct inquiries from the public.
- Schedule and coordinate frequent news conferences and media briefings as dictated by the event.
- Work with elected officials and department heads to ensure appropriate representation at news conferences and ample opportunities for media interviews and photos.
- Work with field PIOs to establish a media information site near the disaster area and encourage all media to gather at this location for the most recent information.
- Coordinate with the staff of elected officials and other dignitaries visiting the disaster area (i.e., members of congress, senators, governor, etc.) to coordinate site visits, tours and media opportunities. The ESF #15 Coordinator will ensure local officials are kept apprised of such visits.
- Continue to work with the Department of Emergency Service throughout the recovery phase to help ensure useful information continues to be made available to the media and the public.

#16 Employee Support

Lead: Department of Human Resources (HR)

Support:

- Employee Assistance of Central Virginia (EACV)
- Assigned staff from HR and other administrative departments

I. Introduction

A. Purpose

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

- Critical Incident Stress Management
- Support communications between the employees and their families
- Monitor organizational responses

B. Scope

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

II. Situation & Assumptions

A. Situation

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

B. Assumptions

1. *Employees working in support of or directly involved in the emergency/disaster will need assistance.*
2. *There are several types of support needed during and after these types of events*
 - Support and comfort during the response phase
 - Employee/family support during the response phase
 - Assisting the employees with basic needs during the response phase
 - Mental health assistance after the incident is over
3. *Employees may need to have contact with their family while assisting with the emergency/disaster.*

4. *Employees not able to make personal contact with their families will need to have accurate information relayed to their families.*
5. *During long-term operations where critical incident stress is likely, consideration should be given to establishing a rest area for workers away from the incident.*
6. *Employees that work past a recommended amount of hours are at a higher risk for injuries.*
7. *Large, complex incidents/events or ones that are spread out over large geographical areas may require the assistance of outside Critical Incident Stress Management professionals.*
8. *City agencies need to have plans in place and training based on these plans provided by the Employee Assistance Program pre-event.*
9. *The HR Department is the coordinator of this Emergency Support Function. They will maintain all operational plans and will coordinate the training that pertains to this function.*

III. Operations

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

9. *Plan for the long-term needs early in the response and establish communications with all employees allowing them to have ample opportunity to reach out and use the program. The type of information that should be shared:*
 - The on-scene location(s) of the Employee Assistance Program staff.
 - The availability of the Employee Assistance Program at the off-site rehabilitation area.
 - Establish procedures for employees needing assistance communicating with their families.
 - Available assistance from the Human Resource staff to support the employees. Establish procedures for long-term employee support.
10. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Section Chief at the Emergency Operations Center.*

#17 Volunteer and Donations Management

Lead: Department of Communications & Marketing

Support:

- Libraries
- Department of Emergency Services

I. Introduction

A. Purpose

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

B. Scope

This Emergency Support Function will address the following:

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

II. Situation & Assumptions

A. Situation

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

B. Assumptions

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

volunteers to needed roles.

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

III. Organization Roles & Responsibilities

A. Department of Communications & Marketing

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

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

B. Libraries

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

C. Department of Emergency Services

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

IV. Resource Requirements

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

#18 Damage Assessment

Lead: Department of Community Development

Support:

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

I. Introduction

A. Purpose

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

II. Situation & Assumptions

A. Situation

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

B. Assumptions

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

III. Operations

A. Situation

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

IV. Organizational Roles & Departmental Responsibilities

A. Department of Community Development

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

assessment on affected private property.

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

B. Department of Utilities & Department of Public Works

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

C. Department of Parks and Recreation

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

D. Fire Department (Fire Marshal's Office)

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

V. Resource Requirements

Damage Assessment Go Kits

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



City
Manager's
Office

MEMORANDUM

TO: City Council

FROM: Bonnie Svrcek, Deputy City Manager

DATE: February 9, 2012

SUBJECT: UPDATE: Lynchburg Humane Society Request for Reallocation of Funds and Approval in Principal of a Long-term Agreement for Services

Since this item came to the Finance Committee on January 24, 2012, there has been considerable discussion regarding the reallocation of funds and a long-term agreement for services between the City and the Lynchburg Humane Society.

Staff now believes that the best way to structure a new arrangement with the Humane Society would be in the form of a long-term lease and contract for the provision of state-mandated animal shelter services to the City. While the terms of the lease and contract have not been negotiated, staff seeks Council's agreement in principle with this approach and your authorization to finalize a proposed lease and contract for Council's consideration coincident with the FY 2013 budget deliberations.

At the Finance Committee meeting it was suggested that the City would need to go through a formal procurement process through the issuance of a Request for Proposals for animal shelter services. Staff does not believe that there are other organizations with the interest, experience or capability to provide the required services and recommends that a determination of sole source be made.

There is precedent for awarding a contract to a sole source provider which has provided services to the City over a long time period and where it is doubtful that there are other groups interested in providing the services. In July 2000, in continuation of a long-standing relationship, City Council made a sole source determination and awarded The Southern Memorial Association a contract to manage the Old City Cemetery.

If Council desires, however, staff is prepared to issue a Request for Qualifications (RFQ) to determine if other providers of shelter services have the demonstrated experience, equipment and resources and have interest in providing such services to the City. Staff believes that issuing a RFQ to determine if there are other interested service providers would be quicker than drafting and issuing a RFP. If there is sufficient interest shown by other qualified parties, a formal RFP could then be issued.

As has been noted previously, an alternative to the provision of animal shelter services through a public/private partnership would be for the City to assume full responsibilities for the

management of its own facility. Taking this step would require a significant capital investment to bring the current building up to standards and would involve the hiring of personnel to operate the facility. We believe that this option, while allowing for greater control and responsibility over animal shelter services, would also be more expensive, both initially and in the long-term than the proposed arrangement. Staff has researched trends in how communities are providing animal shelter services. Many communities are either contracting with private organizations or are in the process of exploring the possibility of contracting out such services.

With respect to the capital contribution that the Humane Society is seeking from the City, staff recommends that the \$240,000 be designated as a down payment on a long-term lease and contract for animal shelter services. Future payments could be calculated into a long-term contract that includes lease payments as part of a contract between the LHS and the City for animal shelter services. If the City is unable to finalize a lease and contract with the Humane Society, the down payment would be returned to the City.

Attachments: January 24, 2012 Finance Committee Meeting Notes Re: Lynchburg
Humane Society (LHS)
Facility Evaluation of Existing Building prepared by Dominion Seven
Architects, January 23, 2012
Estimated Costs of City-Run Animal Shelter (prepared by LHS)
Roanoke SPCA 2011 Shelter Budget (provided by City's Chief Animal
Control Officer)

January 24, 2012
Finance Committee Meeting

Councilmember Jeff S. Helgeson, Chairman; Vice-Mayor Ceasor T. Johnson; Councilmember Randy Nelson; Mayor Joan F. Foster, Ex-Officio

Notes Regarding the

“Reallocation of Capital Improvement Project Funds for the Lynchburg Humane Education and Adoption Center and Approve in Principal a Long Term Public-Private Partnership for the Provision of State-Mandated Pound Services by the Lynchburg Humane Society”

This item came before the Finance Committee on January 24, 2012. An overview of the request was provided by City Staff:

Deputy City Manager Bonnie Svrcek reported that the City is mandated by the State to provide pound services. For over 50 years, those services have been provided by the Lynchburg Humane Society (LHS). The existing facility does not meet State requirements. The Executive Director of the LHS has been able to delay any improvements required by the State Veterinarian in anticipation of fulfilling the vision of the LHS to create a new Lynchburg Humane Education and Adoption Center which could include space for the City's animal pound, the LHS is asking the City to reallocate \$240,000 of funds from a building and repairs maintenance project reserved for the Animal Shelter and allocate \$100,000 each year for the next 3 years and \$135,000 in FY 2016 for a total allocation of \$675,000. Dominion 7 Architects has estimated that the cost to bring the existing building up to State requirements is \$725,000. The second component is a request for Council to endorse in principal a new long-term agreement with the LHS for operating costs. The proposal is to create a 5 year agreement with two 5 year renewals for a total of 15 years. This would increase the City's operations funding from:

\$139,050 to \$245,596 in FY 2013
\$245,596 to \$321,164 in FY 2014
\$321,164 to \$396,732 in FY 2015

Ms. Svrcek noted that the Executive Director of the LHS is here as well as George Dawson, chair of the Fundraising Committee, and Brenda Gray, President of the LHS Board, to answer any questions you may have.

Highlights of the proposal were presented by Makena Yarbrough, Executive Director of the LHS. Councilmember Helgeson, chairman of the Finance Committee, expressed appreciation of the work and services that the LHS has provided to the City. He expressed concern that the LHS has requested to be a sole source provider of State-Mandated pound services and suggested that consideration be given to a more formal Request for Proposals for pound services. Chairman Helgeson noted that given current and competing funding requests, the LHS request is tough to swallow. Chairman Helgeson compared the \$5.7 million projected cost of the proposed Lynchburg Humane Education and Adoption Center to the construction costs of the Sleep Inn Hotel, approximately \$3.0 million and the Wingate Hotel, approximately \$5.6 million. Chairman Helgeson also stated that the new Amherst County Shelter was \$1.0 million. Ms. Yarbrough noted that the total cost was \$1.8 million for the Amherst County Shelter. George Dawson, chair of the LHS Fundraising Committee, stated that

it was important to compare similar facilities to one another. Mr. Dawson stated that the ten-year projected costs for the LHS to operate the animal pound rather than the City operating the pound would result in savings of over \$500,000 to the City. Mr. Dawson also noted that any liability and maintenance for the new building would be borne by the LHS rather than the City. Chairman Helgeson stated that this item would need to go to full Council and stated again that the timing is bad for the request. It was noted that under the current agreement with the LHS, the City leases the existing property to the LHS for \$1 a year. Councilmember Nelson asked Ms. Svrcek what the Committee was being asked to do. Ms. Svrcek replied by stating that the Committee was being asked to forward a request to Council to: 1) Reallocate \$240,000 in funding from an existing Animal Shelter Repairs project in the CIP to the LHS to support the Lynchburg Humane Education and Adoption Center; and, 2) approve in principal a long term public private partnership with the LHS for the provision of State-Mandated pound services. Councilmember Nelson stated that the request needs to be vetted by City Council and made a motion to forward the item to City Council; Councilmember Johnson made a second to the motion. Chairman Helgeson noted that he believed any allocation to the LHS would be a gift or donation requiring 5 affirmative votes of City Council. Mr. Dawson stated that how the funding is labeled would be left to the City to decide. Mr. Dawson further noted that he viewed a long-term agreement as a contractual obligation and that if such an agreement was not executed the \$240,000 allocation would be returned to the City. Mayor Foster stated that she believed that the City has indeed been given a gift from the LHS for quite some time given the City's relatively low contribution to the LHS for several years for contracted pound services. Mayor Foster stated that we are at a crossroads regarding the funding of the LHS and was in favor of forwarding the item to Council for consideration. Mayor Foster said that the LHS has been underpaid for quite some time by the City.

The Committee voted unanimously to send this item to City Council for consideration.

*Prepared by: Bonnie Svrcek, Deputy City Manager
Megan Palmer, Assistant to the Director of Financial Services
January 28, 2012*

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 14, 2012**

AGENDA ITEM NO.:

CONSENT:

REGULAR: **X**

WORK SESSION:

CLOSED SESSION:

(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: Reallocation of Capital Improvement Funds for the Lynchburg Humane Education and Adoption Center and Approve in Principal a Long Term Public-Private Partnership for the Provision of State Mandated Pound Services by the Lynchburg Humane Society

RECOMMENDATION: Consideration of a resolution to reallocate \$240,000 with resources from the Animal Shelter Repair Project in the Capital Improvement Program to a new project entitled Lynchburg Humane Education and Adoption Center and approve in principal a long term agreement regarding a public-private partnership for the provision of State mandated pound services by the Lynchburg Humane Society.

SUMMARY: The Lynchburg Humane Society (LHS) has provided State mandated pound services to the City of Lynchburg for over 50 years. The LHS is asking the City to consider a long term public private partnership to continue to provide pound services to the City at a new Lynchburg Humane Education and Adoption Center on Old Graves Mill Road. The proposed agreement in principal is based on operating costs and a capital component at a rate that is less than the projected cost for the City to operate their own facility to provide State mandated pound services.

Following are the key provisions of the proposed agreement:

Operating Costs

Term: Initial 5 year agreement with two 5 year increment renewals for a total agreement of 15 years.

Operating Costs: City increases their annual operating payment for the next three years to \$3.25 per capita for FY 2013, \$4.25 per capita for FY 2014, and \$5.25 per capita for FY 2015. These per capita figures would result in the City paying less than the projected operating costs if the City were to operate the State mandated pound themselves at a \$5.53 per capita rate.

It should be noted that the City has not increased its payment for services to the LHS for several years despite increased operating costs.

Capital Costs (Funding for the pound services component at the new Lynchburg Humane Education and Adoption Center)

Term: 5 years beginning with a reallocation of funds in February 2012

Total Request: \$675,000

Payment Schedule: \$240,000 (FY 2012)
\$100,000 (FY 2013)
\$100,000 (FY 2014)
\$100,000 (FY 2015)
\$135,000 (FY 2016)

An architectural estimate to bring the current Animal Shelter into compliance with State requirements is \$725,000.

PRIOR ACTION(S):

September 13, 2011: Council approval of rezoning for the Lynchburg Humane Education and Adoption Center
March 28, 2001; Council approval of an agreement and lease between the City and the Lynchburg Humane Society, Inc.

January 24, 2012: Finance Committee

FISCAL IMPACT:

Capital Improvement Program (\$675,000)

FY 2012: None (reallocation of existing funds)

FY 2013: \$100,000

FY 2014: \$100,000

FY 2015: \$100,000

FY 2016: \$135,000

General Fund:

FY 2013: Increase in operations funding from \$139,050 to \$245,596 (\$1.84 to \$3.25 per capita)

FY 2014: Increase in operations funding from \$245,596 to \$321,164 (\$3.25 to \$4.25 per capita)

FY 2015: Increase in operations funding from \$321,164 to \$396,732 (\$4.25 to \$5.25 per capita)

Based on U.S. Census population of 75,568

CONTACT(S): Bonnie Svrcek, Deputy City Manager, 455-3987

ATTACHMENTS:

Resolution

Letter and presentation from Lynchburg Humane Society

February 9, 2012 UPDATE re: Lynchburg Humane Society Request for Reallocation of Funds and
Approval in Principal of a Long-Term Agreement for Services (and related attachments)

REVIEWED BY:

Resolution:

BE IT RESOLVED That the FY 2012 General Fund Capital Improvement Program is amended and \$240,000 is reallocated from the Animal Shelter Repair Project to a new project entitled Lynchburg Humane Education and Adoption Center and approve in principal a long term agreement regarding a public-private partnership for the provision of State mandated pound services by the Lynchburg Humane Society.

Introduced:

Adopted:

Certified:

Clerk of Council



Dear Mr. Payne,

On behalf of the Board of Directors of the Lynchburg Humane Society I would like to thank the City of Lynchburg for its continuing support of our efforts as we work towards bringing a beautiful state of the art Humane Education and Adoption Center to the City. Our organization has had a mutually beneficial relationship with the City over the last five decades and we look forward to continuing the same successful relationship in the future.

The Lynchburg Humane Society is asking for a long term agreement by which the city contracts with the Lynchburg Humane Society in a public/private partnership in which the city outsources their state mandated pound services to the Lynchburg Humane Society.

The proposed agreement in principal is based on operating costs and a capital component at a rate that is less than the projected cost for the city to operate their own facility to meet state mandates.

The key provisions of the agreement:

Term: Initial 5 year agreement with two 5 year increment renewals for a total agreement of 15 years.

Operating Costs: City increases their annual operating payment for the next three years to \$3.25 per capita for FY13, \$4.25 per capita for FY14, and \$5.25 per capita for FY15. These per capita figures would result in the city paying less than the projected operating costs if the city were to operate the state mandated pound themselves at a \$5.53 per capita rate.

Total Capital Commitment of \$675,000:

\$240,000 now- which is a reallocation of current funds being held
\$100,000 FY 13, \$100,000 FY 14, \$100,000 FY 15, \$135,000 FY 16

NOTE: All figures are less than if the city were to renovate the existing shelter or build a new pound and operate their own state mandated pound services.

Request:

- A) Authorization for the re-appropriation of \$240,000 from the building maintenance fund allocated for renovations of the current building to be a capital commitment this current fiscal year.
- B) Approval in principal of a long term agreement to be executed by May of 2012.

As we move forward to provide a better and safer environment for the animals and citizens of Lynchburg, we hope the City will support such a project and provide our organization with financial assistance. Please contact me to let me know if you have any further questions. Thank you so very much for your support!

Sincerely,

Makena Yarbrough
Executive Director

c: Lynchburg Humane Society Board of Directors

George Dawson, Chair, Fundraising Campaign for Humane Education and Adoption Center

Committed Relationship



For over 50 years the City of Lynchburg has contracted with the Lynchburg Humane Society to provide services mandated by the State of Virginia

Industry Benchmark Figures

In 2001 benchmark figures were established by the Humane Society of the United States and the International City/County Management Association.

They set a per capita rate of \$5 to \$7 for animal control and pound services.



Industry Benchmark Figures

Using these 2001 figures results in \$4 to \$5
per capita for sheltering services
(excludes animal control)



Industry Benchmark Figures

The compensation currently paid to the
Lynchburg Humane Society is

\$1.84* per capita (per person)

(*includes contracted fee and utilities paid by the city)



Boone was run over by a car and needs surgery on his leg. He would have been euthanized under old policies but now has a chance at a wonderful life.

City's Cost to Run a Pound

Estimated

Operational Supplies & Services: \$128,000

Staffing: \$289,628*

**Total Estimated Cost: \$417,628 a year
or \$5.53 per capita**



* Represents fewer staff than are currently cleaning and operating the shelter. Areas used to accomplish the No Kill mission were removed from the calculations for staffing needs.

Humane Societies With Pound Services

Government	Organization	Government spends	Census Pop.	\$\$ Per Capita	Euthanasia Rate
City of Lynchburg	Lynchburg Humane	\$139,050	75,568	\$1.84	11%
City of Harrisonburg	Harrisonburg Rockingham SPCA	\$228,255	48,914	\$4.66	66%
City of Roanoke	Roanoke Valley Animal Services	\$610,000	97,032	\$6.29	66%
City of Danville	Danville Humane	\$124,850	43,055	\$2.90	90%
City of Charlottesville	Charlottesville Albemarle SPCA	\$217,375	43,475	\$5.00	10%

Figures come from 2012 Budgets except for Charlottesville Albemarle SPCA where the information came from their director (2012 FY) and the City of Roanoke which came from a News and Advance Article written in 2011 and are 2010 numbers.

Government Run Pounds

Organization	Government spends	Census Pop.	\$\$ Per Capita	Euthanasia Rate
Richmond City	\$941,257	202,002	\$4.66	35%
Amherst County	\$128,713	32,353	\$3.98	62%
Bedford County	\$163,387	68,676	\$2.38	66%
City of Suffolk	\$563,649	84,585	\$6.66	51%
Louisa County	\$207,321	32,716	\$6.34	58%
Campbell County (Animal control costs and sheltering together)	\$218,250	54,842	\$3.98	55%

Figures from 2012 Budgets except for Richmond City where the information came from their director in 2010 and City of Suffolk which is from their 2011 budget figures.

Cost to Rehab Current Facility



Dominion Seven
Architects estimates
rehabilitation costs of
\$725,000 to bring the
current building up to
the minimal State
Mandated Standards

Intangible Costs Associated with Running a Pound/Shelter

Actual Headlines

“Phoenix man learns cat was euthanized over money”

“Roanoke Shelter: 38 Adoptions, 5,000 put down”

“Cobb County Animal Control is Starving Dogs”

“Animal Shelter Employees Had Ties to Dog Fighting Ring”

Problems will arise

Lynchburg Humane Society currently takes that risk

Together We Can Build a Better Future For the Animals and Citizens of Lynchburg



Currently 89% of the animals leave
The Lynchburg Humane Society
alive

Benefits of Lynchburg Humane Society Providing Pound Services

- **More education = reduction in animal cruelty cases**
- **Increase in the number of pets saved**
- **Increase in the value placed on pets by the community**
- **Increase in services provided to the community**

We have the professional expertise and take on the risk of bad publicity

Our Request

**A new 5 year contract with two 5 year
increment renewals with an increase in
Annual Operating Costs and a contribution in
Capital Funds for the new Humane Education
and Adoption Center**



Our Request- Annual Operating Costs

The Lynchburg Humane Society donations will no longer have to subsidize the City's 'state mandated' responsibility

The City increases their funding over the next three years to reach the 2001 benchmark figures

2012-2013 Budget Year: \$3.25 per capita (\$245,596)

2013-2014 Budget Year: \$4.25 per capita (\$321,164)

2014-2015 Budget Year: \$5.25 per capita (\$396,732)

For years 4 -15 we will request the operating fees be inflated based on CPI

Our Request- Capital Commitment

**City makes a signing commitment of
\$240,000 now,**

\$100,000 in FY 13, \$100,000 in FY 14

\$100,000 in FY 15 and \$135,000 in FY 16

**Total commitment of \$675,000 towards
intake (pound) space in the new Humane
Education and Adoption Center**

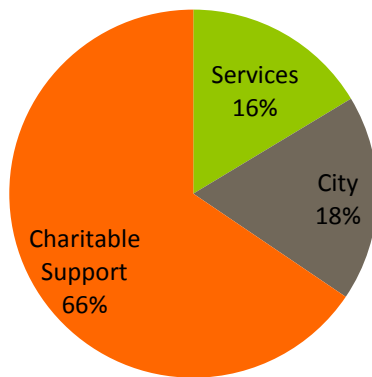
Comparison of Costs/Savings

City Cost to Operate Pound	Savings if LHS Operates Pound
\$5.53 per capita	\$3.25/\$4.25/\$5.25 per capita over first 3 years
\$1,252,884 operating cost first 3 years	\$963,492 operating cost first 3 years \$289,392 savings
\$725,000 to rehab current building to the minimal standards with additional upkeep and maintenance costs	\$675,000 commitment (over 5 years) for use of the new facility with no additional upkeep or maintenance costs
Total three year cost = \$1,977,884	Total three year cost = \$1,403,492 \$574,392 savings
Total five year cost = \$2,813,140	Total five year cost = \$2,431,956 \$381,184 savings
Euthanasia rate increases Customer service problems Potential adverse publicity	Lynchburg Humane Society professionals handle customer service issues and assume risk of adverse publicity

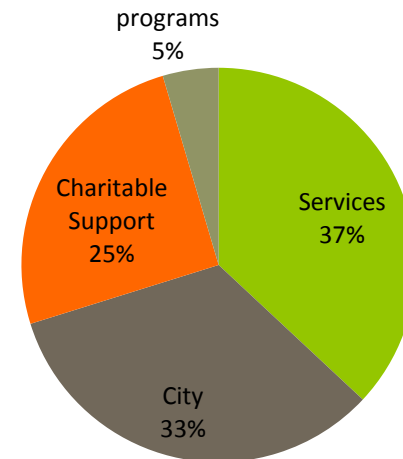
The City's Percentage in Revenue

These are based on a very rough projection of expenses and revenue for a 30,000 sq. ft. building

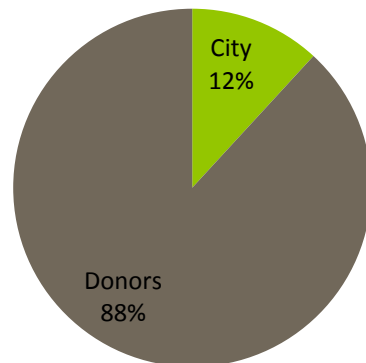
Current Operating Revenue



Operating Revenue in New Building



Estimated Project Funding



Building Cost	\$ 4,500,000
Land Cost	\$ 720,000
Site planning, Architect, landscaping ,etc.	\$ 325,000
Contingency	\$ 200,000
Project Cost	\$ 5,745,000

The Lynchburg Humane Society was there when The City needed us!

- **Housed 48 dogs from a Hoarding Case in 2011**
- **City Cat Fix Program has helped to reduce the number of nuisance calls for cat disturbances by providing free spay/neuter services and rabies shots for feral/free roaming cats**
- **Became a regional leader by saving 89% of the animals - we will be representing Lynchburg at a statewide Humane conference highlighting our success**
- **Provided medical care for stray animals brought to us by citizens at our own cost**
- **We haven't received a review or change of our contract in over 10 years**

Thank You

**The Lynchburg Humane Society is proud
to call the City of Lynchburg and their
officials, our partners**

**We all want what is best for the citizens
and the pets of Lynchburg**



LYNCHBURG HUMANE SOCIETY

FACILITY EVALUATION OF EXISTING BUILDING

3305 NAVAL RESERVE ROAD

JANUARY 23, 2012



DOMINION SEVEN ARCHITECTS

1000 JEFFERSON STREET

SUITE 2A

LYNCHBURG, VA 24504



PURPOSE OF THIS REPORT

Dominion Seven Architects has been working with the Lynchburg Humane Society on the design of its new facility. The question was raised about the condition of the existing building. What if the Humane Society remained at this location and if so, what renovations or additions would need to occur? What if the City of Lynchburg began to operate the shelter in lieu of the Humane Society (the Humane Society would become a no-kill facility) and if so, what renovations or additions would need to occur?

Currently the building is over crowded and poorly designed. The mission of a humane society or SPCA is much different than that of a municipal animal pound. The extent of the remedial work would also be different for each of these entities. This report addresses concerns that the State Veterinarian would highlight as well as concerns that are not regulated by the Commonwealth, but include general maintenance, building code violations or typical design standards found in other animal facilities.

In general the building has been well cared for, but it is 31 years old and is in need of a renovation. Additionally, the building is too small to handle the volume of animals that it serves annually.

GENERAL INFORMATION

The Lynchburg Humane Society operates out of the City of Lynchburg Animal Pound. The society provides for the care of the animals obtained by the city's animal control officers and those surrendered by citizens. The society's mission is dedicated to helping Lynchburg's pets through sheltering, adoption, spay/neuter programs, education and community outreach. The City of Lynchburg maintains the building and grounds and pays for all utility costs.

The animal pound was constructed in 1981 by Coleman-Adams Construction. There is no Architect or Engineer listed on the drawings. The design may have been provided by the City or by the General Contractor. An addition was constructed approximately 7 years ago. The total area of the building is 7,820 square feet. The area of the exterior dog kennels is not included in this total. **Refer to Graphic #1.**

REGULATIONS

In the Commonwealth of Virginia, all cities and counties must provide animal control services. They may manage their own facility or contract with an outside organization who will provide care for the animals and be responsible for their adoption or if necessary euthanize those who are sick, injured or unadoptable for some other reason. The localities are also responsible for holding animals who are involved with criminal cases or ones who have bitten an individual. The Board of Agriculture and Community Services and its Office of Veterinary Services provide rules and regulations pertaining to shelters and ponds.

In general the Commonwealth's rules and regulations are vague and open to interpretation. They are also a poor guide for designing these types of facilities. For example, they require that the temperature should be maintained at a comfortable level (Regulation 2VAC5-110-40), but don't specify a temperature range. This regulation also requires adequate ventilation (i.e. "fresh

air")), but doesn't specify how many air changes per hour. Regulation 2VAC5-110-50 describes the requirements for the dog kennels and cages, but doesn't specify the minimum size kennel or cage.

The Commonwealth's inspector can be very aggressive and particular. Since the regulations are vague, she will often make her evaluations from an animal advocate point of view and not from a minimum standards point of view. Fines by the Commonwealth are high - \$1,000 per day for non-conforming items.

It is our understanding that the inspector has been lenient in their annual inspections of Lynchburg's facility because they are under the impression that a new facility will be built in the very near future. If these plans get delayed or do not occur, it would be our opinion that the existing building will have to be renovated to become compliant with the Commonwealth's requirements.

POINT OF VIEW

Since the Commonwealth's rules and regulations are vague, we will also use other resources to evaluate the condition of the building. The Humane Society of the United States (HSUS) also has guidelines for the design and operation of an animal shelter. They are more specific and are an excellent guide for the design of an animal shelter/pound. As part of this report we will clearly specify if the point of view is the Commonwealth's or HSUS.

Another point of view will be one of the past project experiences of Dominion Seven Architects. Since 1996 we have designed 12 animal shelters or pounds including municipal facilities for Amherst, Appomattox, King George and Henrico. We also have just completed the documents for the renovations and additions to the City of Richmond shelter.

DESIGN GOALS

Animal shelters are a unique building type because of the physical demands that they place on the building components and systems. Dogs are extremely destructive and require floor and wall surfaces to be very durable. Like humans, animals have different temperaments and must be separated from one another to reduce the chance of injury. Animals often arrive at the shelter sick. Control of disease is a very high priority. In order to achieve this goal, floor, wall and ceiling finishes must be resistant to the growth of bacteria and copious amounts of fresh air must be provided.

The building requires significant cleaning, so the floor, wall and ceiling finishes must be waterproof. Care must also be given to the doors and door frames. Wood is an organic material that promotes bacteria growth. It also will be damaged by water. Metal doors and frames will easily rust, particularly at the intersection with the floor.

Noise and odor are also concerns. Acoustical ceilings and the provision of smaller compartments for housing the dogs will make a significant reduction in the sound level. The introduction of fresh air will resolve the odor problem as well as providing a healthy environment for the animals.

The heating, ventilation and air conditioning (HVAC) system should be designed to provide the appropriate amount of fresh air, but also be zoned to eliminate cross contamination of air from the sick animal areas to the healthy animal areas.

The proper design of the plumbing system is another significant challenge. The dog kennels will typically use a floor drain or trench drain system to remove urine, feces and the water used for cleaning. The location of the drainage system should be at the rear of the kennel for ease of cleaning the kennel. Individual floor drains are preferred in areas where sick animals are housed. They are a closed system which eliminates the spread of disease. Trench drains are often used in the healthy dog areas. Other spaces such as cat housing areas, animal support areas and corridors will utilize floor drains to remove cleaning water. To aid in the quick removal of water and reduce drying time (thus reduce the potential for falls by staff and the public) the concrete floor slab should be sloped towards the drains.

SITE

- The grounds, though limited, are in general in satisfactory condition. The parking lot is in need of resurfacing. The parking lot has little to do with the operation or future use of the facility and while it should be considered for repaving, it is not the focal point of this report.

FLOOR SLABS

- The designers of the floor slab in the animal areas have attempted to drain water to a collection point. In the dog adoption kennel, the floor slopes towards the trench drain at the front of the kennel and also towards the rear. The slope (1/4 inch per foot) is sufficient to drain water effectively. However at the rear of the kennel there is no drain. Water is directed via "crickets" through a guillotine door. The guillotine door provides access for a dog to the kennels on the exterior of the building. Water then drains across the exterior kennel floor slab to a trench drain 12 feet away from the exterior wall. Refer to Concern #29 for additional observations.
 - **Concern #1:** When a dog kennel is cleaned, the animal is moved from the interior to the exterior kennel. The result is that fecal material and urine is pushed through the guillotine door across the exterior kennel where the dog is standing.
 - ❖ There should be a drain on either side of the guillotine door in lieu of having the drain at the front of the interior run and on the far side of the exterior run. The State Veterinarian requires that the floor slabs are disinfected. Having a dog stand in waste and then track back into the interior of the building defeats the purpose of disinfecting the interior kennel. This is a gray area that based on the design of the floor slabs slopes and locations of the drains may be considered a regulation violation by the Commonwealth's inspector.

- **Concern #2:** The exterior kennel floor slabs are partially covered by the roof. Thus the trench drains are collecting both stormwater and sanitary sewage. The exterior trench drains also collect leaves and other debris, which must be clean on a regular basis. **Refer to Graphic #'s 2 and 3.**
 - Ideally the stormwater and sanitary sewage should be separated as the City has recommended for other existing buildings.
 - Ideally the trench drain should be located at the face of the exterior wall, which is under cover of the roof.
- The dog kennels utilize a trench drain system, while other animal holding areas use individual floor drains to remove the water. Unfortunately the floor slabs around the individual drains do not have a slope. This requires that water be squeegeed to a drain, thus increasing labor costs for maintaining the facility or the water is left standing and it is removed via evaporation. Additional floor drains should be added throughout the facility; however the extensive modification and associated cost would make this impractical.
 - **Concern #3:** Standing water is a potential hazard for the employees. **Refer to Graphic #4.**
 - ❖ While standing water is not a violation with the Commonwealth, the City's insurance carrier would express concern about this condition and it's potential for a workman's compensation or tort claim.

BUILDING STRUCTURE

- The shelter utilizes a pre-engineered metal building (Butler) to frame the exterior walls and roof. Pre-engineered buildings provide the advantage of a clear span on the interior, quick erection and perhaps the most economical type of building construction. As part of the metal building package the building also features a standing seam metal roof, draped vinyl covered batt roof insulation and metal siding. The structural system components and roof insulation are exposed on the interior (i.e. there is no finish ceiling in the adoption dog kennels).
 - **Concern #4:** While the metal building has advantages, particularly the cost of construction, it is a poor choice of structural systems for an animal shelter. Exposed steel and significant water usage for cleaning is a recipe for rust and decay. In the case of this building the structural steel never received finish coats of paint. It was primed at the factory. Portions of the structure have started to rust. Also, rusting has begun at the intersection of the metal siding and floor in several locations. There are numerous locations on the exterior of the building where the metal siding has been damaged. **Refer to Graphic #'s 5, 6 and 7.**
 - Painting of the structural steel and replacement/remediation of rusting metal siding should be part of the regular maintenance of the building.
 - **Concern #5:** The exterior walls (6 inch thick concrete block or metal siding) do not have any insulation, creating a poor working environment for the staff and wasting a significant amount of energy.
 - Ideally a new exterior skin should be constructed. This new skin would also include insulation.

- **Concern #6:** Single wythe masonry construction is typically a poor water barrier. Even though the wall is painted, moisture easily enters the concrete block and contributes to paint peeling, creating a continuous maintenance problem. **Refer to Graphic # 8.**
 - ❖ Peeling paint on interior surfaces would be considered a regulation violation by the Commonwealth's inspector.
- **Concern #7:** The vinyl wrapped roof insulation has poor sound absorption qualities. Mold and mildew also easily grow on this surface due to the high humidity levels of the interior.
 - ❖ Mold and mildew growth on interior surfaces would be considered a regulation violation by the Commonwealth's inspector.
- **Concern #8:** The metal roof is actively leaking. **Refer to Graphic #9.**
 - ❖ A building that is not weather tight would be considered a regulation violation by the Commonwealth's inspector.
- **Concern #9:** The roof system has integral skylights over the adoptable dog kennels. They have yellowed with age and provide little to no natural light. The skylights should be replaced as they may be a source of water intrusion. **Refer to Graphic #10.**
 - ❖ A building that is not weather tight would be considered a regulation violation by the Commonwealth's inspector.

BUILDING INTERIOR

- Adoption Dog Kennels: The kennels are constructed of 6'-4" tall concrete block walls with a chainlink gate at the front. The indoor dog runs are very large and measure 5'-10" by 20'-3" for the larger runs and 5'-10" by 9'-0" for the smaller runs. The exterior runs are 5'-10" by 12'-2". The Commonwealth does not specify the size of a dog run, but generically requires that a shelter should provide sufficient space to allow an animal to turn freely and to easily stand, sit and lie in a comfortable position. The HSUS recommends the following run sizes:
 - ✓ Large Dogs: 4'-0" by 6'-0"
 - ✓ Medium Dogs: 4'-0" by 5'-0"
 - ✓ Small Dogs: 3'-0" by 4'-0"
- **Concern #10:** The kennels are too large. **Refer to Graphic #11.**
 - There is an opportunity to add additional kennels without expanding the building by reconfiguring the existing runs.

There are four small dog kennels at the rear of the building. Supports have been installed over the kennels and the area is used as storage. A ladder provides access to this area.

- **Concern #11:** Storage above the kennels with ladder access is a safety concern. **Refer to Graphic #12.**
 - If storage is required it would be best for the staff's safety if it could be provided on the ground level versus being elevated.

- Intake Dog Kennels: This area of the building has been redesigned since it was built in order to increase capacity. The concrete block dividing walls between the dog kennels were demolished and a galvanized steel kennel system was installed as the dividing walls and kennel fronts/gates. Originally there were 11 dog kennels. Today there are 15 very small kennels that are approximately 3'-0" by 10'-0" in size.

The intake dog kennels do not have an adjacent dog kennel to move the animal to when the kennels are cleaned. Animals have to be relocated by a staff member to some other space (potentially spreading disease) while their kennel is cleaned and dried. When animals are manually relocated there is a tendency to not properly clean a kennel and/or to move an animal back into the kennel prior to it becoming completely dry. We have not observed that to be the situation at this shelter. The staff of the Lynchburg Humane Society does an excellent job of caring for the animals. However the risk does exist.

- **Concern #12:** The kennels are too small. **Refer to Graphic #13.**
 - ❖ Inappropriate size kennels would be considered a regulation violation by the Commonwealth's inspector.
- **Concern #13:** The kennels need to be redesigned to provide an adjacent kennel which facilitates the cleaning and disinfecting of the primary isolation kennel.
 - ❖ Improper cleaning of animal holding areas would be considered a regulation violation by the Commonwealth's inspector.
- Isolation Dog Kennels: The shelter does not have isolation dog kennels, which is a regulation violation. Isolation kennels are used for known sick animals.
 - **Concern #14:** The Commonwealth inspector has pointed this deficiency out to the Humane Society on previous inspections.
 - ❖ The City could possibly be fined for this regulation violation by the Commonwealth's inspector.
- Wall Paint: Paint has begun to peel on some of the concrete block walls. It appears that epoxy paint was used, which is a typical choice, but doesn't withstand abuse by the dogs. A resinous wall coating (similar to Sika Corporation's "Sikagard Descoglas NR") would be the preferred choice.
 - **Concern #15:** The existing paint should be removed and the walls resurfaced. **Refer to Graphic #8.**
 - ❖ Peeling paint on interior surfaces would be considered a regulation violation by the Commonwealth's inspector.
- Chainlink Kenneling: The galvanized chainlink kennel front has begun to deteriorate at some locations. While chainlink fencing is acceptable by the Commonwealth, it does have the tendency to collect fecal material in the intersections of the wire. If the chainlink is replaced, consideration should be given to an aluminum vertical bar type of kennel system (similar to Snyder Manufacturing Company).
 - **Concern #16:** The existing kenneling should be replaced. **Refer to Graphic #14.**
 - ❖ Deterioration of the chainlink kenneling would be considered a regulation violation by the Commonwealth's inspector.

- Ceilings: As previously noted the adoption kennels do not have a finished ceiling. However the intake dog kennels and some support spaces do. Suspended acoustical ceilings offer a number of benefits: The first being a reduction in the volume of a space, which reduces output of the HVAC system – thus saving operating costs, second: the ceiling helps to create compartments so that the HVAC system can be zoned and thus separate healthy animals from unhealthy animals (improving the ventilation of spaces) and thirdly: the ceiling provides acoustical properties to reduce the sound level in the dog kennels.
 - **Concern #17**: The Commonwealth is not concerned about operational costs or acoustics. They are concerned about ventilation and the spreading of contagious air borne disease.
 - ❖ Improper ventilation would be considered a regulation violation by the Commonwealth's inspector.
 - **Concern #18**: The existing acoustical ceilings in the intake areas and support spaces are a 2'-0" by 4'-0" standard panel. They are sagging (which is probably due to high humidity levels) and are not a moisture resistant type ceiling panel. A standard acoustical panel will allow bacteria (mold and disease) to grow. **Refer to Graphic #15.**
 - ❖ The ceilings need to be replaced with moisture resistant acoustical panels. Materials that allow bacteria to grow would be considered a regulation violation by the Commonwealth's inspector.
- Cabinetry: The cabinets are a residential grade and constructed of wood with a plastic laminate top. Wood is a difficult material to disinfect particularly one which has a raised panel design. Also wood allows bacteria (mold and disease) to grow.
 - **Concern #19**: The cabinets should be replaced with a commercial grade plastic laminate cabinet. **Refer to Graphic #16.**
 - ❖ Materials that allow bacteria to grow would be considered a regulation violation by the Commonwealth's inspector.
- Doors and Door Frames: The majority of the doors and door frames (wood doors and frames are located in the new addition) are constructed of hollow metal. Hollow metal is a poor choice due to its tendency to rust in wet locations. There are numerous locations where the doors and frames are rusted.
 - **Concern #20**: The door and door frames should at least be repaired and repainted. Ideally, the doors and frames should be replaced with either aluminum storefront or fiberglass in order to eliminate future deterioration problems. **Refer to Graphic #'s 17, 18 and 19.**
 - ❖ While rusting doors and door frames are not specific regulation violations, we are aware that the Commonwealth has noted this issue on other shelters as it is a reflection of the condition of the facility and one which fecal material and bacterial can easily be found.

- Floor Finishes: In the front section of the building the finish floor material is vinyl tile. There is no base to make the transition between the floor and wall. In the dog run area the concrete slab has been sealed, but this is inadequate due to the deterioration that can occur from dog's claws.
 - **Concern #21**: Vinyl tile is not the ideal choice for flooring material due to the numerous joints between the tile. The floors cannot be properly cleaned since water will release the vinyl tile from the concrete slab. The joint between the tile and the wall is a source for collecting bacteria. However, installing a rubber base against the metal siding is not practical since the metal siding has a profile. **Refer to Graphic #20.**
 - ❖ As a minimum a rubber base should be installed. The best solution would be for a resinous floor system to be installed. A cove base would be integral with the floor system creating a waterproof and bacteria resistant floor system. Floors that do not permit proper cleaning and disinfecting would be considered a regulation violation by the Commonwealth's inspector.
 - **Concern #22**: A resinous floor system and base should be installed in the dog kennels and adjacent corridors.
 - ❖ The existing floor slabs should be resurfaced. This would be considered a regulation violation by the Commonwealth's inspector.
- Residential Appliances: Residential style washers and dryers are not designed to handle the heavy duty loads that an animal shelter demands. Commercial units will have a longer life span, but also reduce the operational cost of the cleaning.
 - **Concern #23**: A commercial washer and dryer should be installed and a separate laundry room constructed (they are currently located in a mechanical room with electrical panels).
 - Commercial units can accept larger loads and have a quicker cleaning/drying cycle, which reduces labor costs.
- Cat Cages: The cages present in the shelter are of different types, materials and sizes. Many are located on folding tables. Ideally the cages should be installed in a more permanent manner.
 - **Concern #24**: The cages are the property of the Humane Society. If the City takes over the operation of the shelter, new cages will be required to be purchased. **Refer to Graphic #21.**
 - ❖ The Commonwealth requires either stainless steel or resinous cages for the housing of cats.

HEATING, VENTILATION AND AIR CONDITIONING SYSTEM

- General Design: The HVAC system is for the most part original. Gas heaters have been installed, which indicates that the design of the HVAC system was not large enough to support the load of the building. The large volume of the adoption dog kennels and the lack of insulation in the exterior walls and roof contribute to this problem. The system consists of a residential heat pump serving the front office section of the building and a commercial unit serving the animal holding and support areas. Neither system would be in compliance with the current building code (compliance with the energy code and compliance with ventilation requirements). While the Commonwealth does not specifically dictate the types of HVAC systems, the design of this system would be not be appropriate for an animal shelter. Simply stated the entire system should be replaced.
 - **Concern #25**: The commercial equipment has reached its useful life and should be replaced. The heat pump has been replaced since the building was constructed and has some service life remaining. However, the heat pump also serves the new addition and does not have the capacity to do so adequately.
 - The equipment is in need of replacement.
 - ❖ The inability to maintain a comfortable building temperature would be a regulation violation by the Commonwealth's inspector.
 - **Concern #26**: The commercial equipment does not provide air conditioning or humidity control. The shelter uses mobile industrial fans to provide cooling on hot days. **Refer to Graphic #22.**
 - ❖ The lack of humidity control encourages the growth of mold and mildew and both would be a regulation violation by the Commonwealth's inspector. The lack of humidity control also encourages steel to rust.
 - ❖ The inability to maintain a comfortable building temperature (the building needs to have a centralized air conditioning system) would be a regulation violation by the Commonwealth's inspector.
 - **Concern #27**: The HVAC system for an animal shelter should be design to provide and exhaust air from each type of animal holding area. This prevents the air from an isolation room or sick room to be mixed with the air from the adoptable animal areas. Currently, the HVAC system design is rudimentary at best. The design goal is to pump enough air into the entire building and then exhaust it from one centralized return air grille.
 - ❖ The lack of controlling air borne disease would be a regulation violation by the Commonwealth's inspector.
 - **Concern #28**: The HVAC system does not provide adequate ventilation. There are roof mounted exhaust vents, but due to the amount of built up dirt we feel that they may not be operable. The Commonwealth does not specify the number of air changes (number of times per hour that fresh air is inserted and stale air exhausted) that a shelter must have. The HSUS recommends 8 to 12 air changes per hour. Fresh air provides a healthier environment for the animals as well as eliminates odors. **Refer to Graphic #23.**
 - ❖ The lack of controlling air borne disease would be a regulation violation by the Commonwealth's inspector.

- **Concern #29:** The HVAC system does not adequately serve all animal areas. The existing ductwork from the commercial unit runs down the center of the adoption dog kennel area and into the front of the building. Additionally, most of the ductwork and diffusers are unpainted and dirty. **Refer to Graphic #24.**
 - ❖ Modification of the ductwork and rebalancing of the HVAC system would be a minimum solution. We recommend a complete replacement of the HVAC system, which would also include new ductwork. The lack of maintaining a comfortable building temperature would be a regulation violation by the Commonwealth's inspector.

PLUMBING SYSTEM

- General Design: Like most animal shelters the point of emphasis with the plumbing system is the sanitary sewer serving the animal areas. Formed concrete trench drains with steel grate tops serve the dog kennels. As previously noted some storm water enters the sanitary sewer system. A 4 inch main connects the building to the public system. Individual floor drains serve a number of other areas of the building.
 - **Concern #30:** The primary concern with the sanitary sewer drains is their location. In order to clean a dog kennel, a staff member must pull a hose into a soiled kennel and then wash towards the front in order to reach the drain. Waste material will often get sprayed past the trench drain into the corridor or the kennel across the corridor. The soiled hose is then pulled out of one kennel into the public corridor contaminating everything that comes in contact with the hose. Refer to Concerns #1 and 2 for additional observations.
 - ❖ While the location of the drains works, it isn't ideal or what is recommended. This is a gray area that based on the design of the floor slabs slopes and locations of the drains may be considered a regulation violation by the Commonwealth's inspector.
 - **Concern #31:** Steel grates over the trench drains are not the ideal choice, since they are prone to rusting. **Refer to Graphic #25.**
 - Trench drain grates should be fiberglass or a polycarbonate material.
 - **Concern #32:** Domestic water (hot and cold) is hung from the roof structure through the adoptable dog kennel. The insulated lines are filthy from years of dust and pet hair and dander. **Refer to Graphic #26.**
 - ❖ This is a general observation on the cleanliness of the facility. The reality is that the pipes are not readily accessible and would be difficult to clean on a regular basis. Installation of a suspended acoustical ceiling would cover and protect the pipes. While dirty water pipes are not a specific regulation violation, it is a reflection of the condition of the facility and one which the Commonwealth may note.

ELECTRICAL SYSTEM

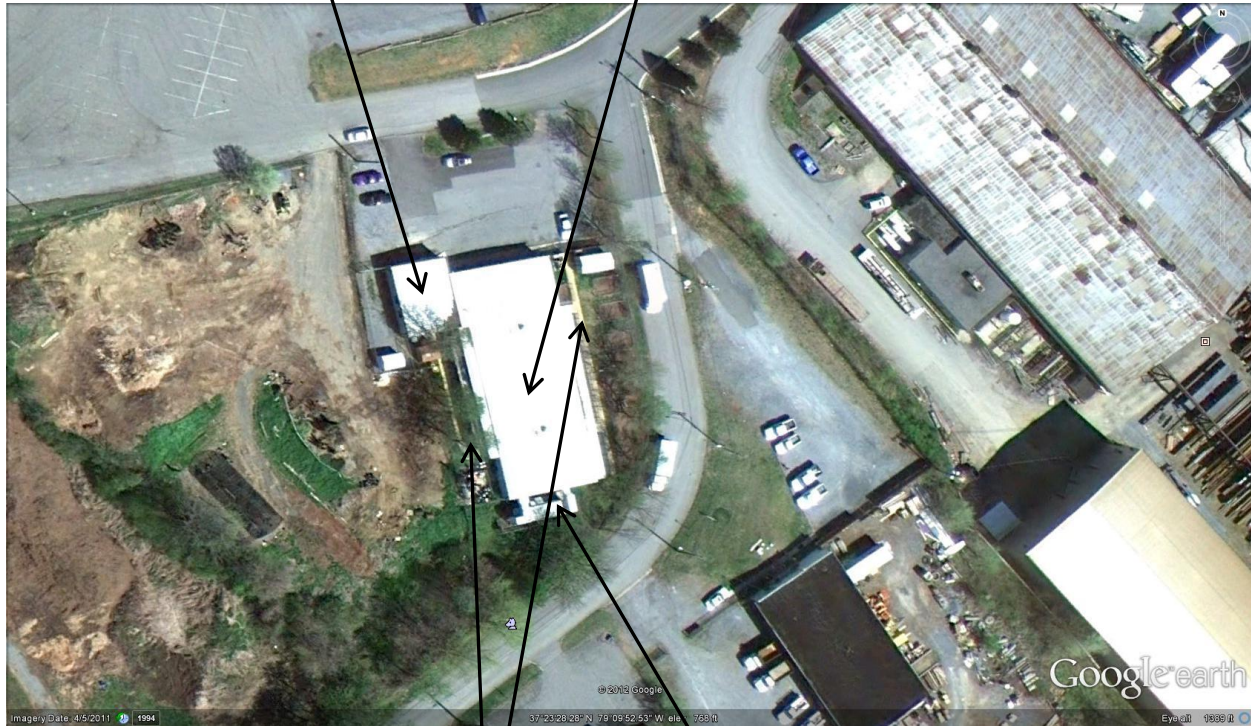
- General Design: The electrical system is in relatively good condition with the exception of the light fixtures. The electrical service enters the building over head via a mast and into a mechanical room on the front corner of the building. The service is 400 amp, 3 phase. The main and branch panel boards are in very good condition. Fluorescent light fixtures are either a suspended type or ones that are installed into a suspended acoustical ceiling.
 - **Concern #33**: A 3'-0" service clearance is required by the building code in front of an electrical panel. The mechanical room also serves as a laundry. The Owner should insure that the residential appliances or piles of laundry do not interfere with this service area.
 - Proper staff training is required to maintain the clearance.
 - **Concern #34**: The light fixtures located in the animal areas should be waterproof/high humidity fixtures to protect the electrical system and to prevent deterioration of the fixture. The fixtures located in the building are not waterproof/high humidity fixtures and are in very poor condition. They are also dirty in the Adoptable Dog Kennel due to their inaccessibility. **Refer to Graphic #27.**
 - The light fixtures in these areas need to be replaced.

SUMMARY

This report serves as only a guideline for the deficiencies found in the facility. At some point in time in the near future the State Veterinarian will become more demanding in regards to making the necessary modifications. If the Lynchburg Humane Society remains in the building, then a building addition to accommodate the animal population will be required as well as the renovations. The estimated cost of this work is unknown at this time. If the City of Lynchburg wishes to make only the Commonwealth mandated changes, we would anticipate the cost of construction to the building to be approximately \$725,000.

ADDITION

ORIGINAL BUILDING



EXTERIOR DOG KENNELS

OUTDOOR HVAC UNIT

Graphic #1 – Aerial Photograph



Graphic #2 – Exterior Trench Drain



Graphic #3 – Exterior Kennels



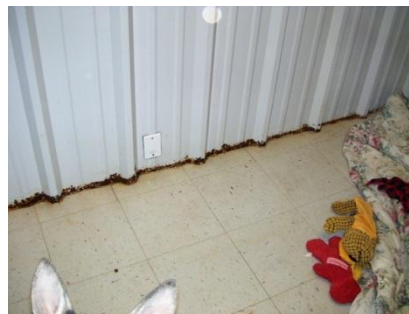
Graphic #4 – Standing Water



Graphic #5 – Damaged Metal Siding



Graphic #6 – Rusting Structural Steel



Graphic #7 – Rusting Metal Siding (Interior)



Graphic #8 – Peeling Paint



Graphic #9 – Roof Leak



Graphic #10 – Skylight



Graphic #11 – Adoptable Dog Kennel



Graphic #12 – Overhead Storage



Graphic #13 – Isolation Dog Kennel



Graphic #14 – Chainlink Kenneling



Graphic #15 – Sagging Acoustical Ceiling



Graphic #16 – Wood Cabinetry



Graphic #17 – Rusting Door Frame



Graphic #18 – Rusting Door & Door Frame



Graphic #19 – Rusting Door & Door Frame



Graphic #20 – Metal Siding/Floor Intersection



Graphic #21 – Cat Cages



Graphic #22 – Industrial Fan



Graphic #23 – Exhaust Vent



Graphic #24 – Trench Drain Location



Graphic #25 – Steel Grate Over Trench Drain



Graphic #26 – Dirt On Water Pipe



Graphic #27 – Light Fixture

Estimated Costs of City-Run Animal Pound

Assumptions: The City would not be doing adoptions, euthanasia would increase, no treatment for minor illness, minimal medical care, no donated items received. On staffing we removed two areas from the cleaning schedule and assumed the facility would be open 6 days a week to the public. We chose pay rates in the lower/middle range of what was given to us from the city staff as a normal pay range for the positions. **Any wrong assumption will change the overall cost and we don't know which items might be absorbed by another city department, which is why this is a rough estimate.**

Note: This does not include major equipment costs such as cat cages, laundry equipment and other misc. items.

Rough Estimated Budget

		Notes
Medical supplies	\$14,000	Euthanasia drugs, medical supplies, etc
Insurance	\$12,000	shelter operations insurance
Office Equipment	\$700	
Postage/copier	\$1,800	
Professional Fees	\$1,500	Accountant fees
Repairs building maint.	\$4,500	Minor general upkeep. Assumption that major repair fees are in another city department.
Software Expense	\$2,500	Includes: animal tracking software for reporting purposes
Supplies - Animal care	\$23,000	Food, liter, equipment, hoses, sprayers, ect.
Supplies - Cleaning	\$12,000	
Supplies - Office	\$2,500	
Taxes/licenses/permits	\$500	
Telephones	\$4,000	
Vehicles	\$5,000	
Veterinary Care	\$8,000	medical care for injured strays, court case, etc.
Utilities	\$36,000	
Total supplies/services	\$128,000	
Staffing		
Payroll	\$199,948	See second page
Payroll taxes	\$18,000	9%
Benefits	\$71,680	
Staffing total	\$289,628	
Grand total	\$417,628	
	\$5.53	per capita

Prepared by Makena Yarbrough, Executive Director, Lynchburg Humane Society

Staffing worksheet

		title	hourly	weekly	total Yearly	3% OT
Staff 1	40	kennel	\$10.50	\$420.00	\$21,840.00	\$655.20
Staff 2	40	kennel	\$10.50	\$420.00	\$21,840.00	\$655.20
Staff 3	40	kennel	\$10.50	\$420.00	\$21,840.00	\$655.20
Staff 4	40	kennel	\$10.50	\$420.00	\$21,840.00	\$655.20
Staff 5	40	kennel	\$10.50	\$420.00	\$21,840.00	\$655.20
Staff 6	32	kennel	\$10.50	\$336.00	\$17,472.00	
	40	admin/front desk	\$30,000.00		\$30,000.00	
	40	manager	\$40,000.00		\$40,000.00	
				\$2,436.00	\$196,672	\$3,276
					\$199,948.00	

benefits are 40% of salary \$71,680.00 FT only

Sample Schedule : worksheet for staffing levels

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Staff 1	off	Cat rooms	cat rooms	Cat rooms	Cat rooms	off	Dog
staff 2	Dogs	Dogs	Dogs	off	off	Dogs	Cat iso
staff 3	Dog isolation	off	off	Dog isolation	Dog isolation	Dog isolation	Dog isolation
staff 4	off	Cat iso	Cat iso	Cat iso	Cat iso	off	cat room
staff 5	Cat iso	Dog Isolation	Dog Isolation	Off	off	Cat rooms	Front Desk
staff 6	Cat rooms	off	off	Dogs	Dogs	Cat Iso	off
Front Desk	off	work	work	work	work	work	off

Note: I removed the conference room and the additional sick cat room from this schedule

Information from the city staff

Kennel Cleaners: grade 12, \$18,761.60 - \$30,014.40 annually or 9.02 - 14.43 per hour

Animal Shelter Manager: grade 21, \$44,220.80 - \$70,761.60 annually or 21.26 - 34.02 per hour

Administrative Assistant: grade 33 (ASA III) 28,579.20 - 45,718 or 13.74 - 21.98 (The City's HR Director thought an AA IV was too high for the duties I described - IV's normally have supervisory responsibilities among other higher level duties)

Add 40% for benefits (City covered health insurance, retirement (+/- 23%); FICA, Vision, Dental, SS, Group Life.

Roanoke SPCA
The Year of 2011

Roanoke has two Buildings, one is the SPCA, the other is the Shelter for City & County under contract. Bill Meier @ 540-344-4840 is over both places.

They take ALL animals from citizens of all the cities & counties they serve.

These numbers are for the Shelter only.

Operating Budget----- \$675,000.00

Salary ----- \$ 325,000.00

Facility Maintenance,

1) Cleaning ----- \$ 15,000.00

2) Repairs ----- \$ 6,000.00

3) Gas & Elc. ----- \$ 80,000.00

4) Shots & Vac. ----- \$ 18,000.00

Staff Cost (see) Salary

Staff People, **NO Volunteers** They feel Volunteers should not handle the Animals.

1 Manager

3 Front Desk people

1 Supervisor

9 Cleaning People

1 Maintenance Person

Sq. FT on shelter ----- 16,000.00

100 cages for Cats

100 Cages for Dogs.

Number of Animals IN TAKE ----- 6,320

Number of Animals Returned to Owners ---- 937

I have a call in to Susanne @ Charlottesville SPCA, she has not returned my call.

I have a call in to William @ Spotsylvania Co. he is teaching classes this week, left a message to call me. Has not returned my call yet.

Thanks Larry