

FINANCE COMMITTEE AGENDA

**Tuesday, January 28, 2020
11:30 a.m. – Bidder's Room**

GENERAL BUSINESS

11:30 a.m.

1. Approval of the Draft Finance Committee Meeting Notes from December 10, 2019.

Contact: Donna Witt, Chief Financial Officer 455-3968

11:35 a.m.

2. Report on the General Fund Reserve for Contingencies.

Contact: Donna Witt, Chief Financial Officer 455-3968

11:40 a.m.

3. Consider a request to adopt a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$103,953 with resources of \$51,976 from the Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund (RSAF) and \$51,977 from the FY 2020 General Fund Fire Department budget to purchase (3) LifePak 15 cardiac monitors for the Fire Department.

Contact: Fire Chief Greg Wormser 455-6340

11:45 a.m.

4. Consider a request to adopt a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$631,921 with resources from the Virginia 911 Services Board to fund the City of Lynchburg Public Safety Answering Point's (PSAP) request for costs needed to implement Next Generation 9-1-1.

Contact: Melissa Foster, Director, Emergency Services 455-4285

11:50 a.m.

5. Consider a request to adopt a resolution to amend the FY 2020 General Fund budget and appropriate \$11,462 from the Friends of Lynchburg Parks and Recreation to implement the new Fit and Strong program, a collaboration of organizations falling under the umbrella of Live Healthy Lynchburg.

Contact: Jennifer Jones, Director of Parks and Recreation 455-5868

11:55 a.m.

6. Consider a request to adopt a resolution to amend the FY 2020 General Fund budget and appropriate \$178,837 with resources from the General Fund Reserve for Contingencies to refund overpayment of real estate taxes for tax years 2017, 2018 and 2019 by LSC Communications Printing Company for property(s) located at 4201 Murray Place.

Contact: Jeff Bandy, City Assessor 455-3821

12:00 p.m.

7. Review highlights of attached quarterly financial reports for the Greater Lynchburg Transit Company (GLTC) as well as the Regional Airport, Lynchburg Regional Juvenile Detention Center, Children's Services Act, Water Operating, Sewer Operating, Stormwater Operating, and General Funds for the quarter ending September 30, 2019.

Fund	Preparer
GLTC	Brian Booth, General Manager of GLTC
Regional Airport Fund	Andrew LaGala, Airport Manager
Lynchburg Regional Juvenile Detention Center	Tamara Rosser, Director of Human Services
Children's Services Act Fund (CSA)	Tamara Rosser, Director of Human Services
Water Operating Fund	Tim Mitchell, Director of Water Resources
Sewer Operating Fund	Tim Mitchell, Director of Water Resources
Stormwater Operating Fund	Tim Mitchell, Director of Water Resources
General Fund	Donna Witt, Chief Financial Officer

12:40 p.m.

8. Investment Summary

Contact: Donna Witt, Chief Financial Officer

455-3968

12:45 p.m.

9. Review collections received from five of the City's largest revenue sources.

Contact: Donna Witt, Chief Financial Officer

455-3968

12:50 p.m.

10. Roll Call

The next Finance Committee meeting is Tuesday, February 25, 2020, at 11:30 a.m.

FINANCE COMMITTEE NOTES-- DRAFT
Tuesday, December 10, 2019

GENERAL BUSINESS

Meeting commenced at 11:30 a.m.

ATTENDEES

Committee Members: Council Member Jeff S. Helgeson, Chair; Council Member Randy Nelson; Council Member Beau Wright; Mayor Treney Tweedy, Ex-Officio.

Others: Reid Wodicka, Deputy City Manager (Partial meeting); Donna Witt, Chief Financial Officer; Rhonda Allbeck, Assistant Director of Financial Services; Starlette Early, Budget Analyst

1. Approval of the Draft Finance Committee Meeting Notes from October 22, 2019.

The meeting notes from October 22, 2019 were approved as submitted.

2. Report on the General Fund Reserve for Contingencies.

Donna Witt reported there were two new items introduced: \$6,185 use of City Manager's Discretionary Funding for Cyber Liability insurance premium and a \$32,585 request from the Electoral Board/Registrar for a March 2020 Presidential Primary election. If approved, the Reserve for Contingencies would have a balance remaining of \$1,161,230.

3. Consider a request to adopt a resolution to amend the FY 2020 General Fund budget and appropriate \$32,585 with resources from the General Fund Reserve for Contingencies to provide funding to the Electoral Board/Registrar's Office for estimated costs associated with the March 3, 2020 Democratic Presidential and City Council Primary. A third quarter budget request may occur due to a possible U.S. Senate or U.S. House of Representative Primary in June.

The Committee approved this item and is scheduled to be considered by full Council at their December 10, 2019 meeting.

4. Consider a request to adopt a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$215,474 with resources from the Commonwealth of Virginia Department of Social Services (VDSS) through the Employment Advancement for Temporary Assistance for Needy Families (TANF) Participants Community Wealth Building (CWB) Grant.

The Committee approved this item and is scheduled to be considered by full Council at their December 10, 2019 meeting.

5. Review, amend and reaffirm the City's Financial Management Policies.

The Committee reviewed amendments to the City's Financial Management Policies and this item is scheduled to be considered by full Council at their December 10, 2019 meeting.

6. Review collections received from five of the City's largest revenue sources.

Donna Witt reported on the status of revenue collections received for the month ending September 2019 for five revenues. She noted September was a very favorable month with Sales and Use Tax revenues \$250,000 above the adopted budget. Consumer Utility Tax revenues were flat with budget, Meals Tax revenues were above budget by \$62,000, Lodging Tax revenues were slightly above budget by almost \$28,000 and Amusement Tax revenues were tracking above budget by approximately \$24,000.

7. Roll Call

There were no items for roll call.

Meeting adjourned at 12:06 p.m.

FY 2020 GENERAL FUND RESERVE FOR CONTINGENCIES

	<u>Reserve for Contingencies</u>	<u>City Manager's Discretionary Funding</u>
BEGINNING BALANCE, JULY 1, 2019	\$1,150,000	\$50,000
Carryforward to FY 2020 Reserve for Contingencies - FY 2020 Adopted Budget	0	
BALANCE	<u><u>\$1,150,000</u></u>	<u><u>\$50,000</u></u>
 APPROPRIATIONS (Second Reading)		
City Manager's Discretionary Fund - Risk Management - Cyber Liability Insurance Premium	0	(6,185)
Electoral Board/Registrar - March 2020 Presidential Primary Election -- 01/14/2020 Council Meeting	(32,585)	
 TOTAL APPROPRIATIONS	<u>(\$32,585)</u>	<u>(\$6,185)</u>
 REMAINING BALANCE	<u><u>\$1,117,415</u></u>	<u><u>\$43,815</u></u>
 ITEMS INTRODUCED		
Refund to LSC Communications Printing Company for Real Property Tax Overpayment (Assesment Revised)	(178,837)	
 TOTAL INTRODUCED ITEMS	<u>(\$178,837)</u>	<u>\$0</u>
 REMAINING BALANCE	<u><u>\$938,578</u></u>	<u><u>\$43,815</u></u>
 PENDING ITEMS		
 TOTAL PENDING ITEMS	<u>\$0</u>	<u>\$0</u>
 PROJECTED BALANCE, JUNE 30, 2020	<u><u>\$938,578</u></u>	<u><u>\$43,815</u></u>

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **3**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund Grant to purchase three LifePak 15 cardiac monitors.

KEY ELEMENTS:

___Economic Development ___Excellent Government ___Natural and Built Environment **X**Safe Community ___Vibrant Community

RECOMMENDATION: Adopt a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$103,953 with resources of \$51,976 from the Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund (RSAF) and \$51,977 from the FY 2020 General Fund Fire Department budget to purchase (3) LifePak 15 cardiac monitors for the Fire Department.

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

The Fire Department has been awarded RSAF grant funds to purchase (3) LifePak 15 cardiac monitors. The LifePak 15 cardiac monitors will replace three LifePak 12 in-service units purchased in 2008 and 2009. The monitors have remained in service through a preventative maintenance contract; however, they have significantly exceeded the useful life recommended by the manufacturer. The LifePak 12 monitors are no longer supported.

The grant requires a local match. The Fire Department applied for these funds under a Hardship Request, which would have required the locality to pay 20 percent and RSAF would have paid 80 percent. However, the RSAF funds were awarded with a required 50 percent match. One LifePak 15 cardiac monitor costs \$34,651. With a total cost of \$103,953, the required local match is \$51,977. The match will be funded from the FY 2020 Fire Department budget.

PRIOR ACTION(S): September 24, 2019: Finance Committee approved grant application
January 28, 2020: Finance Committee reviewed grant award

FISCAL IMPACT: \$51,977 in matching funds will be provided from the Fire Department's FY 2020 budget; no additional appropriation is required. Future funds will be needed for periodic maintenance of the equipment.

CONTACT(S): Fire Chief Greg Wormser, 455-6340
Deputy Chief Robert Lipscomb, 455-6352
Annette Pettyjohn, Fire Administrative Manager, 455-6368

ATTACHMENT(S): Resolution

REVIEWED BY: raw

RESOLUTION:

BE IT RESOLVED that the FY 2020 City/Federal/State Aid Fund budget is amended and \$103,953 is appropriated with resources of \$51,976 from the Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund (RSAF) and \$51,977 from the FY 2020 General Fund Fire Department budget to purchase (3) LifePak 15 cardiac monitors for the Fire Department.

Introduced:

Adopted:

Certified:

Clerk of Council

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **4**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Next Generation 9-1-1 Budget Amendment and Appropriation

KEY ELEMENTS:

___ Economic Development ___ Excellent Government ___ Natural and Built Environment **_X_ Safe Community** ___ Vibrant Community

RECOMMENDATION: Adopt a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$631,921 with resources from the Virginia 911 Services Board to fund the City of Lynchburg Public Safety Answering Point's (PSAP) request for costs needed to implement Next Generation 9-1-1.

SUMMARY: Public Safety Answering Points (PSAPs) across the Commonwealth are in the process of transitioning to Next Generation 9-1-1. This effort is being led by the 9-1-1 Services Board per state code § 56-484.13, which is providing funding to the localities to complete these efforts. This project will be completed in several phases that may stretch across multiple fiscal years.

PRIOR ACTION(S): January 28, 2020: Finance Committee

FISCAL IMPACT: None, funds for the project are 100% reimbursable through the Virginia 911 Services Board.

CONTACT(S): Melissa Foster, Director, Emergency Services, (434) 455-4285
Amy McDaniel, Deputy Director, Emergency Services (434)455-4149

ATTACHMENT(S): Resolution

REVIEWED BY: raw

RESOLUTION:

BE IT RESOLVED that the FY 2020 City/Federal/State Aid Fund budget is amended and \$631,921 is appropriated with resources from the Virginia 911 Services Board to fund the City of Lynchburg Public Safety Answering Point's (PSAP) request for costs needed to implement Next Generation 9-1-1.

Introduced:

Adopted:

Certified:

Clerk of Council

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **5**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Parks and Recreation Fit and Strong Initiative

KEY ELEMENTS:

☐ Economic Development ☐ Excellent Government ☐ Natural and Built Environment ☐ Safe Community ☒ Vibrant Community

RECOMMENDATION: Adopt a resolution to amend the FY 2020 General Fund budget and appropriate \$11,462 from the Friends of Lynchburg Parks and Recreation to implement the new Fit and Strong program, a collaboration of organizations falling under the umbrella of Live Healthy Lynchburg.

SUMMARY: The Friends of Lynchburg Parks and Recreation (FLPR) is a 501c3 organized to support, promote, and enhance the parks and recreation opportunities in Lynchburg. The FLPR has supported numerous Lynchburg Parks and Recreation special events and served as a fiscal agent for various grant funding disbursements. These funds were made possible by a Centra Foundation Grant for the implementation of the Fit and Strong initiative implemented by the Lynchburg Parks and Recreation Department. The budget includes expenses such as instructor training and certification, materials and supplies, Fit and Strong instructor fees, Fit and Strong License and administrative costs.

Fit and Strong is an evidenced-based multi-component physical activity and behavior change program designed for people with osteoarthritis (OA) and lower extremity mobility issues. It meets three times per week for 8 weeks or 24 total sessions. Each session lasts 90 minutes. The first 60 minutes are devoted to physical activity, including flexibility, low-impact aerobics, strength training, and balance exercise focusing on lower body function. The remaining 30 minutes addresses health education. Participants meet with instructors to develop a personalized action plan. This program will focus on providing this health and wellness initiative to low-income OA Lynchburg citizens free of charge. It will start as a pilot project at one of two Lynchburg facilities –Neighborhood Center or Miller Center. Maximum capacity is 20-25 persons per program. Progress and results will be tracked to determine the success and need for program expansion. This program is a collaboration of several entities including Live Healthy Lynchburg, Lynchburg Parks and Recreation, Liberty University Community Health Department, YMCA, Virginia Department of Health and many other organizations falling under the umbrella of Live Healthy Lynchburg. This health and wellness initiative is part of the Play Healthy Pillar of Live Healthy Lynchburg.

PRIOR ACTION(S): Finance Committee, January 28, 2020

FISCAL IMPACT: None, the funding is provided from a donation made by the Friends of Lynchburg Parks and Recreation to the City of Lynchburg Parks and Recreation Department.

CONTACT(S): Jennifer Jones, Director of Parks and Recreation, 455-5868
John Ramsey, Parks and Recreation, 455-5869
Tamara Reynolds, Parks and Recreation, 455-5886

ATTACHMENT(S): Resolution

REVIEWED BY: bms

RESOLUTION:

BE IT RESOLVED that the FY 2020 General Fund budget is amended and \$11,462 is appropriated with resources from the Friends of Lynchburg Parks and Recreation to implement the new Fit and Strong program, a collaboration of organizations falling under the umbrella of Live Healthy Lynchburg.

Introduced:

Adopted:

Certified: _____
Clerk of Council

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **February 11, 2020**

AGENDA ITEM #: **6**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Real Estate Tax Refund for LSC Communications Printing Company

KEY ELEMENTS:

X Economic Development X Excellent Government ___ Natural and Built Environment ___ Safe Community ___ Vibrant Community

RECOMMENDATION: Adopt a resolution to amend the FY 2020 General Fund budget and appropriate \$178,837 with resources from the General Fund Reserve for Contingencies to refund overpayment of real estate taxes for tax years 2017, 2018 and 2019 by LSC Communications Printing Company for property(s) located at 4201 Murray Place.

SUMMARY: As provided by State Code 58.1-3980, LSC Communications Printing Company filed a grievance with Lynchburg Circuit Court regarding real estate assessments for tax years 2017, 2018 and 2019 at their property located at 4201 Murray Place. The City Assessor performed a property inspection, and considered comparable sales data along with and a broker's opinion of value from CBRE who is marketing the property for sale. The Assessor concluded the real estate assessments in question were erroneous and proffered a reduction in the 2017, 2018 and 2019 real estate assessments. The 2019 real estate assessment will be revised from \$16,060,800 to \$7,657,100 and an updated statement will be issued reflecting the amount due for remaining installments being paid in 2020. The 2018 real estate assessment will be revised from \$16,060,800 to \$7,886,800. The 2017 real estate assessment will be revised from \$16,060,800 to \$8,123,400. LSC Communications Printing Company agreed to withdraw their court case based on these changes and forego any interest owed by the City.

The settlement allows the City to avoid the uncertainty of litigation by: saving (i) attorney fees and expenses associated with a trial and possible appeals and (ii) maintaining a good working relationship with LSC Communications Printing Company.

PRIOR ACTION(S): Finance Committee, January 28, 2020

FISCAL IMPACT: \$178,837 with resources from the FY 2020 General Fund Reserve for Contingencies.

CONTACT(S): Jeff Bandy, City Assessor, 455-3821
Walter Erwin, City Attorney, 455-3973

ATTACHMENT(S): Resolution

REVIEWED BY:

RESOLUTION:

BE IT RESOLVED that the FY 2020 General Fund budget is amended and \$178,837 is appropriated with resources from the General Fund Reserve for Contingencies to refund overpayment of real estate taxes for tax years 2017, 2018, and 2019 by LSC Communications Printing Company for property(s) located at 4201 Murray Place.

Introduced:

Adopted:

Certified:

Clerk of Council

As required by Section 58.1-3981 of the Code of Virginia, the proposed refund to LSC Communications Printing Company for the overpayment of real estate taxes has been reviewed and approved by the City Attorney.

Date

City Attorney



GREATER LYNCHBURG TRANSIT COMPANY

We're Here To Get You There!

Finance Committee
City Council
City of Lynchburg
Lynchburg, Virginia

January 13th, 2020

RE: September 30th, 2019 (1st Quarter – FY 2020) Financial Report – Greater Lynchburg Transit Company

The attached Greater Lynchburg Transit Company Quarterly Income Statement summarizes the financial activities for the first quarter of FY20 and YTD data for the fiscal year.

REVENUE

Total revenue for the first quarter is coming in approximately \$ 2,000 underbudget. This is mainly due to Passenger Revenue coming in approximately 3 % under budget and Other Contract Revenue reflecting no income. The Other Contract Revenue is budgeted based on previous years' experience and isn't a steady/reliable revenue stream. The Non-Operating Revenue is over budget approximately \$ 2,500 and reflect receipt of insurance proceeds related to vehicle related repairs.

EXPENDITURES

On the expense side, total expenses were under budget 4 % for the first quarter. We have experienced a significant savings in labor, overtime, and benefits. The savings in labor and benefits is mainly from operators being furloughed during the summer. The savings from overtime is from being fully staff with operators to fill the bid. We did experience maintenance overtime over budget, which was due to a vacant position and increased overtime required to cover during the vacancy.

Maintenance expenses (less wages and benefits) were over budget as a whole approximately 7 % and due mainly to larger repairs and parts being seen during this timeframe in the Other Materials and Supplies line item. Tire expenses were under budget for the quarter and helped to offset some of the overage experienced in Other Materials and Supplies. Administrative expenses are under budget approximately 8 % and is mainly due to the timing of expenses for Utilities, Information Technology, and Miscellaneous/Other Materials and Supplies.

SUMMARY

The start of the year has been fairly smooth financially and we will continue to monitor the budget and make adjustments where possible to adhere to our financial constraints. We anticipate some of the larger line items currently under budget (utilities, information technology, etc.) to come closer in line with the budgeted amount as we progress through the year. Overall the fiscal year has gotten off to a good start and we remain diligent in working to keep this positive performance moving forward.

Respectfully submitted,

Brian Booth
General Manager



CENTRAL VIRGINIA TRANSIT MANAGEMENT CO INC.

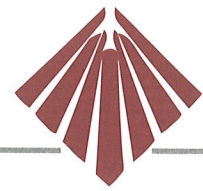
QUARTERLY INCOME STATEMENT

AS OF SEPTEMBER 30, 2019

	QTR TO DATE						
	FY2020	FY2020	%	FY2020	FY2020	%	
	QTD	QTD	VAR	YTD	YTD	of	
	ACTUAL	BUDGET		ACTUAL	BUDGET	Budget	
REVENUE							
FRT Passenger Revenue	\$ 132,630	\$ 136,230	-3%	\$ 132,630	\$ 136,230	97%	
DRT Passenger Revenue	16,036	15,663	2%	16,036	15,663	102%	
Contracts (LU Access)	33,600	33,600	0%	33,600	33,600	100%	
Contracts (CVCC Access)	14,076	14,076	0%	14,076	14,076	100%	
Liberty University Revenue	67,280	66,780	1%	67,280	66,780	101%	
Other Contract Revenue	-	1,503	-100%	-	1,503	0%	
Non-Operating Revenue	5,830	3,249	79%	5,830	3,249	179%	
Advertising Revenue	22,472	22,500	0%	22,472	22,500	100%	
City Operating Assistance	432,196	432,196	0%	432,196	432,196	100%	
County Operating Assistance	19,069	19,069	0%	19,069	19,069	100%	
State Operating Assistance	515,558	515,875	0%	515,558	515,875	100%	
Federal Operating Assistance	589,406	589,408	0%	589,406	589,408	100%	
TOTAL REVENUE	\$ 1,848,153	\$ 1,850,149	0%	\$ 1,848,153	\$ 1,850,149	100%	
EXPENSES							
FIXED ROUTE							
Operator Labor	\$ 340,516	\$ 359,141	-5%	\$ 340,516	\$ 359,141	95%	
Operator-Overtime	22,698	48,254	-53%	22,698	48,254	47%	
Other Salaries & Wages	76,764	75,563	2%	76,764	75,563	102%	
Supervisors-Overtime	2,201	3,688	-40%	2,201	3,688	60%	
Fringe Benefits	234,464	251,481	-7%	234,464	251,481	93%	
TOTAL FIXED ROUTE	\$ 676,643	\$ 738,127	-8%	\$ 676,643	\$ 738,127	92%	
DEMAND RESPONSE							
Operator Labor	\$ 65,658	\$ 70,226	-7%	\$ 65,658	\$ 70,226	93%	
Operator-Overtime-PTS	916	2,444	-63%	916	2,444	37%	
Other Salaries & Wages	17,405	16,632	5%	17,405	16,632	105%	
Fringe Benefits	44,529	46,310	-4%	44,529	46,310	96%	
TOTAL DEMAND RESPONSE	\$ 128,507	\$ 135,611	-5%	\$ 128,507	\$ 135,611	95%	
MAINTENANCE							
Other Salaries & Wages	\$ 144,718	\$ 149,832	-3%	\$ 144,718	\$ 149,832	97%	
Inspection&Maint,Srvc-Overtime	14,039	6,608	112%	14,039	6,608	212%	
Fringe Benefits	84,180	81,126	4%	84,180	81,126	104%	
Fuel & Lubricants	154,819	152,511	2%	154,819	152,511	102%	
Tires & Tubes	23,870	30,657	-22%	23,870	30,657	78%	
Other Materials & Supplies	155,865	128,821	21%	155,865	128,821	121%	
TOTAL MAINTENANCE	\$ 577,491	\$ 549,554	5%	\$ 577,491	\$ 549,554	105%	
ADMINISTRATION							
Other Salaries & Wages	\$ 91,960	\$ 94,979	-3%	\$ 91,960	\$ 94,979	97%	
Fringe Benefits	48,762	49,254	-1%	48,762	49,254	99%	
Services	111,296	112,902	-1%	111,296	112,902	99%	
Utilities	36,489	48,874	-25%	36,489	48,874	75%	
Casualty & Liability Expenses	79,451	78,882	1%	79,451	78,882	101%	
Information Technology	32,976	44,329	-26%	32,976	44,329	74%	
Other Materials & Supplies	2,791	6,375	-56%	2,791	6,375	44%	
Miscellaneous	13,242	16,358	-19%	13,242	16,358	81%	
TOTAL ADMINISTRATION	\$ 416,968	\$ 451,951	-8%	\$ 416,968	\$ 451,951	92%	
TOTAL EXPENSES	\$ 1,799,609	\$ 1,875,244	-4%	\$ 1,799,609	\$ 1,875,244	96%	
NET INCOME/(LOSS)	\$ 48,544	\$ (25,095)		\$ 48,544	\$ (25,095)		

Lynchburg Regional Airport

A City of Lynchburg Enterprise Fund



350 Terminal Drive • Suite 100
Lynchburg, Virginia 24502
P 434-455-6090 • F 434-239-9027
www.lyncburgva.gov/airport

January 15, 2020

Finance Committee
City Council
City of Lynchburg
Lynchburg, Virginia

Re: September 30, 2019 – Quarterly Financial Summary - Lynchburg Regional Airport

REGIONAL AIRPORT FUND

The attached Lynchburg Regional Airport Operating Fund Financial Summary reflects the financial activity through the FY2020 first quarter ending September 30, 2019. I am pleased to report that operating revenues are projected to be modestly higher than budgeted, and expense projections (other than those items noted in the Expense Highlights) are largely in line with budget estimates. Continuing our recent history, the Airport is projecting a FY2020 surplus of \$186,892 which is \$29,800 more than our adopted FY2020 budget.

REVENUE HIGHLIGHTS

- **Airfield Revenue:** Revenue is projected to be \$15,000 more than budget due to increased landing fees from an additional 7th daily flight now scheduled at LYH most days.
- **Terminal Revenue:** Revenue is projected to be \$51,300 more than budget due primarily to continued growth in parking and rental car concession revenues.
- **General Aviation:** Revenue is projected to be \$25,000 more than budget due to increased revenue from the fuel farm lease/through-put fee on aviation fuel.
- **Other Leased Property:** Revenue is projected to be \$3,500 more than budget due to additional rent for scheduled rent increases.
- **State Airport Aid:** Revenue is projected to be \$155,000 more than budget due to having more state-supported small projects and equipment purchases than originally expected.

EXPENSE HIGHLIGHTS

- Administration: Expenses are projected to be \$70,000 more than budget due to increased marketing and air service development expenses to promote additional seat capacity from the added 7th daily flight, and also consulting services to assist with continuing efforts to attract additional airline service (50% state-supported).
- Small Projects & Equipment: Expenses are projected to be \$150,000 more than budget due to having more state-supported non-recurring small projects and equipment purchases than originally expected (80% state-supported).

SUMMARY

At this point, revenues for the year are projected to be slightly higher than budgeted while departmental expenses, other than those previously mentioned, are projected to be consistent with the budget. Based on increased air service levels, competitive airfares, and anticipated passenger demand resulting in continued revenue increases, the airport is projecting an operating surplus for FY2020 of approximately \$186,892 which is \$29,800 more than budget.

Respectfully submitted,



Andrew LaGala, A.A.E.
Airport Director

cc: Bonnie Svrcek, City Manager
Reid Wodicka, Deputy City Manager
Donna Witt, Director of Financial Services

LYNCHBURG REGIONAL AIRPORT
OPERATING FUND FINANCIAL SUMMARY
September 30, 2019

	FY 2019 Amended Budget	FY 2019 Actual (thru 9/30/18)	FY 2019 % of Budget	*	FY 2020 Amended Budget	FY 2020 Actual (thru 9/30/19)	FY 2020 % of Budget	*	FY 2020 Amended Budget	FY 2020 Projected (as of 9/30/19)	FY 2020 \$ Variance Projected vs. Amended Budget
BEGINNING NET ASSETS	\$ 250,000	\$ 36,037,844		*	\$ 250,000	\$ 34,170,038 (1)		*	\$ 250,000	\$ 34,170,038 (1)	
Less: Invested in Capital Assets, net of related debt		(36,959,451)		*		(34,864,543)		*		(34,864,543)	
BEGINNING UNRESTRICTED NET ASSETS	\$ 250,000	\$ (921,607)		*	\$ 250,000	\$ (694,504)		*	\$ 250,000	\$ (694,505)	\$ -
USE OF ENCUMBRANCES CARRIED FORWARD	\$ 103,481			*	\$ 31,927	\$ 31,927		*	\$ 31,927	\$ 31,927	
TRANSFER OF RESERVES TO CAPITAL FUND				*				*			
REVENUES				*				*			
Airfield	110,000	18,245	17%	*	110,000	20,936	19%	*	110,000	125,000	15,000
Terminal	1,544,333	414,920	27%	*	1,512,783	382,802	25%	*	1,512,783	1,564,083	51,300
General Aviation	567,857	152,831	27%	*	562,500	153,707	27%	*	562,500	587,500	25,000
Other Leased Property	382,400	83,912	22%	*	386,400	85,130	22%	*	386,400	389,900	3,500
State Airport Aid	200,000	0	0%	*	122,500	19,996	16%	*	122,500	277,500	155,000
Federal Security Aid	85,000	7,440	9%	*	85,000	0	0%	*	85,000	85,000	0
General Fund Subsidy	0	0	0%	*	0	0	0%	*	0	0	0
Interest & Other	80,832	9,388	12%	*	36,000	8,207	23%	*	36,000	36,000	0
TOTAL REVENUES	\$ 2,970,422	\$ 686,736		*	\$ 2,815,183	\$ 670,779		*	\$ 2,815,183	\$ 3,064,983	\$ 249,800
EXPENSES				*				*			
Airfield Operations	309,254	68,977	22%	*	311,812	53,230	17%	*	311,812	311,812	0
Terminal Operations	572,091	118,966	21%	*	591,862	130,756	22%	*	591,862	591,862	0
General Aviation	137,524	22,900	17%	*	137,517	31,837	23%	*	137,517	137,517	0
Administration	799,767	158,973	20%	*	810,751	224,017	28%	*	810,751	880,751	(70,000)
Safety (ARFF & LEO)	424,939	106,627	25%	*	428,647	83,316	19%	*	428,647	428,647	0
Snow Removal	22,930	458	2%	*	22,930	125	1%	*	22,930	22,930	0
Debt Service	139,568	2,553	2%	*	103,205	2,198	2%	*	103,205	103,205	0
Small Projects & Equipment (State-Supported)	338,658	20,379	6%	*	175,000	47,172	27%	*	175,000	325,000	(150,000)
Transfers to Other Airport Funds	5,000	0	0%	*	5,000	0	0%	*	5,000	5,000	0
Other Airport Expenses	127,974	11,108	9%	*	103,294	12,102	12%	*	103,294	103,294	0
TOTAL EXPENSES	\$ 2,877,704	\$ 510,940		*	\$ 2,690,018	\$ 584,754		*	\$ 2,690,018	\$ 2,910,018	\$ (220,000)
ENDING UNRESTRICTED NET ASSETS	\$ 446,199	\$ (745,811)		*	\$ 407,092	\$ (576,552)		*	\$ 407,092	\$ (507,613) (3)	

FOOTNOTES:

1) Beginning Net Assets agrees with the Comprehensive Annual Financial Report (CAFR) with the following adjustment:

Total Net Assets per CAFR 6/30/19	\$ 38,576,673
Less: Net Assets in Capital & PFC Funds	\$ (4,406,635)
Total Beginning Net Assets	\$ 34,170,038

FY2020 Financial Summary	
Total Revenues	\$ 3,096,910
Total Expenses	\$ 2,910,018
FY2020 Surplus	\$ 186,892 (projected)

2) FY 2020 Projected Ending Unrestricted Net Assets is comprised of the following:

Des. for Maintenance (Rental Car Facility)	\$ 115,176	(\$115,176.21 + or - year-end change)
Reserve for Encumbrances at Year-end	\$ 31,927	(encumbrances carried forward to FY2020)
GASB68 Pension-related Accrual	\$ (987,821)	(net liability as of the end of FY2019)
GASB75 Other OPEB Obligations	\$ (1,111,472)	(net liability as of the end of FY2019)
Undesignated Retained Earnings	\$ 1,444,576	
	\$ (507,613)	

January 28, 2020

Finance Committee
City Council
City of Lynchburg
Lynchburg, Virginia

RE: September 30, 2019 Quarterly Financial Report - Lynchburg Regional Juvenile Detention Center

Lynchburg Regional Juvenile Detention Center

The attached Lynchburg Regional Juvenile Detention Center (Detention Center) financial report summarizes the financial activities through September 30, 2019 for FY 2020. The financial spreadsheet provides comparative year-to-date data for the same period of FY 2019.

REVENUES

Charges for Services

Revenue in this category for the first quarter of FY 2020 is \$246,687 or 21.6% of the budget.

Department of Juvenile Justice Block Grant

This revenue category represents allocations from the Virginia Department of Juvenile Justice (DJJ) for operational expenses of the Detention Center. Revenues received from the DJJ through the first quarter of FY 2020 are \$248,886.

Community Placement Program

This revenue category represents allocations from the Virginia Department of Juvenile Justice (DJJ) for operational expenses of the Community Placement Program (CPP). The CPP is a partnership between DJJ and local detention facilities to provide secure, highly structured, disciplined residential services for juvenile offenders committed to the Department of Juvenile Justice. The CPP focuses on skill development and competency in the areas of education, job readiness, life and social skills to ensure seamless transition back into the community. The goal is to place residents in the CPP closest to their home community in order to increase community connections and family visitation.

Revenues received from the DJJ through the first quarter of FY 2020 are \$423,118 or 53.5% of the budget. The second quarter CPP payment was received in September.

United States Department of Agriculture (USDA)

This revenue category consists of reimbursements for meals served to juveniles at the Detention Center. Year-to-date revenues from USDA for FY 2020 are \$10,254 or 22.8% of the budget.

EXPENDITURES

Overall expenditures for the first quarter of FY 2020 were \$635,952 and are within budget. The costs are allocated between the Community Placement Program and the contracting localities.

Juvenile Population

The average number of juveniles being served per day through the first quarter of FY 2020 is 23.70 as compared to 22.90 in FY 2019. The percentage of Lynchburg City's juveniles through the first quarter is 42% of the total juvenile population.

SUMMARY

The Lynchburg Regional Detention Center is an outstanding facility recognized by the juvenile judicial system for providing educational services, mental health services, physical health services, and partnerships with local area businesses.

Respectfully submitted,

Tamara Rosser
Director, Department of Juvenile Services

c: Bonnie Svrcek, City Manager
Reid Wodicka, Deputy City Manager
Donna Witt, Director, Financial Services
Robin Mamola, Accounting Supervisor, Human Services
Sherry McIntyre, Accountant, Juvenile Services

Lynchburg Regional Juvenile Detention Center	
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Special Revenue Fund	
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Financial Summary

First Quarter: As of September 30, 2019

[illegible]

January 28, 2020

Finance Committee
City Council
City of Lynchburg
Lynchburg, Virginia

Re: Children's Services Act (CSA) Fund Financial Report for the period ending September 30, 2019.

The attached CSA Fund Financial Summary summarizes the financial activity for this Fund through September 30, 2019. Under the State guidelines, CSA prior year obligations are paid through September 30th of each year. However, the annual budget is prepared on a fiscal year (July-June). Because of the State guidelines, expenditures for this fund are unique due to the overlap of grants each fiscal year.

REVENUES

- Public Assistance – Welfare and Administration

The Public Assistance revenue source is the reimbursement received from the State for local expenses incurred under CSA for providing services to troubled youth and their families. The current rate of reimbursement for community-based services is 86.32%, residential services is 65.8%, and for all other services, 72.64%. Funds to assist in administering the grant, (\$38,287) for FY 2020 are provided by the State. Reimbursements for expenditures incurred through the first quarter of 2020 are \$401,580.

- CSA Contribution – General Fund and Schools

These revenue sources are comprised of the required local match for all State funds received for the Children Services Act. For the first quarter of FY 2020, local matching funds for programs in the amount of \$460,912 for the General Fund and \$49,135 for the Schools have been received.

- Miscellaneous Revenue

Miscellaneous revenues in the amount of \$2,635 were collected through the first quarter of FY 2020. These revenues are mainly comprised of recoupments from children's social security payments for expenditures incurred on their behalf, and registered billings for CSA parental co-payments.

EXPENSES

- Administrative expenses

CSA Administrative funds are used for salaries, supplies, and materials. Budgeted funds for FY 2020 are \$67,931. Actual YTD administrative expenditures through the first quarter of FY 2020 are \$12,206 or 18.0% of the budget.

- Mandated – Foster Care

Foster care expenses include funds for residential facilities, day care, maintenance payments to foster parents, enhanced maintenance payments to foster parents and foster care prevention. Year-to-date foster care expenditures through the first quarter of FY 2020 totaled \$255,429 or 9.4% of the budget. Expenditures in this category can rise with an increase in the number of children placed in foster care.

- Mandated – Special Education

Special Education expenses include services for Special Education students from the Lynchburg City Schools. Expenditures through the first quarter of FY 2020 total \$234,177 or 9.5% of the budget. Expenditures for this budget line will rise due to increased enrollments at private day placements such as Rivermont School, Bridges and New Vistas School, in addition to students attending for longer periods of time.

- Non-Mandated Services

Non-mandated expenditures are for services such as counseling, mentoring, crisis intervention, and foster care prevention services. Non-mandated expenditures through the first quarter of FY 2020 are \$45,929 or 12.2% of the budget. Non-mandated services are provided almost exclusively to youth involved in the court system. Decreases in this budget line are attributed to the Court Services Unit accessing alternate funding for court-involved youth.

- Community Based Services

This category includes services to children while they are living at home, in the home of an extended family, in a regular foster family home, or in an independent living arrangement. Community services may include assessment, crisis stabilization, therapy, or intervention services provided in the child's home. Community Based Services through the first quarter of FY 2020 are \$77,349 or 19.9% of the budget.

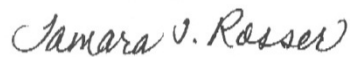
SUMMARY

The Children's Services Act Fund creates a collaborative system of services and funding that is child-centered, family-focused, and community-based when addressing the strengths and needs of at-risk youths and their families in the City of Lynchburg.

While the number of children currently in foster care fluctuates during the year, more children are now classified as mandated and can access CSA funds due to the severity of their needs. Other factors such as an increased number of children receiving more intensive services for longer periods of time, increased vendor rates, parental agreements, and an increase in special educational services impact this budget.

The Community Policy and Management Team, in collaboration with the professional community, continues to work hard and is diligent and deliberate in efforts to reduce costs associated with CSA. We continue to work with the professional community to provide the most cost effective service to children and their families.

Respectfully submitted,



Tamara T. Rosser
Director of Human Services

c:

Bonnie Svrcek, City Manager
Reid Wodicka, Deputy City Manager
Donna Witt, Director of Financial Services
Rhonda Allbeck, Assistant Director of Financial Services
Robin Mamola, Financial Professional IV
Kathy Collins, Financial Professional III

**Children's Services Act
Special Revenue Fund
Financial Summary
September 30, 2019**

	FY 2019	FY 2019	FY 2019	FY 2020	FY 2020	FY 2020
	Amended Budget	Actual 1 QTR YTD	% of Budget	Amended Budget	Actual 1 QTR YTD	% of Budget
<i>Beginning Fund Balance</i>		335,312		0	593,734	
<i>Revenues:</i>						
Public Assistance - Welfare and Administration	3,836,994	344,227	9.0%	3,910,234	401,580 *	10.3%
Transfer from Lynchburg City Schools	196,541	49,135	25.0%	196,541	49,135 **	25.0%
Transfer from General Fund	2,001,194	495,116	24.7%	1,843,647	460,912 **	25.0%
Miscellaneous	39,293	7,657	19.5%	48,600	2,635	5.4%
<i>Total Revenues</i>	6,074,022	896,135	14.8%	5,999,022	914,262	15.2%
<i>Expenses:</i>						
Administrative Expenses	66,670	12,178	18.3%	67,931	12,206	18.0%
Mandated - Foster Care	2,995,628	334,129	11.2%	2,713,128	255,429	9.4%
Mandated - Special Education	2,218,500	103,647	4.7%	2,452,968	234,177	9.5%
Non-Mandated Services	356,636	16,132	4.5%	375,907	45,929	12.2%
Community Based	436,588	64,887	14.9%	389,088	77,349	19.9%
Miscellaneous/Budget Designations	0					
<i>Total Expenditures</i>	6,074,022	530,973	8.7%	5,999,022	625,090	10.4%
<i>ENDING FUND BALANCE</i>	0	700,474		0	882,906	

*Received on 10/31/19 for expenses July 1 thru September 30, 2019.

**General Fund and School transfer for 1st qtr submitted in October'19.

January 28, 2020

Finance Committee
City Council
City of Lynchburg
Lynchburg, Virginia

Re: September 30, 2019 Quarterly Financial Report – Water Operating Fund

The attached Water Operating Fund Financial Summary summarizes the financial activity for this fund through September 30, 2019. This quarterly report provides comparative financial information for the same period of the prior fiscal year. Projected variances between the FY 2020 Budget and the Department's year end projections are described below.

REVENUES

Following the completion of the first quarter, overall revenues for FY 2020 are projected to exceed budget by \$570,300 (3.7%). Explanations of this variance follow:

- **Charges for Services:**

Revenue in this category is expected to be \$215,400 (1.6%) over budget. \$160,500 is attributable to higher than expected water consumption in customer categories of domestic, industrial and institutional. An additional \$43,000 is related to Water Cost Plus Charges associated with new downtown commercial developments.

- **Water Contracts:**

This revenue account reflects billing activity to counties of Amherst, Bedford, and Campbell, and the industries of WestRock and Frito-Lay. The net revenue in this category is projected to be \$43,000 (2.1%) higher than budget mostly due to higher than anticipated water consumption by WestRock of \$95,000 offset by Campbell County's FY 2019 water settlement credit of \$29,000 and decreased water consumption.

- **Interest and Other:**

Interest and Other is projected to be \$311,900 (93.2%) more than budget. \$177,500 is attributable to higher than expected interest earnings on investments. \$134,400 was received (and unbudgeted) for an antitrust lawsuit settlement for liquid aluminum sulfate pricing fixing.

EXPENSES

Overall expenses for FY 2020 are projected to be \$19,500 (0.1%) less than budget. Explanations of this variance follow:

- **Departmental Operation and Maintenance:**

This category includes the Water Treatment Plant, Meter Operations, Water Line Maintenance and Administration. Expenses in this category are expected to be \$305,400 (2.9%) less than the FY 2020 budget (Water Treatment - \$26,500 increase, Meter Operations - \$422,500 savings, Water Line Maintenance - \$85,000 increase, Administration - \$5,600 increase). This variance is broken down as follows:

➤ Personnel Services and Benefits	\$12,000
➤ Contractual Services	(96,200)
➤ Chemicals	(20,000)
➤ Supplies and Materials	419,900
➤ All Other	<u>(10,300)</u>
Total	\$305,400

Increased costs to Contractual Services are mostly attributable to two large water line breaks totaling over \$42,000 and increased activity for new service connections in the City's downtown area that are billed to customers as Water Cost Plus Charges. Increased cost of chemicals is associated with using James River heavily during the months of September and October. Savings in Materials and Supplies are associated with application of generally accepted accounting principles that allows for the capitalization of new cellular meter installations in FY 2020. \$425,000 of projected expenditures for new cellular meter installations is currently being recognized in the Capital Outlay category.

- **Non-Departmental Operation and Maintenance:**

Non-Departmental Operation and Maintenance expenses are projected to be within budget.

- **Capital Outlay**

Purchases in this category are expected to be \$374,000 (9.5%) over budget mostly due to \$425,000 of projected expenditures for new meter cellular installations originally budgeted as Supplies and Materials in the Departmental Operation and Maintenance Category offset by savings in other budgeted equipment purchases.

- **Transfers to Capital**

Transfers to Capital are expected to be at budget.

- **Debt Service:**

Expenditures for debt service is \$88,100 (2.3%) less than budget due to the fact that actual interest rates were less than the line of credit interest rates used in the FY 2020 budget for financing new construction projects.

SUMMARY

The first quarter report reflects a stable FY 2020 financial position for this fund. Under the Council financial policies, two important financial ratios, debt coverage and fund balance are above policy targets. The projected debt coverage ratio for the end of the fiscal year is 1.47 which is above Council's financial policy minimum target of 1.20. The fund balance ratio projected for the end of the fiscal year is 51% compared to target range of 25% - 40%.

Respectfully submitted,

Timothy A. Mitchell, P.E.
Director of Water Resources

cc: Bonnie Svrcek, City Manager
Reid Wodicka, Deputy City Manager
Donna Witt, Director of Financial Services

**WATER OPERATING FUND
FINANCIAL SUMMARY
Quarter Ending September 30, 2019**

	FY 2019 Adopted Budget	FY 2019 Actual Q1 YTD	FY 2019 % of Budget	FY 2020 Adopted Budget	FY 2020 Actual Q1 YTD	FY 2020 % of Budget	FY 2020 Adopted Budget	FY 2020 Revised Estimate	FY 2020 \$ Variance Adopted Budget vs. Actual
REVENUES:									
Charges for Services	\$12,718,935	\$2,610,250	21%	\$13,202,040	\$2,772,931	21%	\$13,202,040	\$13,417,440	\$215,400
Water Contracts	1,971,330	464,806	24%	2,067,484	394,657	19%	2,067,484	2,110,484	43,000
Interest and Other	287,993	267,275	93%	334,496	479,602	143%	334,496	646,396	311,900
	\$14,978,258	\$3,342,331		\$15,604,020	3,647,190		\$15,604,020	\$16,174,320	\$570,300
EXPENSES									
Departmental O&M	\$9,976,654	\$2,094,481	21%	\$10,706,269	\$2,139,921	20%	\$10,706,269	\$10,400,869	\$305,400
Non-Departmental O&M	334,477	43,528	13%	261,341	47,605	18%	261,341	261,341	0
Capital Outlay/Purchases	96,000	-	0%	133,500	9,299	7%	133,500	507,500	(374,000)
Transfers to Capital	2,400,000	600,000	25%	3,800,000	950,000	25%	3,800,000	3,800,000	0
Debt Service	3,914,943	140,349	4%	3,870,240	1,096,868	28%	3,870,240	3,782,140	88,100
	\$16,722,074	\$2,878,358		\$18,771,350	\$4,243,693		\$18,771,350	\$18,751,850	\$19,500
Adjustment for Expenses from Capital Projects		\$0			\$0			\$0	

KEY RATIOS:

Unrestricted cash target range as a % of operating expenses & debt service:	25% - 40%
Unrestricted cash as a % of operating expenses & debt service:	51%
Financial Policy targeted debt coverage ratio minimum:	1.20
Ending debt coverage ratio:	1.47 (a)

Note (a) Calculation of debt coverage includes \$85,000 of estimated capitalizable costs for internal labor charges applicable to time spent on capital project activities.

January 28, 2020

Finance Committee
City Council
City of Lynchburg
Lynchburg, Virginia

Re: September 30, 2019 Quarterly Financial Report – Sewer Operating Fund

The attached Sewer Operating Fund Financial Summary summarizes the financial activity for this fund through September 30, 2019. This quarterly report provides comparative financial information for the same period of the prior fiscal year. Projected variances between the FY 2020 Budget and the Department's year end projections are described below.

REVENUES

Following the completion of the first quarter, overall revenues for FY 2020 are projected to exceed budget by \$622,300 (2.7%). Explanations of this variance follow:

- **Charges for Services:**

Revenue in this category is expected to be \$594,800 (3.2%) over budget. This is mostly attributable to higher than expected water consumption and corresponding sewer use in customer categories of domestic, industrial and institutional.

- **Sewer Contracts:**

Revenue in this category reflects billing activity in counties of Amherst, Bedford, and Campbell and industries of WestRock and Frito-Lay. Revenue is projected to be \$74,000 (1.7%) less than budget. This is primarily due to the FY 2019 sewer operating cost settlements with each of the three counties that resulted in credits issued.

- **Interest and Other:**

Revenue in this category is expected to exceed budget by \$101,500 (48.5%) due to higher than expected interest earnings.

EXPENSES

Overall expenses for FY 2020 are projected to be \$13,100 (.1%) higher than budget. Explanations of this variance follow:

- **Departmental Operation and Maintenance:**

This category includes the Wastewater Treatment Plant and Sewer Line Maintenance. Expenses in this category are expected to be \$75,000 (.6%) over budget (Wastewater Treatment Plant - \$87,500 increase and Sewer Line Maintenance - \$12,500 savings). This variance is broken down as follows:

➤ Personnel Services and Benefits	\$115,300
➤ Chemicals	15,000
➤ Utilities	(223,700)
➤ All Other	<u>18,400</u>
Total	(\$75,000)

The savings in Personnel Services and Benefits is related to unfilled positions to past and current unfilled positions. The increase cost in Utilities is mostly related to the construction of the Wastewater Treatment Plant Combined Sewer Overflow (CSO) Upgrade Project. Original construction schedule planned potable water to be used at one million gallons a day for a four month period beginning in June, 2019. The revised construction schedule shifted the same volume of potable water per day to a five month period beginning in February, 2020.

Non-Departmental Operation and Maintenance:

Non-Departmental Operation and Maintenance expenses are expected to be within budget.

- **Capital Outlay:**

Purchases in Capital Outlay are expected to be within budget.

- **Transfers to Capital:**

Transfers to Capital are expected to be at budget.

- **Debt Service:**

Expenditures in debt service is \$88,100 (1.1%) less than budget due actual interest rates were less than line of credit interest rates used in FY 2020 budget for financing new construction projects.

SUMMARY

This first quarter report reflects a stable FY 2020 financial position for this fund. Under the Council adopted financial policies, the two important financial ratios, debt coverage and fund balance that exceeds policy targets. The debt coverage ratio projected for the end of the fiscal year is 1.36 compared to a target range of 1.20 to 1.50. The fund balance ratio projected for the end of the fiscal year is 42% compared to a target range 25% - 40%.

Respectfully submitted,

Timothy A. Mitchell, P.E.
Director of Water Resources

cc: Bonnie Svrcek, City Manager
Reid Wodicka, Deputy City Manager
Donna Witt, Director of Financial Services

SEWER OPERATING FUND
FINANCIAL SUMMARY
Quarter Ending September 30, 2019

	FY 2019 Adopted Budget	FY 2019 Actual Q1 YTD	FY 2019 % of Budget	FY 2020 Adopted Budget	FY 2020 Actual Q1 YTD	FY 2020 % of Budget	FY 2020 Adopted Budget	FY 2020 Revised Estimate	FY 2020 \$ Variance Adopted Budget vs. Projected
REVENUES:									
Charges for Services	\$18,451,183	\$3,766,280	20%	\$18,585,064	\$3,765,915	20%	\$18,585,064	\$19,179,864	\$594,800
Sewer Contracts	3,893,603	612,657	16%	4,400,670	726,950	17%	4,400,670	4,326,670	(74,000)
Interest and Other	106,920	105,498	99%	209,460	135,348	65%	209,460	310,960	101,500
	\$22,451,706	\$4,484,435		\$23,195,194	\$4,628,213		\$23,195,194	\$23,817,494	\$622,300
EXPENSES:									
Departmental O&M	\$11,431,281	\$2,486,791	22%	\$12,382,634	2,397,139	19%	\$12,382,634	\$12,457,634	(\$75,000)
Non-Departmental O&M	373,579	41,658	11%	245,861	48,304	20%	245,861	245,861	0
Capital Outlay/Purchases	464,535	144,465	31%	545,000	109,808	20%	545,000	545,000	0
Transfers to Capital	2,000,000	500,000	25%	2,500,000	625,000	25%	2,500,000	2,500,000	0
Debt service	9,122,808	59,542	1%	8,355,088	1,162,137	14%	8,355,088	8,266,988	88,100
	\$23,392,203	\$3,232,456		\$24,028,583	4,342,388		\$24,028,583	\$24,015,483	\$13,100
Adjustment for Expenses from Capital Projects		\$0			-			\$0	

KEY RATIOS:

Unrestricted cash target range as a % of operating expenses & debt service:

25% - 40%

Unrestricted cash as a % of operating expenses & debt service:

42%

Financial Policy targeted debt coverage ratio minimum:

1.20

Ending debt coverage ratio:

1.36 (a)

Note (a) Calculation of debt coverage includes \$106,000 of estimated capitalizable costs for internal labor charges applicable to time spent on capital project activities.

January 28, 2020

Finance Committee
City Council
City of Lynchburg
Lynchburg, Virginia

Re: September 30, 2019 Quarterly Financial Report – Stormwater Operating Fund

The attached Stormwater Operating Fund Financial Summary summarizes the financial activity for this fund through September 30, 2019. This quarterly report provides comparative financial information for the same period of the prior fiscal year. Projected variances between the FY 2020 Budget and the Department's year end projections are described below.

REVENUES

Following the completion of the first quarter, the overall revenues for FY 2020 are projected to exceed budget by \$38,500 (1.1%). Explanations of this variance follow:

- **Charges for Services:**

Revenue in this category reflects billing activity for all known impervious areas, Virginia Stormwater Management Program (VSMP) permits and delinquent charges on past due accounts. Charges for services are projected to exceed budget by \$6,000 (.2%).

- **Interest and Other:**

Interest and Other is expected to be at \$32,500 (216.7%) more than budget due to interest earnings are higher than anticipated.

- **Transfers from Other Funds:**

Transfers from General Fund are expected to be at budget.

EXPENSES

Overall expenses for FY 2020 are expected to be \$151,300 (4.3%) less than budget. Explanations of this variance follow:

- **Departmental Operation and Maintenance:**

Departmental Operation and Maintenance are expected to less than budget by \$132,400 (4.3%). This variance is broken down as follows:

➤ Personnel Services and Benefits	\$47,300
➤ Contractual Services	74,800
➤ Other	<u>10,300</u>
Total	\$132,400

The savings in Personnel Services and Benefits is attributable to past and current unfilled positions. Contractual Services savings are related to Municipal Separate Storm Sewer (MS4) permit work planned for start and completion in FY 2020, but will not be completed until FY 2021. In addition, outreach activities involving third party assistance will be performed by current staff.

Non-Departmental Operation and Maintenance:

Non-Departmental Operation and Maintenance expenses are expected to be within budget.

- **Capital Outlay:**

Purchases in Capital Outlay are expected to exceed budget by \$4,700 (1.4%) due to a vehicle purchase cost was more than expected.

- **Transfers to Capital:**

Transfers to Capital are expected to be at budget.

- **Debt Service:**

Debt Service expenditures have projected savings of \$23,600 (21.9%) mostly due to deferred closing (to 1st quarter of FY 2020) of Virginia Resource Authority loan for approximately \$990,000 that is used with Stormwater Local Assistance Fund (SLAF) Grant for the Rock Castle Creek Tributary Stream Restoration Project. This project will help meet compliance requirements under our current Municipal Storm Sewer System (MS4) permit.

SUMMARY

The first quarter report reflects a stable FY 2020 financial position for this fund. Under the Council financial policies, two important financial ratios, debt coverage and fund balance are above policy targets. The projected debt coverage ratio for end of the fiscal year is 7.16 which is above Council's financial policy minimum target of 1.20. The fund balance ratio projected for the end of the fiscal year is 39% compared to target range of 15%- 20%.

Respectfully submitted,

Timothy A. Mitchell, P.E.
Director of Water Resources

cc: Bonnie Svrcsek, City Manager
Reid Wodicka, Deputy City Manager
Donna Witt, Director of Financial Services

**STORMWATER OPERATING FUND
FINANCIAL SUMMARY
Quarter Ending September 30, 2019**

	FY 2019 Adopted Budget	FY 2019 Actual Q1YTD	FY 2019 % of Budget	FY 2020 Adopted Budget	FY 2020 Actual Q1YTD	FY 2020 % of Budget	FY 2020 Adopted Budget	FY 2020 Revised Estimate	FY 2020 \$ Variance Adopted Budget vs. Actual
REVENUES:									
Charges for Services	\$3,205,800	\$590,281	18%	\$3,209,536	\$583,651	18%	\$3,209,536	\$3,215,536	\$6,000
Interest and Other	10,000	11,924	119%	15,000	13,719	91%	15,000	47,500	32,500
Transfers from Other Funds	275,000	0	0%	275,000	68,750	25%	275,000	275,000	0
	\$3,490,800	\$602,205		\$3,499,536	\$666,120		\$3,499,536	\$3,538,036	\$38,500
EXPENSES:									
Departmental O&M	\$2,831,293	\$619,903	22%	\$3,069,006	\$601,778	20%	\$3,069,006	\$2,936,606	\$132,400
Non-Departmental O&M	51,656	6,716	13%	34,368	6,774	20%	34,368	34,368	0
Capital Outlay/Purchases	54,535	3,261	6%	35,000	0	0%	35,000	39,700	(4,700)
Transfers to Capital	675,000	168,750	25%	300,000	75,000	25%	300,000	300,000	0
Debt Service	88,628	25		107,675	27	0%	107,675	84,075	23,600
	\$3,701,112	\$798,655		\$3,546,049	\$683,579		\$3,546,049	\$3,394,749	\$151,300
Adjustment for Expenses from Capital Projects		\$0			\$0			\$0	

KEY RATIOS:

Unrestricted cash target range as a % of operating expenses & debt service
Projected unrestricted cash as a % of operating expenses at year end

15% - 20%
39%

Financial Policy targeted debt coverage ratio minimum:
Ending debt coverage ratio:

1.20
7.16 (a)

Note (a) Calculation of debt coverage includes \$35,000 of estimated capitalizable costs for internal labor charges applicable to time spent on capital project activities.

COUNCIL TARGET RATIOS

Projected Unrestricted cash as a % of operating expenses and debt service:

Beginning Cash and Cash Equivalents as of 06/30/18	1,058,019		
All Revenue	3,538,036		
Less: Departmental O&M	(2,936,606)		
Non Departmental O&M	(34,368)		
Capital Outlay	(39,700)		
Transfers	(300,000)		
Debt Service	(84,075)		
Cash and Cash Equivalents as of 6/30/19	<u>1,201,306</u>		
Total Expenses and Debt Service	<u>3,055,049</u>	Equals	39.32%
(Denominator: Departmental, non-departmental, and debt service expenses)			

Debt Service:

All Revenue	3,538,036		
Less: Departmental O&M	(2,936,606)		
Non Departmental O&M	(34,368)		
Transfer to General Fund	-		
Expenses from Capital Projects	<u>-</u>		
	(2,970,974)		
Add: Capitalizable Labor Costs	<u>35,000</u>		
Operating Income	602,062		
Operating Income	<u>602,062</u>		
Debt Service	<u>84,075</u>	Equals	7.16

STORMWATER OPERATING FUND

REVENUE DETAIL

Quarter Ending September 30, 2019

	Actual July	Actual Aug	Actual Sept	1st Qtr Actual Totals	FY 2020 Actual YTD Totals	FY 2020 Adopted Budget	FY 2020 Projected (a)	Adopted Budget vs. Projected Variance
Charges for services:								
Stormwater Service Fees	51,504.92	263,913.68	263,955.60	579,374.20	579,374.20	3,157,536.00	3,163,536.00	6,000.00
VSMP/Permit Fees	50.00	70.00	1,476.00	1,596.00	1,596.00	38,000.00	38,000.00	0.00
Delinquent Charges	265.68	1,142.38	1,272.76	2,680.82	2,680.82	14,000.00	14,000.00	0.00
	51,820.60	265,126.06	266,704.36	583,651.02	583,651.02	3,209,536.00	3,215,536.00	6,000.00
								0.19%
Interest & other:								
Interest	4,742.11	4,524.17	4,157.69	13,423.97	13,423.97	14,500.00	47,000.00	32,500.00
Collection & Tax Lien Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Miscellaneous	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All Other	0.00	145.00	150.00	295.00	295.00	500.00	500.00	0.00
	4,742.11	4,669.17	4,307.69	13,718.97	13,718.97	15,000.00	47,500.00	32,500.00
								216.67%
Transfers:								
Transfer From General Fund	0.00	0.00	68,750.00	68,750.00	68,750.00	275,000.00	275,000.00	0.00
	0.00	0.00	68,750.00	68,750.00	68,750.00	275,000.00	275,000.00	0.00
								0.00%
	56,562.71	269,795.23	339,762.05	666,119.99	666,119.99	3,499,536.00	3,538,036.00	38,500.00
								1.10%
Less: Balance sheet accounts				0.00	0.00			
Ties to GL	56,562.71	269,795.23	339,762.05	666,119.99	666,119.99			
					666,119.99	3,546,049.00		
						(46,513.00)		
						3,499,536.00		

STORMWATER OPERATING FUND
EXPENSE & TRANSFER DETAIL
Quarter Ending September 30, 2019

	Actual July	Actual Aug	Actual Sep	1st Qtr Actual Totals	FY 2020 Actual YTD	FY 2020 Adopted Budget	FY 2020 Projected	Adopted Budget vs. Projected Variance
By Division:								
Stormwater	162,500.81	236,615.85	202,661.54	601,778.20	601,778.20	3,069,006.00	2,936,606.00	132,400.00
	162,500.81	236,615.85	202,661.54	601,778.20	601,778.20	3,069,006.00	2,936,606.00	132,400.00
								4.31%
By Object:								
Salaries	8,810.40	43,741.61	30,731.05	83,283.06	83,283.06	463,835.31	426,795.00	37,040.31
Employee Benefits	4,341.76	15,810.64	13,802.89	33,955.29	33,955.29	191,395.69	181,136.00	10,259.69
Gasoline/Fuel	592.28	1,713.65	1,650.83	3,956.76	3,956.76	27,150.00	20,150.00	7,000.00
Communication Charges	227.32	227.32	470.02	924.66	924.66	3,400.00	4,300.00	(900.00)
Internal Service Charges	8,078.14	11,416.44	8,950.28	28,444.86	28,444.86	130,410.00	130,410.00	0.00
Contractual services	3,238.37	17,527.07	11,343.19	32,108.63	32,108.63	275,650.00	200,850.00	74,800.00
Supplies & materials	6,389.63	13,340.02	7,063.04	26,792.69	26,792.69	167,200.00	162,300.00	4,900.00
Indirect costs	23,441.25	23,441.25	23,441.25	70,323.75	70,323.75	281,295.00	281,295.00	0.00
Self Insurance	2,943.00	2,943.00	2,943.00	8,829.00	8,829.00	35,316.00	35,316.00	0.00
Admin Charges to Water fund	57,500.00	57,500.00	57,500.00	172,500.00	172,500.00	690,000.00	690,000.00	0.00
PW/CDDevChr	43,112.67	47,877.59	43,920.00	134,910.26	134,910.26	770,804.00	770,804.00	0.00
All other	3,825.99	1,077.26	845.99	5,749.24	5,749.24	32,550.00	33,250.00	(700.00)
	162,500.81	236,615.85	202,661.54	601,778.20	601,778.20	3,069,006.00	2,936,606.00	132,400.00
								4.31%
Non-departmental:								
Independent financial audit	934.40	1,168.00	4,672.00	6,774.40	6,774.40	12,368.00	12,368.00	0.00
Allowance for Uncollectable Accts	0.00	0.00	0.00	0.00	0.00	20,000.00	20,000.00	0.00
Stormwater Detention Pond	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Nonoperating Employee Benefits	0.00	0.00	0.00	0.00	0.00	2,000.00	2,000.00	0.00
	934.40	1,168.00	4,672.00	6,774.40	6,774.40	34,368.00	34,368.00	0.00
								0.00%
Debt/LOC Service Payments:								
Serial/Rev Bond Principal	0.00	0.00	0.00	0.00	0.00	80,332.00	67,141.00	13,191.00
Serial/Rev Bond Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Credit Line Interest	9.25	9.33	8.74	27.32	27.32	27,343.00	12,884.00	14,459.00
Debt Service Charges	0.00	0.00	0.00	0.00	0.00	0.00	4,050.00	(4,050.00)
Total	9.25	9.33	8.74	27.32	27.32	107,675.00	84,075.00	23,600.00
								21.92%
Transfers to Sewer Operating	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfers to Stormwater Capital	75,000.00	0.00	0.00	75,000.00	75,000.00	300,000.00	300,000.00	0.00
Transfers to General Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfers to Fleet Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfers to City/Fed/State Aid Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Capital Purchases	0.00	0.00	0.00	0.00	0.00	35,000.00	39,700.00	(4,700.00)
	75,000.00	0.00	0.00	75,000.00	75,000.00	335,000.00	339,700.00	(4,700.00)
								-1.40%
	238,444.46	237,793.18	207,342.28	683,579.92	683,579.92	3,546,049.00	3,394,749.00	151,300.00
								4.27%
Less: Principal and Interest Payments								
Posted to Balance Sheet	0.00	0.00	0.00	0.00	0.00			
Less: Capitalized Interest FYE	0.00	0.00	0.00	0.00	0.00			
Less: Capitalized Purchases	0.00	0.00	0.00	0.00	0.00			
Add/Subtract: Accrual OPEB Expense	0.00	0.00	0.00	0.00	0.00			
Add/Subtract: Accrual Pension Expense	0.00	0.00	0.00	0.00	0.00			
Add: Debt Service Accruals	0.00	0.00	0.00	0.00	0.00			
Add: Depreciation Expense (FYE ADJ)	0.00	0.00	0.00	0.00	0.00			
Add: Loss on Disposition of Assets	0.00	0.00	0.00	0.00	0.00			
Ties to GL	238,444.46	237,793.18	207,342.28	683,579.92	683,579.92			

683,579.92 3,546,049.00

CITY OF LYNCHBURG
STORMWATER
Sub-Dept 0780

	Actual Jul	Actual Aug	Actual Sep	1st Qtr Actual Totals	FY 2020 Actual YTD	FY 2020 Adopted Budget	FY 2020 Projected	Adopted Budget vs. Projected Variance
By Object:								
Personal services	8,810.40	43,741.61	30,731.05	83,283.06	83,283.06	463,835.31	426,795.00	37,040.31
Fringe benefits	4,341.76	15,810.64	13,802.89	33,955.29	33,955.29	191,395.69	181,136.00	10,259.69
Supplies & materials	6,389.63	13,340.02	7,063.04	26,792.69	26,792.69	167,200.00	162,300.00	4,900.00
Gasoline / fuel	592.28	1,713.65	1,650.83	3,956.76	3,956.76	27,150.00	20,150.00	7,000.00
Internal service charges	8,078.14	11,416.44	8,950.28	28,444.86	28,444.86	130,410.00	130,410.00	0.00
Rentals & leases	0.00	74.25	14.25	88.50	88.50	12,000.00	8,000.00	4,000.00
Communication Charges	227.32	227.32	470.02	924.66	924.66	3,400.00	4,300.00	(900.00)
Contractual services	3,238.37	17,527.07	11,343.19	32,108.63	32,108.63	275,650.00	200,850.00	74,800.00
Training & meetings	10.00	1,003.01	831.74	1,844.75	1,844.75	10,050.00	10,050.00	0.00
Miscellaneous	3,815.99	0.00	0.00	3,815.99	3,815.99	10,500.00	15,200.00	(4,700.00)
Admin Svcs to Storm	57,500.00	57,500.00	57,500.00	172,500.00	172,500.00	690,000.00	690,000.00	0.00
Indirect Costs	23,441.25	23,441.25	23,441.25	70,323.75	70,323.75	281,295.00	281,295.00	0.00
Self Insurance	2,943.00	2,943.00	2,943.00	8,829.00	8,829.00	35,316.00	35,316.00	0.00
PW/CDevChr - Storm	43,112.67	47,877.59	43,920.00	134,910.26	134,910.26	770,804.00	770,804.00	0.00
	162,500.81	236,615.85	202,661.54	601,778.20	601,778.20	3,069,006.00	2,936,606.00	132,400.00
Capital Outlay	0.00	0.00	0.00	0.00	0.00	35,000.00	39,700.00	(4,700.00)
	162,500.81	236,615.85	202,661.54	601,778.20	601,778.20	3,104,006.00	2,976,306.00	127,700.00

	Actual Jul	Actual Aug	Actual Sep	Actual Totals	FY 2020 Actual YTD	FY 2020 Amended Budget	FY 2020 Projected	Adopted Budget vs. Projected Variance
Personnel Data:								
Base pay	8,340.71	39,475.56	26,297.04	74,113.31	74,113.31	422,635.31	385,595.00	37,040.31
Temporary	0.00	0.00	0.00	0.00	0.00	5,200.00	5,200.00	0.00
O.T. Pay	469.69	4,266.05	4,434.01	9,169.75	9,169.75	36,000.00	36,000.00	0.00
Progression Pay	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	8,810.40	43,741.61	30,731.05	83,283.06	83,283.06	463,835.31	426,795.00	37,040.31

	Actual Jul	Actual Aug	Actual Sep	1st Qtr Actual Totals	FY 2020 Actual YTD	FY 2020 Adopted Budget	FY 2020 Projected	Adopted Budget vs. Projected Variance
Contractual Services:								
Software and Maintenance	3,212.79	3,688.61	1,036.00	7,937.40	7,937.40	14,500.00	14,700.00	(200.00)
Sewer/storm system M&R Svc.	0.00	0.00	10,090.64	10,090.64	10,090.64	61,400.00	61,400.00	0.00
Mechanical M&R Service	0.00	300.09	0.00	300.09	300.09	2,500.00	2,500.00	0.00
Legal and Engineering Svcs.	0.00	2,000.00	0.00	2,000.00	2,000.00	120,000.00	65,000.00	55,000.00
Refuse Disposal	0.00	0.00	0.00	0.00	0.00	25,000.00	25,000.00	0.00
Uniform Rental/Laundry	20.58	53.20	61.73	135.51	135.51	800.00	800.00	0.00
PIER Charge	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	5.00	11,485.17	154.82	11,644.99	11,644.99	51,450.00	31,450.00	20,000.00
	3,238.37	17,527.07	11,343.19	32,108.63	32,108.63	275,650.00	200,850.00	74,800.00

Amended Budget Used for Personal Services and Fringe Benefits.

	Adopted	BA	Amended
15000.0000 Full Time			-
15000.0020 Temporary			-
15000.0030 Overtime			0.00
15000.0054 Progression			0.00
Total Personal Services		-	0.00
25100.0001 EmVRSGrpLf			-
25200.0001 EmVRSRetmt			-
25250.0001VRS Hybrid -VLDP			-
25300.0001 Social Sec			-
25300.0002 Medicare C			-
25600.0001 HospHealth			-
25600.0002 HospDental			-
25600.0007 Vision			-

January 28, 2020

Finance Committee
City Council
City of Lynchburg
Lynchburg, Virginia

Re: September 30, 2019 Quarterly Report - General Fund

Attached is the Financial Summary for the General Fund (Fund) for the period ending September 30, 2019.

This quarterly report provides comparative information for the same period of the prior fiscal year and an annualized projection through the end of the current fiscal year.

NON-DEDICATED REVENUES

- Real Estate Taxes:

Real Estate taxes are due in four quarterly installments on November 15, January 15, March 15, and May 15. As of the date of this report, the first installment for FY 2020 has not been billed. Economic Development tax incentive payments totaling \$11,589, which is 96.2% of the adopted budget, have been paid.

- Personal Property Taxes:

Personal Property tax revenue for FY 2020 is \$2,164,151, which is \$316,157 more than the amount collected in the first quarter of FY 2019. Economic Development tax incentives totaling \$19,600, which is 97.8% of the adopted budget, have been paid. Personal property taxes are payable in two equal installments on June 5 and December 5. Additional billings for personal property acquisitions are due March 5 and September 5.

In 1998, the Virginia General Assembly enacted the Personal Property Tax Relief Act (PPTRA) to reimburse citizens for a portion of the local personal property tax. In the 2004 Virginia General Assembly, the State capped the amount reimbursed to localities, which equates to \$950 million for FY 2017. This action eliminates the 70% reimbursement. Lynchburg's share is \$5,543,584. During the first quarter of FY 2020, the State reimbursed the City \$277,179 (5%), as scheduled. Future payments have been scheduled for November 2019 (75%), February 2020 (15%), and May 2020 (5%).

- Consumer Utility Taxes - Electric:

Consumer Utility Tax – Electric revenue of \$659,043 is on pace with the FY 2020 budget projection based on collections for 2 months. Staff is monitoring this revenue and providing the Finance Committee with monthly updates.

- Communication Sales and Use Taxes:

Communication Sales and Use tax revenue is \$241,638 which is on pace with the FY 2020 budget projection based on collections for 1 month. Staff is monitoring this revenue and providing the Finance Committee with monthly updates.

- Local Sales Tax:

In comparison to the FY 2020 budget, sales tax revenue of \$1,304,129 is behind by 2.3%, or \$31,213 based on collections for 1 month. Economic Development tax incentives totaling \$74,256, which is 98.7% of the adopted budget, have been paid.

- Business License

Business License revenue collected for the first quarter of FY 2020 is \$38,917. Since this tax is due May 1, the collection percentage is currently only a small part of the annual budget. The majority of the tax will be collected from March to May. Economic Development tax incentives totaling \$21,729, which is 100.0% of the adopted budget, have been paid.

- Meals Tax

Meals tax revenue of \$2,494,713 is on pace with FY 2020 budget projections based on collections for 2 months. Staff is monitoring this revenue and providing the Finance Committee with monthly updates. Economic Development tax incentives totaling \$250,085, which is 98.0% of the adopted budget, have been paid.

- Lodging Tax

Lodging tax revenue of \$595,356 is on pace with FY 2020 budget based on collections for 2 months. Staff is monitoring this revenue and providing the Finance Committee with monthly updates. Economic Development tax incentives totaling \$245,946, which is 100.0% of the adopted budget, have been paid.

- Permit, Fees, and Licenses:

Permit, Fees, and Licenses revenue is on pace with FY 2020 budget projections with \$298,458 collected.

- Fines and Forfeitures:

Fines and Forfeitures revenue of \$51,188 is behind the budget projection for FY 2019 by 45.0%, or \$51,188 due primarily to the timing in receiving court fines, as well as parking fines. Staff will continue to keep a close watch on this revenue to see if an adjustment in projected revenue is necessary.

- Interest on Investments:

Investment income is ahead of projections for FY 2020 with \$394,471 earned.

- Charges for Services

Charges for Services revenue is on pace with budget projections for FY 2020 with \$2,873,559 collected.

DEDICATED REVENUES

Intergovernmental Revenues (consisting of Constitutional Officers, Health and Human Services, and State & Federal subsidies) of \$6,105,050 are 35.6%, or \$3,378,727 less than FY 2020 budget projection. This is due to the timing of submitting and receiving reimbursements for constitutional offices.

EXPENDITURES

- Operating Expenditures:

The percentage of operating expenditures spent through the first quarter of FY 2020, 23.5%, is on target with budget projections.

- Debt Service

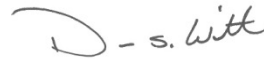
Debt Service expenditures are on pace with FY 2020 budget projections.

Finance Committee
Lynchburg City Council
January 28, 2020
Page 4

SUMMARY

This report represents three months of fiscal activity. As the year progresses, revised estimates for revenues and expenditures will be presented to reflect the impact of changes.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "D. S. Witt".

Donna S. Witt
Chief Financial Officer

cc: Bonnie Svrcek, City Manager
Reid Wodicka, Deputy City Manager
Rhonda Allbeck, Assistant Director of Financial Services

Revenues	Adopted Budget	Budget Amendment	Amended Budget	Actual Amount 9/30/19	Remaining Budget w/o Encumbrances	Percentage of Amended Budget	Actual Amount 9/30/18
04010.0100 - Interest on Investment	332,814	150,000	482,814	193,427	289,387	40.1%	150,147
04010.0101 - Interest-City Capital	150,000	-	150,000	66,616	83,384	44.4%	56,797
04010.0123 - Interest-Health Ins Resrv	2,000	-	2,000	5,625	(3,625)	281.3%	4,800
04010.0124 - Interest-OPEB	15,000	-	15,000	47,919	(32,919)	319.5%	5,031
04010.0129 - Interest Income- US Bank Escrow (Crossover Refunding)	-	-	-	4,524	(4,524)	0.0%	94,945
04010.0156 - Interst-MktValueGain/Loss	-	-	-	(34,355)	34,355	0.0%	(8,945)
04010.0157 - Interest-SNAP Income	175,000	(150,000)	25,000	10,069	14,931	40.3%	44,485
04020.0105 - Gen Govt Property Rental	75,000	-	75,000	15,147	59,853	20.2%	17,132
04020.0115 - Public Safety Prop Rent	36,250	-	36,250	-	36,250	0.0%	-
04020.0125 - Human Services Prop Rent	100,000	-	100,000	25,000	75,000	25.0%	25,000
04020.0135 - Dwntwn Parking Deck Lease	76,070	-	76,070	20,762	55,308	27.3%	20,973
04020.0200 - Culture & Rec. Prop Rent	15,070	-	15,070	3,768	11,303	25.0%	3,768
04020.0201 - Prop Rental-Stadium	5,000	-	5,000	1,188	3,813	23.8%	3,908
04020.0202 - Prop Rental-Market/Park.	92,000	-	92,000	34,686	57,314	37.7%	25,146
04020.0205 - Market Rent- Pen & Int	650	-	650	97	553	14.9%	260
130 Use of Money & Property Total	1,074,854	-	1,074,854	394,471	680,383	36.7%	443,444
140 Charges for Services							
04510.0900 - Collection & Tax Lien Fees	35,000	-	35,000	9,872	25,128	28.2%	12,739
04510.0901 - DMV Admin Fee	265,000	-	265,000	86,243	178,757	32.5%	78,477
04510.0902 - DMV Select Agency	35,000	-	35,000	12,423	22,578	35.5%	11,444
04510.0911 - Sale of GIS Maps & Data	150	-	150	16	134	10.7%	37
04510.0915 - Processng Fee - Payroll deduction	5,000	-	5,000	1,390	3,610	27.8%	1,330
04510.0916 - Indirect Cost&Svc DetHome	246,102	-	246,102	61,526	184,577	25.0%	58,262
04510.0918 - Indirect Cost&Srcv Water	1,108,711	-	1,108,711	277,179	831,533	25.0%	280,841
04510.0919 - Indirect Cost&Srcv Sewer	273,479	-	273,479	68,369	205,110	25.0%	69,022
04510.0920 - Indirect Cost&Srcv WWTP	592,908	-	592,908	148,227	444,681	25.0%	158,216
04510.0921 - Indirect Cost&Srcv Airprt	162,582	-	162,582	40,646	121,937	25.0%	40,283
04510.0922 - Indirect Cost&Svc Strmwtr	281,295	-	281,295	70,324	210,971	25.0%	45,695
04510.0924 - Indirect Cost & Svc- Community Corrections	-	-	-	-	-	0.0%	5,022
04515.0101 - Document Reprod Costs	8,000	-	8,000	1,635	6,365	20.4%	1,946
04515.0200 - Court Rm Sheriff Fee \$10, None	70,000	-	70,000	12,993	57,007	18.6%	13,724
04515.0300 - Fees For Court Officers	7,244	-	7,244	7,244	(0)	100.0%	7,244
04515.0301 - Legal Service Charges	40,000	-	40,000	-	40,000	0.0%	-
04515.0303 - Probation Supervisor Fee	13,789	-	13,789	1,629	12,160	11.8%	2,600
04515.0400 - Commonwealth Atty.Fees	7,000	-	7,000	1,389	5,611	19.8%	2,347
04515.0401 - CA Coll Fees- Gen Dist Ct	23,250	-	23,250	5,270	17,980	22.7%	(33,305)
04515.0402 - CA Coll Fees- J&D Court	9,350	-	9,350	640	8,710	6.8%	2,278
04515.0403 - CA Coll Fees- Circuit Crt	72,040	-	72,040	11,155	60,885	15.5%	18,094
04520.0300 - Fire Prevention Fees	3,100	-	3,100	1,450	1,650	46.8%	1,150
04520.0301 - Ambulance Service Fees	2,500,000	-	2,500,000	511,339	1,988,661	20.5%	420,945
04520.0304 - Delinq Ambulance>120 Days	150,000	-	150,000	46,554	103,446	31.0%	40,413
04520.0901 - PIER Contract Payments	26,500	-	26,500	26,500	-	100.0%	6,000
04520.0903 - Police-Schools Resource Officer (SRO) Prog	135,904	-	135,904	-	135,904	0.0%	-
04520.0904 - Local Reimb-COL Confined Space	50,000	-	50,000	12,500	37,500	25.0%	12,500
04520.0905 - Police Report Sales	1,425	-	1,425	730	695	51.2%	3,320
04520.0906 - Range Use Fee	13,800	-	13,800	12,000	1,800	87.0%	12,800
04520.0908 - \$250 DUI Fees	-	-	-	1,781	(1,781)	0.0%	2,949
04520.0909 - LPD Off Duty	1,270,000	-	1,270,000	220,403	1,049,597	17.4%	240,016
04525.0106 - Downtown Parking Fees	43,565	-	43,565	3,033	40,532	7.0%	4,640
04525.0107 - PW Admin Stormwater Charges	101,116	-	101,116	4,053	97,063	4.0%	3,595
04525.0108 - PW Eng Stormwater Charges	9,801	-	9,801	2,880	6,921	29.4%	2,100
04525.0109 - PW Streets Stormwater Charges	147,974	-	147,974	-	147,974	0.0%	365
04525.0206 - Residential Disposal-Decals	1,126,336	-	1,126,336	831,426	294,910	73.8%	604,859
04525.0218 - Trash Bag Srvcs-Waste Zero	278,240	-	278,240	19,800	258,440	7.1%	31,683
04525.0219 - Landlord Set Out Program , None	4,450	-	4,450	-	4,450	0.0%	-
04525.0300 - Bldg Maint Charge-Other	10,142	-	10,142	2,536	7,607	25.0%	2,536
04530.0401 - CSA Service Providers	54,000	-	54,000	-	54,000	0.0%	3,550
04530.0409 - Human Services Court Order Fees	-	-	-	273	(273)	0.0%	823
04530.0410 - Lynchburg Youth Group Home Charges	796,290	-	796,290	68,968	727,322	8.7%	76,662
04530.0412 - Horizon Contribution for Outstationed Benefit Workers, None	17,500	-	17,500	-	17,500	0.0%	-
04535.0100 - Swimming Pool Fees	28,000	-	28,000	18,192	9,808	65.0%	14,952
04535.0150 - Recreation Program Fees	458,000	-	458,000	110,881	347,119	24.2%	99,245
04535.0200 - Point of Honor Admission Fees	9,350	-	9,350	5,319	4,031	56.9%	2,310
04535.0300 - Library Fines & Fees	50,000	-	50,000	9,478	40,522	19.0%	13,793
04535.0301 - Law Library Fees	30,000	-	30,000	9,396	20,604	31.3%	9,798
04535.0303 - Lost/Damaged Library Prop	5,000	-	5,000	971	4,029	19.4%	2,094
04535.0304 - Delinq Library Fines & Fees	2,400	-	2,400	469	1,931	19.5%	440
04535.0305 - Delinq Library Lost/Damaged	4,500	-	4,500	639	3,861	14.2%	677
04535.0306 - Delinq Library Pen & Int	1,500	-	1,500	218	1,282	14.5%	211
04540.0105 - Comm Develop Stormwater Charges	511,913	-	511,913	127,978	383,936	25.0%	123,899
04599.0002 - Secure Vacant Stru Reimb	-	-	-	-	-	0.0%	974
04599.0004 - Weed Ordinance Program	28,000	-	28,000	5,625	22,375	20.1%	4,979
140 Charges for Services Total	11,124,706	-	11,124,706	2,873,559	8,251,147	25.8%	2,520,575
150 Miscellaneous Revenue							
05030.0105 - Suspense Revenue/Exp Ref	-	-	-	-	-	0.0%	-
05050.0105 - Pmt In Lieu Tax-WestCntbr	52,900	-	52,900	-	52,900	0.0%	-
05050.0110 - Pymt In Lieu of Tax-LRHA	25,000	-	25,000	-	25,000	0.0%	35,847
05050.0230 - Friends of Lynchburg Library	9,467	-	9,467	4,030	5,438	42.6%	-
05050.0232 - Digg's Trust Rec-Pt Honor	36,900	-	36,900	9,250	27,650	25.1%	-
05050.0251 - Contributions-Adopt-A-Bed	-	-	-	705	(705)	0.0%	-
05050.0278 - Donations for Rotary Centennial Skate Park, None	-	-	-	1,700	(1,700)	0.0%	8,020
05050.0290 - Gifts And Misc.	1,700	-	1,700	100	1,600	5.9%	1,053
05050.0400 - Sale-Salvage/Surplus Prop	-	-	-	729	(729)	0.0%	232
05050.0415 - Proceeds frm PropRoom.com	-	-	-	-	-	0.0%	0
05050.2001 - Cash Overage And Shortage	-	-	-	(128)	128	0.0%	(48)
05050.2011 - Reimb.POH Carriage House	26,300	-	26,300	6,938	19,363	26.4%	-
05050.2013 - Photo Reprod And Royalty	200	-	200	40	160	20.0%	-
05050.2016 - Dedicated Misc Rev HumSvc	-	-	-	292	(292)	0.0%	-
05050.2022 - Trash Cart Sales	3,000	-	3,000	867	2,133	28.9%	1,184
05050.2025 - Credit Card Rebate	110,000	-	110,000	-	110,000	0.0%	-
05050.2028 - WardsCrossingWestSvcFee	135,923	-	135,923	-	135,923	0.0%	-
05050.2033 - PointOfHonr-GiftShopSales	850	-	850	-	850	0.0%	-

Revenues	Adopted Budget	Budget Amendment	Amended Budget	Actual Amount 9/30/19	Remaining Budget w/o Encumbrances	Percentage of Amended Budget	Actual Amount 9/30/18
05050.2034 - P&R Spec Event Sponsorship, None	12,000	-	12,000	1,050	10,950	8.8%	3,000
05050.2037 - RSA Profit Sharing	-	-	-	-	-	0.0%	(369,507)
05050.2046 - Visitor Ctr Merchandise	21,000	-	21,000	1,060	19,940	5.0%	3,441
05050.2049 - Trash Bag&Decal Violation	5,000	-	5,000	171	4,829	3.4%	50
05050.2052 - Parking Lease Agreement	90,000	-	90,000	26,342	63,658	29.3%	27,693
05050.2055 - Hillcats - Donation Youth Athletic Programs	10,000	-	10,000	10,000	-	100.0%	-
05050.2056 - Commission on City Vending Machine Sales	-	-	-	622	(622)	0.0%	912
05050.2059 - Court Restitution, None	-	-	-	207	(207)	0.0%	-
05050.2090 - Miscellaneous Revenue	157,247	-	157,247	8,811	148,436	5.6%	20,305
150 Miscellaneous Revenue Total	697,487	-	697,487	72,786	624,701	10.4%	(267,817)
300 State Non-Categorical Aid							
06100.0300 - Rolling Stock Taxes	90,000	-	90,000	90,863	(863)	101.0%	90,734
06100.0400 - Mobile Home Titling Taxes	1,000	-	1,000	930	70	93.0%	504
06100.0600 - Deeds Of Conveyance	150,000	-	150,000	14,034	135,966	9.4%	12,719
06100.0800 - Recordation Taxes-State	150,000	-	150,000	(0)	150,000	0.0%	(0)
06100.0900 - Auto Rental Tax-DMV	336,400	-	336,400	105,342	231,058	31.3%	108,125
06100.1108 - Personal Prop Tax Relief	5,543,584	-	5,543,584	277,179	5,266,405	5.0%	277,179
300 State Non-Categorical Aid Total	6,270,984	-	6,270,984	488,348	5,782,636	7.8%	489,261
310 State Shared Exp (Cat.)							
06510.0200 - Commissioner of Revenue	190,338	-	190,338	14,868	175,470	7.8%	28,589
06510.0300 - Treasurer	115,644	-	115,644	18,107	97,537	15.7%	16,323
06510.1000 - Registrar/Electoral Board	47,000	-	47,000	-	47,000	0.0%	-
06515.0100 - Clerk of Cir Crt-Fringes	577,961	-	577,961	89,298	488,663	15.5%	86,208
06515.0200 - Sheriff	1,121,764	-	1,121,764	180,341	941,423	16.1%	176,708
06515.0400 - Commonwealth Attorney	1,079,116	-	1,079,116	184,152	894,964	17.1%	167,762
310 State Shared Exp (Cat.) Total	3,131,823	-	3,131,823	486,766	2,645,057	15.5%	475,591
320 State Categorical Aid							
06820.0200 - Juvenile Correct-Block Gt	247,716	-	247,716	61,929	185,787	25.0%	61,929
06820.0201 - Wireless E911	372,000	-	372,000	65,500	306,500	17.6%	61,255
06820.0203 - HB 599 Law Enforc.Asst	3,137,083	-	3,137,083	814,857	2,322,226	26.0%	784,271
06825.0100 - Street And Highway Maint.	8,559,816	-	8,559,816	2,139,970	6,419,846	25.0%	2,208,704
06830.0412 - Health Department	-	-	-	-	-	0.0%	-
06830.0413 - SS State Adm Sub 0901	2,461,758	-	2,461,758	317,428	2,144,330	12.9%	318,786
06830.0414 - SS State Prog Sub 0902	5,128,759	-	5,128,759	417,383	4,711,376	8.1%	416,493
06835.0101 - SNAP Benefit Prog Grant, None	-	-	-	-	-	0.0%	10
06835.0102 - SNAP Program Reimb	15,000	-	15,000	4,022	10,978	26.8%	1,999
06835.0103 - SNAP Prog-Double Dollar	-	-	-	-	-	0.0%	250
06835.0104 - VDH- We Got the Beet Campaign	-	-	-	450	(450)	0.0%	13,332
06835.0300 - Finan Asst-Public Library	160,386	-	160,386	41,346	119,040	25.8%	39,391
320 State Categorical Aid Total	20,082,518	-	20,082,518	3,862,884	16,219,634	19.2%	3,906,420
330 State Aid in Suspense							
05030.0100 - Suspense Rev-Va EDI Pmts	-	-	-	-	-	0.0%	-
330 State Aid in Suspense Total	-	-	-	-	-	0.0%	-
510 Federal Direct Cat. Aid							
07540.1001 - IRS Int Subsidy 8/09 BABs	40,900	-	40,900	40,838	62	99.8%	40,664
07540.1002 - IRS Int Subs 8/09 BABsSCH	97,000	-	97,000	96,898	102	99.9%	96,484
510 Federal Direct Cat. Aid Total	137,900	-	137,900	137,736	164	99.9%	137,148
520 Fed Cat Aid- Pass Thru							
07825.0300 - B&G Chrgs Commerce St Bld	55,000	-	55,000	6,027	48,973	11.0%	1,335
07830.0420 - Fed Pass Thru:Cost AIIDMG	515,000	-	515,000	-	515,000	0.0%	-
07830.0421 - SS Fed Adm Sub 0901	4,002,889	-	4,002,889	788,213	3,214,676	19.7%	739,843
07830.0422 - SS Fed Prog Sub 0902	3,576,904	-	3,576,904	303,954	3,272,950	8.5%	313,985
07830.0430 - USDA Funding - Group Home, None	15,000	-	15,000	4,837	10,163	32.2%	4,698
07875.0003 - Human Service Lease	147,091	-	147,091	21,631	125,460	14.7%	21,631
07875.0021 - FINI Double-Dollars	-	-	-	4,654	(4,654)	0.0%	-
520 Fed Cat Aid- Pass Thru Total	8,311,884	-	8,311,884	1,129,316	7,182,568	13.6%	1,081,492
710 Operating Transfers In							
09225.0015 - Transfer from Tech Fund to General Fund, None	-	-	-	-	-	0.0%	50,000
09301.0003 - TrfFrmCtyCp-Capital Proj	-	-	-	-	-	0.0%	49,655
710 Operating Transfers In Total	-	-	-	-	-	0.0%	99,655
Grand Total	188,531,114	-	188,531,114	18,581,011	169,950,103	9.9%	18,418,505

Fiscal Year	Fiscal Calendar 2020
Fiscal Quarter of Year	Fiscal Q 1
Fund	1001 General Fund
Account Type	Expenses
Process Status	Posted

Expenditures	Adopted Budget	Budget Amendment	Amended Budget	Actual Amount 9/30/19	Remaining Budget w/ Encumbrances	Percentage Used w/ Encumbrances	Actual Amount 9/30/18
2022 Communications/Public Engagement							
0021 Public Information	478,976	28,633	507,609	152,311	347,138	31.6%	146,087
0022 Customer Service Center	132,548	19,689	152,237	30,268	113,469	25.5%	28,681
0029 Local Government Channel	166,212	9,659	175,871	34,057	141,814	19.4%	32,826
2022 Communications/Public Engagement Total	777,736	57,981	835,717	216,637	602,420	27.9%	207,594
2023 Council / Manager							
0028 Council / Manager	968,558	250,518	1,219,076	261,151	948,766	22.2%	275,071
0033 Parking Division	529,635	9,799	539,434	120,087	419,346	22.3%	106,025
2023 Council / Manager Total	1,498,193	260,316	1,758,509	381,238	1,368,112	22.2%	381,096
2027 Tourism							
0044 Tourism	-	-	-	-	-	0.0%	307,538
0045 Visitors Center	-	-	-	-	-	0.0%	21,311
2027 Tourism Total	-	-	-	-	-	0.0%	328,849
2030 City Attorney							
0050 City Attorney	814,224	23,805	838,029	167,203	670,826	20.0%	160,791
0051 Risk Management	608,114	-	608,114	152,029	456,085	25.0%	147,089
2030 City Attorney Total	1,422,338	23,805	1,446,143	319,231	1,126,912	22.1%	307,880
2035 State Treasurer							
0060 State Treasurer	172,514	24,834	197,348	41,517	155,831	21.0%	35,598
2035 State Treasurer Total	172,514	24,834	197,348	41,517	155,831	21.0%	35,598
2040 Commissioner Of Revenue							
0070 Com Rev-State/Loc Budget	737,683	50,216	787,899	150,466	634,788	19.4%	152,019
2040 Commissioner Of Revenue Total	737,683	50,216	787,899	150,466	634,788	19.4%	152,019
2045 City Assessor							
0080 City Assessor	723,244	29,242	752,486	176,032	575,509	23.5%	182,735
2045 City Assessor Total	723,244	29,242	752,486	176,032	575,509	23.5%	182,735
2050 Finance							
0090 Office of Management & Budget	618,447	60,633	679,080	133,852	487,725	28.2%	122,599
0093 Billings And Collections	1,255,856	139,637	1,395,493	162,827	901,003	35.4%	298,444
0094 Procurement	340,394	27,138	367,532	77,392	290,140	21.1%	57,706
0095 Accounting	918,651	88,229	1,006,880	213,492	675,501	32.9%	224,441
2050 Finance Total	3,133,348	315,637	3,448,985	587,563	2,354,369	31.7%	703,190
2055 Human Resources							
0110 Human Resources	817,432	(43,313)	774,119	170,014	591,105	23.6%	194,552
0111 Occupational Health Svs	175,000	-	175,000	32,517	142,483	18.6%	43,889
2055 Human Resources Total	992,432	(43,313)	949,119	202,531	733,588	22.7%	238,442
2057 Information Technology							
0115 Application Services	1,336,183	57,359	1,393,542	292,628	1,100,914	21.0%	284,666
0116 Network Services	1,651,021	50,570	1,701,591	356,890	1,344,701	21.0%	366,318
0117 I T Administration	450,413	8,055	458,468	96,006	344,834	24.8%	75,400
0125 GIS	311,248	32,946	344,194	87,524	248,521	27.8%	88,754
2057 Information Technology Total	3,748,865	148,930	3,897,795	833,049	3,038,969	22.0%	815,139
2065 Registrar							
0150 Registrar	184,437	1,771	186,208	37,743	146,895	21.1%	41,320
0151 Electoral Board	99,597	-	99,597	5,426	94,171	5.4%	10,142
2065 Registrar Total	284,034	1,771	285,805	43,168	241,066	15.7%	51,462
2090 Education							
0200 Lcl Sch Oper Contribution	42,890,498	(862,000)	42,028,498	1,500,000	40,528,498	3.6%	3,000,000
2090 Education Total	42,890,498	(862,000)	42,028,498	1,500,000	40,528,498	3.6%	3,000,000
2105 Circuit Court-Judge							
0300 Circuit Court-Judge	154,417	1,759	156,176	21,127	135,049	13.5%	26,660
2105 Circuit Court-Judge Total	154,417	1,759	156,176	21,127	135,049	13.5%	26,660
2110 General District Court							
0310 General District Court	55,073	1,907	56,980	8,234	44,599	21.7%	6,704
2110 General District Court Total	55,073	1,907	56,980	8,234	44,599	21.7%	6,704
2115 Juvenile & Dr Dist Court							
0320 Juvenile & Dr Dist Court	14,273	-	14,273	4,260	7,038	50.7%	2,463
2115 Juvenile & Dr Dist Court Total	14,273	-	14,273	4,260	7,038	50.7%	2,463
2120 24th Court Service Unit							
0330 24th Court Service Unit	1,472	-	1,472	82	1,390	5.5%	62
2120 24th Court Service Unit Total	1,472	-	1,472	82	1,390	5.5%	62
2125 Commonwealth's Attorney							
0340 Commonwealth Attorney	1,629,342	52,781	1,682,123	357,034	1,325,089	21.2%	352,902
0343 Com Aty Fines & Fees Coll	63,186	-	63,186	13,943	48,036	24.0%	13,386
2125 Commonwealth's Attorney Total	1,692,528	52,781	1,745,309	370,978	1,373,125	21.3%	366,287

Expenditures	Adopted Budget	Budget Amendment	Amended Budget	Actual Amount 9/30/19	Remaining Budget w/ Encumbrances	Percentage Used w/ Encumbrances	Actual Amount 9/30/18
2130 Magistrate's Office							
0350 Magistrate's Office	3,782	49	3,831	1,037	2,763	27.9%	563
2130 Magistrate's Office Total	3,782	49	3,831	1,037	2,763	27.9%	563
2135 Circuit Court-Clerk							
0360 Circuit Court-Clerk	899,610	44,210	943,820	185,054	758,766	19.6%	188,887
2135 Circuit Court-Clerk Total	899,610	44,210	943,820	185,054	758,766	19.6%	188,887
2200 City Sheriff							
0400 City Sheriff And Jail	2,255,619	43,595	2,299,214	503,311	1,795,903	21.9%	555,446
2200 City Sheriff Total	2,255,619	43,595	2,299,214	503,311	1,795,903	21.9%	555,446
2240 Police							
0420 Police Operations	17,147,895	716,687	17,864,582	4,421,333	13,350,464	25.3%	4,239,096
0421 Animal Warden	337,222	10,744	347,966	69,860	278,106	20.1%	54,223
0429 Range Operations	13,800	-	13,800	3,524	9,106	34.0%	787
0430 Police Off Duty Employmnt	1,151,894	737	1,152,631	189,540	963,091	16.4%	190,585
2240 Police Total	18,650,811	728,168	19,378,979	4,684,256	14,600,768	24.7%	4,484,691
2245 Emergency Services							
0422 Emergency Communications	2,693,488	168,489	2,861,977	600,819	2,241,729	21.7%	623,908
2245 Emergency Services Total	2,693,488	168,489	2,861,977	600,819	2,241,729	21.7%	623,908
2270 Fire							
0444 Fire Operations And Ems	15,920,814	378,973	16,299,787	3,672,933	12,583,742	22.8%	3,629,386
0446 TRT- PIER Program	76,500	32,517	109,017	70,484	31,470	71.1%	41,612
2270 Fire Total	15,997,314	411,490	16,408,804	3,743,417	12,615,212	23.1%	3,670,998
2400 Public Works							
0600 Public Works Administrat.	939,884	32,210	972,094	192,698	708,524	27.1%	190,964
0605 Engineering	3,997,263	87,147	4,084,410	731,324	3,254,036	20.3%	822,853
0632 Street Maintenance,II	3,449,449	1,685,709	5,135,158	591,157	2,945,384	42.6%	462,682
0635 Snow Removal	297,570	179,141	476,711	16,001	281,569	40.9%	266,146
0640 Refuse Collection	3,086,694	195,152	3,281,846	683,328	1,313,355	60.0%	654,847
0645 Parks/Grounds Maintenance	3,254,523	429,249	3,683,772	839,851	2,507,447	31.9%	712,714
0649 Baseball Stadium Maint	117,823	-	117,823	34,280	82,551	29.9%	25,833
0650 Building Maintenance	3,795,831	143,593	3,939,424	818,424	2,957,902	24.9%	771,123
0660 Human Services Maint.	243,090	6,923	250,013	61,393	171,728	31.3%	47,417
2400 Public Works Total	19,182,127	2,759,124	21,941,251	3,968,456	14,222,497	35.2%	3,954,579
2555 Health							
0800 Health Operations	747,685	-	747,685	373,843	-	100.0%	207,744
2555 Health Total	747,685	-	747,685	373,843	-	100.0%	207,744
2561 Juvenile Services							
0904 Juvenile Service Admin.	255,955	(46,449)	209,506	39,371	170,135	18.8%	42,296
0905 Juvenile Detention Home	400,000	-	400,000	106,398	293,602	26.6%	156,317
0906 Lynchburg Youth Group Home	1,232,087	30,993	1,263,080	260,947	993,191	21.4%	234,467
0915 Csa Service Providers	1,912,171	1,231	1,913,402	14,433	1,898,969	0.8%	520,833
0929 Lynchburg Outreach Prog	196,369	4,804	201,173	43,141	156,915	22.0%	43,649
2561 Juvenile Services Total	3,996,582	(9,421)	3,987,161	464,290	3,512,812	11.9%	997,561
2562 Social Services							
0901 Social Services Admin.	8,529,191	458,534	8,987,725	1,876,573	7,083,713	21.2%	1,787,619
0902 Public Assistance	8,869,737	18,225	8,887,962	2,222,244	6,647,493	25.2%	1,463,615
2562 Social Services Total	17,398,928	476,759	17,875,687	4,098,817	13,731,206	23.2%	3,251,233
2563 Recreation Services							
0116 Network Services	77,656	1,155	78,811	16,707	62,104	21.2%	16,213
1002 Parks/Rec/Market	401,685	17,531	419,216	82,335	331,771	20.9%	99,795
1010 Recreation, General Admin	566,221	51,233	617,454	127,996	486,918	21.1%	112,850
1011 Recreation Services	142,107	2,489	144,596	30,008	114,588	20.8%	30,501
1013 Recreation, Athletic	148,716	6,730	155,446	36,005	119,441	23.2%	32,685
1015 Recreation, Park Services	717,793	48,697	766,490	151,368	594,441	22.4%	173,852
1022 Recreation, Aquatics	93,313	927	94,240	34,604	59,636	36.7%	40,841
1023 Recreation, Naturalist	178,358	11,055	189,413	29,681	159,732	15.7%	29,052
1024 Special Events-Cty Sponsr	30,000	-	30,000	3,000	27,000	10.0%	-
1027 Recreation Programs	537,760	4,609	542,369	113,404	428,965	20.9%	111,990
1028 City-wide Centers	281,512	7,713	289,225	58,066	231,159	20.1%	59,973
1029 Neighborhood Centers	651,238	13,493	664,731	150,935	511,394	23.1%	127,385
2563 Recreation Services Total	3,826,359	165,632	3,991,991	834,110	3,127,148	21.7%	835,136
2610 Libraries							
1100 Public Library	1,430,886	133,143	1,564,029	319,675	1,240,382	20.7%	308,444
1120 Law Library	8,200	-	8,200	2,293	5,907	28.0%	1,554
2610 Libraries Total	1,439,086	133,143	1,572,229	321,968	1,246,289	20.7%	309,998
2611 Museum System							
1150 Museum	472,867	12,097	484,964	100,814	383,435	20.9%	107,883
2611 Museum System Total	472,867	12,097	484,964	100,814	383,435	20.9%	107,883
2715 Community Development							
1200 Director-Comm Plan/Dev	287,928	15,417	303,345	62,996	240,349	20.8%	67,582
1201 Planning	331,202	14,614	345,816	77,168	268,637	22.3%	64,145

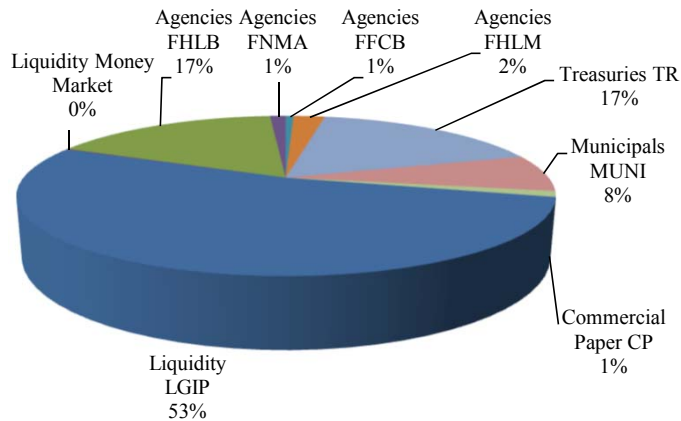
Expenditures	Adopted Budget	Budget Amendment	Amended Budget	Actual Amount 9/30/19	Remaining Budget w/ Encumbrances	Percentage Used w/ Encumbrances	Actual Amount 9/30/18
1202 Inspections	930,014	44,190	974,204	199,976	773,753	20.6%	185,483
1205 Zoning	295,375	15,716	311,091	61,990	249,101	19.9%	56,336
2715 Community Development Total	1,844,519	89,937	1,934,456	402,131	1,531,839	20.8%	373,546
2720 Office Of Economic Devel							
1300 Economic Development	1,589,369	45,589	1,634,958	600,207	953,460	41.7%	171,514
2720 Office Of Economic Devel Total	1,589,369	45,589	1,634,958	600,207	953,460	41.7%	171,514
5000 Nondept Employee Benefits							
1430 Non-allocated Emp Benefit	4,109,884	-	4,109,884	1,087,360	3,022,524	26.5%	754,554
5000 Nondept Employee Benefits Total	4,109,884	-	4,109,884	1,087,360	3,022,524	26.5%	754,554
5050 Non-Departmental							
1506 Water Oper Fund Payments	836,390	-	836,390	209,099	627,291	25.0%	203,830
1508 Stormwater Fee-City Bldgs	88,500	-	88,500	14,684	73,816	16.6%	22,014
1509 Stormwater Fee-School Bld	70,200	-	70,200	11,653	58,547	16.6%	17,424
1512 College Lake Dam Repairs	-	81,908	81,908	42,800	(88,256)	207.7%	303,398
1567 Years of Service Awards	14,500	-	14,500	3,333	11,167	23.0%	4,566
1568 Retirement Recognition	4,600	-	4,600	-	4,600	0.0%	-
1569 Take Your Kids to Work Dy	1,000	-	1,000	-	1,000	0.0%	(500)
1570 Emp Appreciation Luncheon	3,000	-	3,000	-	3,000	0.0%	-
1573 Payment-Fleet Capital Chg	2,651,242	-	2,651,242	628,282	2,022,960	23.7%	605,541
1574 Health Management Program	15,000	-	15,000	(5,340)	20,340	-35.6%	4,442
1575 Employee Committee Funds	8,000	-	8,000	-	8,000	0.0%	130
1576 Line of Duty Act	248,314	-	248,314	59,627	188,687	24.0%	83,123
1578 Poverty Intiative	25,000	-	25,000	-	25,000	0.0%	5,661
1579 Recruitment	10,000	-	10,000	3,952	6,048	39.5%	-
1580 International Festival	500	-	500	(500)	1,000	-100.0%	-
1581 Workplace Safety & Wellness	75,000	-	75,000	11,784	63,216	15.7%	-
1637 City Cemetery Master Plan	132,438	-	132,438	87,642	-	100.0%	87,642
5050 Non-Departmental Total	4,183,684	81,908	4,265,592	1,067,016	3,026,416	29.1%	1,337,270
5060 Support Local/State Organ							
1702 V.P.I. Extension Service	40,685	-	40,685	36	(36)	100.1%	2,016
1705 Lynchburg Humane Society	405,440	-	405,440	405,440	0	100.0%	351,697
1707 Cent Va Area Agc On Aging	15,000	-	15,000	15,000	-	100.0%	15,000
1708 Horizon Behavioral Health	567,000	-	567,000	189,000	-	100.0%	185,300
1709 Cvcc Board & Related Oper	1,955	-	1,955	1,955	-	100.0%	1,942
1711 Cent Va Planning Dist Com	46,219	-	46,219	46,219	1	100.0%	45,730
1715 Greater Lynch. Transit Co	1,728,785	-	1,728,785	1,728,785	-	100.0%	1,728,785
1721 Blue Ridge Regional Jail	5,263,707	-	5,263,707	1,226,680	89,247	98.3%	1,313,829
1724 Legal Aid Society	12,167	-	12,167	-	12,167	0.0%	11,699
1739 Contrib- Amazement Square	267	-	267	-	267	0.0%	-
1743 Central Va Reg Radio Brd	684,854	-	684,854	389,090	295,764	56.8%	428,703
1747 The Virginian	-	-	-	-	-	0.0%	-
1748 Elizabeth's Early Learn Center	15,854	-	15,854	-	15,854	0.0%	11,066
5060 Support Local/State Organ Total	8,781,933	-	8,781,933	4,002,205	413,263	95.3%	4,095,766
7450 Debt Service							
5985 Refunded Debt Payments	-	13,850,000	13,850,000	13,850,000	-	100.0%	-
5990 Principal Bonds/BANS/LOC	10,897,502	-	10,897,502	3,028,464	7,869,038	27.8%	3,351,297
5994 Interest Bonds/BANS/LOC	6,754,206	-	6,754,206	1,252,251	5,501,955	18.5%	1,329,050
5997 Debt - Misc. Charges	6,765	-	6,765	1,764	5,001	26.1%	-
7450 Debt Service Total	17,658,473	13,850,000	31,508,473	18,132,479	13,375,994	57.5%	4,680,347
7570 Other Financing Uses							
9710 Operating Transfers Out	6,134,662	51,960	6,186,622	303,067	5,883,556	4.9%	396,393
7570 Other Financing Uses Total	6,134,662	51,960	6,186,622	303,067	5,883,556	4.9%	396,393
Grand Total	190,165,430	19,116,594	209,282,024	50,330,768	149,366,842	28.6%	37,804,196

Investment Summary

Quarterly Investment Review - 10/31/2019

City of Lynchburg

Current Holdings



Portfolio Statistics

Total Investments

This Quarter	85,070,384
Last Quarter	91,830,887
One Year Ago	72,788,620

Weighted Average Yield

Portfolio	2.13%
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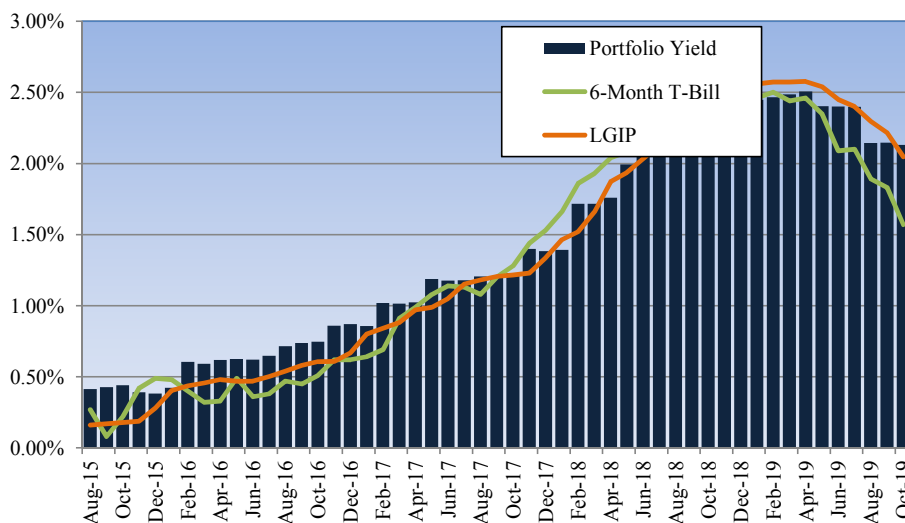
Weighted Average Maturity (days)

Excluding Liquidity (days)	235
Including Liquidity (days)	111

Comments

This quarter, the City purchased seven securities. Additionally, \$2.3 million of the portfolio's securities matured during the quarter. This quarter, an additional \$7.6 million of securities will be maturing. The weighted average yield decreased over the previous quarter from 2.40% to 2.13%, while the average maturity of the portfolio (excluding liquidity) decreased by 29 days.

Portfolio Yield



**CURRENT ASSET ALLOCATION
WILMINGTON TRUST & LGIP INVESTMENTS
BY SECURITY TYPE AND BANK
AS OF OCTOBER 31, 2019**

Type	Amount Invested	Investment Percentages	Target Investment %
Wilmington Money Mkt	\$73,426.52	0%	
Certificate of Deposits	0.00	0%	6.50%
FFCB	500,000.00	1%	10%
FHLB	14,000,000.00	16%	20%
FHLMC	2,000,000.00	2%	10%
FNMA	1,000,000.00	1%	10%
Subtotal Agencies	\$17,500,000.00		
Treasuries	14,750,000.00	17%	10%
Commercial Paper	1,000,000.00	1%	6.50%
Bonds	6,820,000.00	8%	6.50%
INVESTED WILMINGTON TRUST	\$40,070,000.00		
INVESTED LGIP	\$44,926,957.95	53%	20%
		100%	100%
TOTAL INVESTED	\$85,070,384.47		
(Includes Money Mkt & LGIP Funds)			
BANK DISTRIBUTION			
B B & T Capital Mkts	\$6,000,000.00	15%	
Baird & Company	2,250,000.00	6%	
Raymond James	14,570,000.00	36%	
RBC Capital Markets	6,750,000.00	17%	
SunTrust Capital Mkts	10,500,000.00	26%	
Cantor Fitzgerald & Co	0.00	0%	
INVESTED WILMINGTON TRUST	\$40,070,000.00	100%	
Wilmington (Money Market)	\$73,426.52		
TOTAL INVESTED WILMINGTON	\$40,143,426.52		

LGIP Funds	
1. General	10,284,130.43
City Capital Projects	5,128,781.51
City Capital/VDOT Fnds	705,335.16
School Capital Projects	2,122,505.78
Technology	769,711.02
Regional Airport	722,192.82
Airport Projects Grant	3,067,995.61
Self Insurance	324,140.26
Internal Services	1,575,003.45
Special Welfare	46,511.18
2. Water Operating	172,724.52
Water Capital	2,817,715.28
3. Sewer Operating	4,966,782.66
Sewer Capital	8,306,464.83
4. Stormwater Operating	366,150.32
Stormwater Capital Projects	1,687,000.00
5. PFC Fund	2,275.93
6. Airport State Entitlements	1,861,537.19
TOTAL LGIP	\$44,926,957.95

FINANCE COMMITTEE

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **9**

CONSENT:

REGULAR: **X**

WORK SESSION:

CLOSED SESSION:

ACTION:

INFORMATION: **X**

(Confidential)

ITEM TITLE: Revenue Update

KEY ELEMENTS:

___ Economic Development **_X_ Excellent Government** ___ Natural and Built Environment ___ Safe Community ___ Vibrant Community

RECOMMENDATION: Review the collections received from five of the City's revenue sources.

SUMMARY: Five of the City's major revenue sources are taxes collected on a monthly basis: Local Sales and Use Tax, Consumer Utility Tax – Electric, Meals Tax, Lodging Tax, and Amusement Tax. Since the last Finance Committee meeting, revenue information through November 2019 has been posted for these five revenue streams.

PRIOR ACTION(S): This information is provided monthly to the Finance Committee.

FISCAL IMPACT: None

CONTACT(S): Donna Witt, Chief Financial Officer, 455-3968

ATTACHMENT(S): Comparison of Collections Budget to Actual FY 2019 – FY 2020

REVIEWED BY:

Comparison of Collections
Budget to Actual FY 2019 - FY 2020

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Adopted FY 2020	Actual FY 2020	Actual FY 2020 to Adopted FY 2020	Actual FY 2020 to Actual FY 2019
SALES & USE TAX							
<i>ADOPTED FY 2020 BUDGET - \$15,673,983</i>							
JULY	\$1,152,527	\$1,134,520	\$1,361,089	\$1,335,342	\$1,304,129	(\$31,213)	(\$56,960)
AUGUST	1,267,330	1,248,275	1,287,868	1,263,506	1,400,949	137,443	113,081
SEPTEMBER	1,275,989	1,289,489	1,305,048	1,280,361	1,423,548	143,187	118,500
OCTOBER	1,253,143	1,210,820	1,304,503	1,279,827	1,418,032	138,205	113,529
NOVEMBER	1,254,548	1,348,270	1,370,625	1,344,698	1,412,255	67,557	41,630
TOTAL	\$6,203,537	\$6,231,374	\$6,629,133	\$6,503,734	\$6,958,913	\$455,179	\$329,780

CONSUMER UTILITY TAX - ELECTRIC							
<i>ADOPTED FY 2020 BUDGET - \$3,800,000</i>							
JULY	\$328,501	\$335,326	\$343,448	\$338,828	\$323,666	(\$15,162)	(\$19,782)
AUGUST	355,434	327,959	332,393	327,921	335,376	7,455	2,983
SEPTEMBER	351,627	314,864	324,940	320,569	322,201	1,632	(2,739)
OCTOBER	294,038	297,177	318,779	314,491	294,402	(20,089)	(24,377)
NOVEMBER	274,145	284,069	282,758	278,954	269,899	(9,055)	(12,859)
TOTAL	\$1,603,745	\$1,559,395	\$1,602,318	\$1,580,763	\$1,545,544	(\$35,219)	(\$56,774)

	Actual Collected FY 2017 ²	Actual Collected FY 2018 ²	Actual Collected FY 2019 ²	Adopted FY 2020	Actual Assessed FY 2020	Actual Assessed FY 2020 to Adopted FY 2020	Actual Collected FY 2020 ²	Actual Collected FY 2020 to Adopted FY 2020	Actual Collected FY 2020 to Assessed FY 2020
MEALS TAX									
<i>ADOPTED FY 2020 BUDGET - \$15,500,000</i>									
JULY ¹	\$1,088,474	\$1,109,545	\$1,157,381	\$1,203,713	\$1,192,588	(\$11,125)	\$1,167,412	(\$36,301)	(\$25,176)
AUGUST	1,098,748	1,140,836	1,208,215	1,280,948	1,338,608	57,660	1,327,301	46,353	(11,307)
SEPTEMBER	1,243,540	1,295,882	1,301,166	1,296,010	1,327,436	31,426	1,348,242	52,232	20,806
OCTOBER	996,549	1,249,486	1,321,368	1,357,034	1,358,371	1,337	1,327,690	(29,344)	(30,681)
NOVEMBER	1,382,308	1,170,367	1,178,554	1,230,200	1,266,448	36,248	1,270,798	40,598	4,350
TOTAL	\$5,809,619	\$5,966,116	\$6,166,684	\$6,367,905	\$6,483,451	\$115,546	\$6,441,443	\$73,538	(\$42,008)
LODGING TAX									
<i>ADOPTED FY 2020 BUDGET - \$2,950,000</i>									
JULY ¹	\$207,361	\$248,422	\$291,530	\$301,067	\$238,068	(\$62,999)	\$235,865	(\$65,202)	(\$2,203)
AUGUST	167,929	224,761	266,637	274,331	356,692	82,361	359,491	85,160	2,799
SEPTEMBER	215,545	222,577	242,417	249,287	257,590	8,303	257,054	7,767	(536)
OCTOBER	214,418	245,408	293,555	312,893	295,460	(17,433)	295,030	(17,863)	(430)
NOVEMBER	222,988	206,772	203,731	210,178	221,471	11,293	221,028	10,850	(443)
TOTAL	\$1,028,241	\$1,147,940	\$1,297,870	\$1,347,756	\$1,369,281	\$21,525	\$1,368,468	\$20,712	(\$813)
AMUSEMENT TAX									
<i>ADOPTED FY 2020 BUDGET - \$850,000</i>									
JULY ¹	\$72,413	\$66,786	\$72,761	\$75,349	\$92,901	\$17,552	\$90,398	\$15,049	(\$2,503)
AUGUST	50,145	53,857	51,694	53,533	54,599	1,066	56,722	3,189	2,123
SEPTEMBER	54,062	58,269	54,943	56,897	64,454	7,557	62,500	5,603	(1,954)
OCTOBER	33,198	61,223	67,036	69,420	73,419	3,999	69,849	429	(3,570)
NOVEMBER	62,762	61,305	73,743	76,366	76,990	624	78,870	2,504	1,880
TOTAL	\$272,580	\$301,440	\$320,177	\$331,565	\$362,363	\$30,798	\$358,339	\$26,774	(\$4,024)

¹ Due to year end accounting activities, a portion of revenues associated with May and June were posted in June and July.

² "Actual Collected" includes all revenue received per month regardless of whether the payment is current or delinquent.

AGENDA

City Council Meeting of January 28, 2020

4:00 P.M. – Work Session

- #1. Presentation and discussion regarding the City's long term residential units
- #2. Roll Call
- #3. Consideration of a closed meeting to consider appointments to the Lynchburg Regional Airport Commission and the LYNAG Board pursuant to Section 2.2-3711(A.) of the Code of Virginia.

7:30 P.M. City Council Agenda Items

COUNCILMEMBER NELSON WILL GIVE THE INVOCATION

GENERAL POLICY REGARDING PUBLIC PARTICIPATION AT CITY COUNCIL MEETINGS

Each speaker shall clearly state his or her name and locality of residence.

The City Council agenda is divided into four sections.

CONSENT AGENDA: This section includes routine items. All items may be approved by one vote.

PUBLIC HEARINGS: This section includes all public hearings as required by law or as Council may direct.

Procedure:

- Staff will make a presentation.
- For zoning petitions, the applicant or his or her representative shall have ten (10) minutes to make a presentation.
- Comments will then be solicited from those in favor.
- Comments will then be solicited from those in opposition.

During the public hearing, there shall be a time limit of three (3) minutes for each individual speaker. If the speaker represents a group, there shall be a time limit of five (5) minutes. A speaker representing a group shall identify that group at the beginning of his or her remarks. A group may have only one spokesperson. After public comments have been received, for zoning petitions, the applicant or the representative of the applicant, at his or her discretion, may respond with a rebuttal. There shall be a five (5)-minute time limit for rebuttal. Upon the conclusion of public comments or the applicant's rebuttal, the public hearing will be closed and the matter referred to Council for deliberation.

PUBLIC COMMENT: Public comment shall be for the purpose of allowing members of the public to present any matter, which, in their opinion, deserves the attention of the Council. They shall not serve as a forum for debate with the Council. Individuals may speak up to three (3) minutes; or group spokesperson up to five (5) minutes. Once Council has heard a presentation from a citizen or organization on a particular subject, the citizen or organization may not make another presentation on the same subject within three (3) months of the first presentation, except by a majority vote of the members of Council present and voting.

GENERAL BUSINESS: This section includes items of a general nature to be considered by Council.

City Council may make exceptions to these rules at its discretion. Prior to a meeting, any questions which citizens may have regarding any item on the agenda may be addressed to City Council or the City Administration. The following numbers are provided for the convenience of the citizens:

CITY COUNCIL 455-3995

MAYOR 455-3995

CITY MANAGER 455-3990

A reasonable charge may be made for copying and other activities related to responding to long and involved inquiries.

CITIZENS OFTEN EXPRESS CONFLICTING AND DIVERSE POSITIONS REGARDING SPECIFIC ISSUES UNDER CONSIDERATION. TO ENCOURAGE CITIZEN PARTICIPATION AND TO AVOID INTIMIDATION TO PERSONS WHO MAY EXPRESS SOMETIMES UNPOPULAR OPINIONS, APPLAUSE, CHEERS, OR JEERS FROM THE AUDIENCE ARE NOT PERMITTED. WHEN APPEARING BEFORE CITY COUNCIL, CITIZENS MAY NOT ENGAGE IN BEHAVIOR THAT INTIMIDATES OR INSULTS OTHERS, ENGAGE IN DISRUPTIVE BEHAVIOR, USE PROFANITY OR VULGAR LANGUAGE, PROMOTE PRIVATE BUSINESS VENTURES OR CAMPAIGN FOR PUBLIC OFFICE.

*** PREVIOUSLY DISCUSSED AND/OR CONSIDERED BY CITY COUNCIL**

Recognitions:

- Presentation by Diane Boardman, Muscular Dystrophy Association to the Lynchburg Fire Department
- Mayor's Youth Council Attendees – Aiden White

CONSENT AGENDA

- #4. Consideration of approving the minutes of the January 14, 2020 meeting.

PUBLIC COMMENT

- #5. Hear from a citizen regarding a concern (Curt Diemer)

PUBLIC HEARINGS

- #6. Public hearing regarding the petition of Victoria's Inventory, LLC to rezone approximately four tenths (0.4) of an acre located at 1151 D Street, 401 & 405 Rivermont Avenue from R-4, High Density Residential District to B-4, Urban Commercial District to allow the reuse of the existing buildings as seventeen (17) apartments.
(File: Community Development) #O-20-001
- #7. Public hearing to consider a request to authorize the City Manager and/or designees, to execute a right-of-way and easement agreement with Appalachian Power Company for the installation and maintenance of a power line to serve Bedford Hills Elementary School, Tax Parcel Number 18005001
(File: Public Works) #R-20-001
- #8. Public hearing to consider an ordinance to vacate a portion of City right-of-way which is no longer needed by the City, located at the northeastern end of John Capron Road near its intersection with Odd Fellows Road
(File: Public Works) #O-20-002

GENERAL BUSINESS

- #9. Review and consider Liberty Mountain Drive as an addition to the City's Street Inventory.
(File: Public Works) #R-20-002
- #10. Consideration of adopting a resolution endorsing the draft vision statement and guiding principles for affordable housing policies in the City of Lynchburg and the expansion of the Housing Collaborative
(File: City Council) #R-20-003
- #11. Consideration of introducing a resolution authorizing the appropriation of \$112,875 of the available \$142,790 in the FY2020 General Fund Non-Departmental Poverty Initiative Budget. This amount is requested to support projects submitted by the Bridges to Progress (B2P) Task Forces and the City's Department of Parks and Recreation.
(File: City Council) #R-20-004
- #12. Consideration of repealing sections 17-2, 17-3, 17-4, 17-5, 17-6, 17-18, and 17-19 (Fences and Walls) of City Code due to conflicting regulations with the zoning ordinance and Virginia state code
(File: City Code) #O-20-003
- #13. Consideration of introducing a resolution approving the use of \$3,184 of the Capital Improvement Program Community Park Investment Fund to match funding for a Youth Remembrance Trail along the James River. The funds were appropriated in a previous fiscal year.
(File: Budget) #R-20-005

- #14. Consideration of introducing a resolution to amend the FY 2020 General Fund budget and appropriate \$11,462 from the Friends of Lynchburg Parks and Recreation to implement the new Fit and Strong program, a collaboration of organizations falling under the umbrella of Live Healthy Lynchburg.
(File: Budget) #R-20-006
- #15. Consideration of introducing a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$631,921 with resources from the Virginia 911 Services Board to fund the City of Lynchburg Public Safety Answering Point's (PSAP) request for costs needed to implement Next Generation 9-1-1
(File: Budget) #R-20-007
- #16. Consideration of introducing a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$103,953 with resources of \$51,976 from the Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund (RSAF) and \$51,977 from the FY 2020 General Fund Fire Department budget to purchase (3) LifePak 15 cardiac monitors for the Fire Department
(File: Budget) #R-20-008
- #17. Consideration of adopting the revised Emergency Operations Plan
(File: Emergency Services) #R-20-009
- #18. Consideration of adopting a resolution endorsing the framework identified in *The Lynchburg Plan* for Fiscal Years 2020-2024
(File: City Council) #R-20-010

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **1**

CONSENT:
ACTION:

REGULAR:
INFORMATION: **X**

WORK SESSION: **X**

CLOSED SESSION:
(Confidential)

ITEM TITLE: Long Term Residential Rentals

KEY ELEMENTS:

X Economic Development **X** Excellent Government **X** Natural and Built Environment **X** Safe Community **X** Vibrant Community

RECOMMENDATION: Discuss issues related to long term residential rentals

SUMMARY: At the direction of City Council, staff has prepared background information on the long term rental of residential units. The *Zoning Ordinance* does not specifically define long term rental; however, it defines “short term rental” as fewer than thirty (30) consecutive days. As such, long term rental of a residential property would be longer than thirty (30) days. Any residential unit within the City can be rented. While any residential unit could be rented, certain districts such as the R-3, Medium Density Residential District and R-4, High Density Residential District promote rental due to allowances for higher densities on one property. The Code of Virginia allows localities to impose a transient tax for occupancy of fewer than thirty (30) days (short term). The Code of Virginia prohibits localities from levying a local license tax on the owner of residential property for the rental of the owner’s residential property on a long term basis. In 1978, the *Zoning Ordinance* provided that not more than five (5) unrelated persons could live together and maintain a common household in a residential dwelling. On February 13, 1990, City Council amended the *Zoning Ordinance* to not more than three (3) unrelated persons in response to citizen complaints regarding the large number of unrelated persons living together in residential neighborhoods (college students). During the rewrite of the current *Zoning Ordinance* adopted February 23, 2016, City Council discussed occupancy standards at length. The definition of “related people” was revised to “include people who are related by blood, are married to each other or are in substantially similar relationships and children under their care”. The number of unrelated persons permitted in a dwelling unit was not revised from the 1990 standard.

The *Comprehensive Plan 2013-2030* recognizes that the projected growth of colleges and universities in the City will continue to generate demand for rental property. While many students live on campus, a significant portion chooses to live off campus and compete with lower and moderate income families for affordable units. The *Comprehensive Plan* recognizes that citizens are concerned with the proliferation of rental housing that when poorly managed can damage neighborhood integrity (**p.93**). In order to address these issues, the Plan lists several Housing Goals (**p. 95**):

- Provide diverse housing choices
- Increase the number of owner-occupied units
- Rehabilitate substandard units
- Support initiatives to increase permanent affordable rental and housing ownership opportunities
- Support programs that assist individuals in retaining their homes in challenging economic times
- Eliminate neighborhood deterioration, blight and blighting influences

In 1994 the City implemented a Rental Inspection Program which serves an estimated 3,800 rental units in the City’s older neighborhoods. This program is designed to serve as a resource to landlords and tenants by being proactive in identifying property maintenance issues.

PRIOR ACTION(S): N/A

FISCAL IMPACT: N/A

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

ATTACHMENT(S): Presentation Slides

REVIEWED BY: raw



Long Term Residential Rental

Tom Martin, AICP

City Planner

Department of Community Development

City Council Work Session

January 28, 2020



Purpose and Outline

Purpose: Engage in a discussion with City Council on Long Term Residential Rental

Outline:

- 1. What is a long term rental?**
- 2. Where is it allowed?**
- 3. Occupancy Standards**
- 4. Comprehensive Plan**
- 5. Implementing Goals**
- 6. Discussion**





What is a long term rental?

Zoning Ordinance

- Zoning Ordinance does not specifically define long term rental, yet is interpreted as longer than thirty (30) consecutive days.
- (305) Short Term Rental: The primary, accessory or secondary use of a residential dwelling unit or a portion thereof by the owner or a host to provide room or space that is intended to be occupied for a period of fewer than thirty (30) consecutive days. – Adopted October 8, 2019.



Where are long term rentals allowed?

Zoning Ordinance

- Zoning Ordinance does not prohibit the long term rental of any permitted residential unit.
- Certain zoning districts promote rental of permitted residential units.
- R-3, Medium Density Residential, R-4, High Density Residential and Commercial Districts allow higher densities of units on one lot.



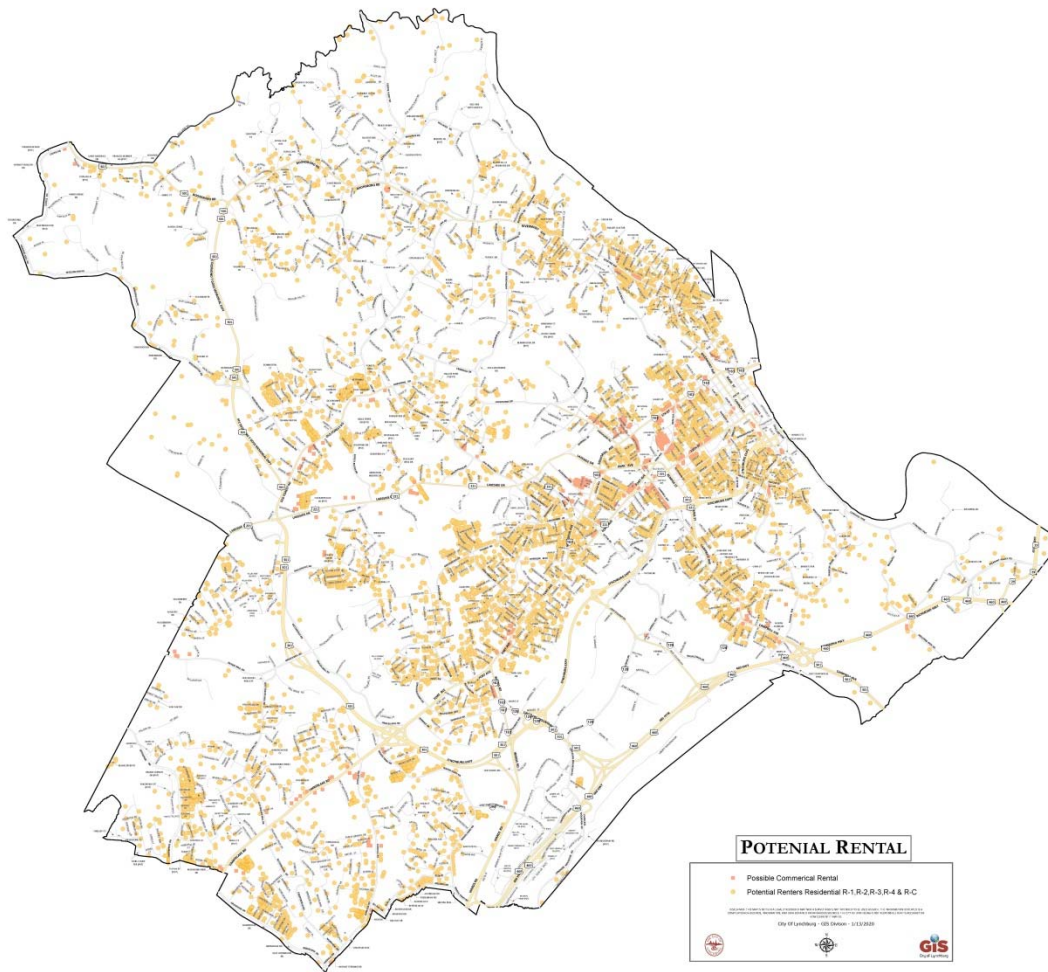
Where are long term rentals allowed?

State Code

- **§ 58.1-3819 allows localities to impose a transient tax for occupancy of fewer than thirty (30) days.**
- **§ 58.1-3703 prohibits localities from imposing a license fee or levying a license tax for the rental of real property other than transient style accommodations.**



Where are they?





Occupancy Standards

- **Zoning Ordinance adopted in 1978 provided that “not more than five (5) unrelated persons” could live together and maintain a common household in a residential dwelling.**
- **February 13, 1990, City Council amended the Zoning Ordinance to provide not more than three (3) unrelated persons in a residential dwelling. Amendment was in response to citizen complaints regarding large numbers of unrelated persons living together in residential neighborhoods (college students).**



Occupancy Standards

Zoning Ordinance

Related People – Related individuals include people who are related by blood, are married to each other or are in substantially similar relationship, and children under their care. - Section 35.2-113 (281)

Occupancy – Except allowed by conditional use permit or for non-conforming duplex or multi-household dwellings, no dwelling unit or boarding unit may be occupied by more than three (3) unrelated people. Where two or more related people reside in the dwelling unit, only one person unrelated to the related people may reside in the dwelling unit. – Section 35.2-60.2 (e)



Comprehensive Plan

Comprehensive Plan – Neighborhoods & Housing (p. 93)

The number of and projected growth of colleges and universities in the City will continue to generate demand for rental property throughout the City. As described in chapter 5, students are projected to comprise a significant proportion of the City's projected growth over the next twenty years. While many will live on campus, a significant proportion will seek rental housing off-campus and will compete with lower and moderate income families for affordable units.



Comprehensive Plan

Comprehensive Plan – Neighborhoods & Housing (p.93)

Citizens are concerned about the proliferation of rental housing, particularly properties that are poorly managed, which can damage neighborhood integrity. These concerns can taint the reputation of all rental housing in the City. In collaboration with the schools and landlords, the City should continue to explore opportunities that encourage the upkeep and rehabilitation of rental properties. The rental housing registration and inspection program has worked well in the City's historic neighborhoods and offers potential benefits in other areas.



Comprehensive Plan

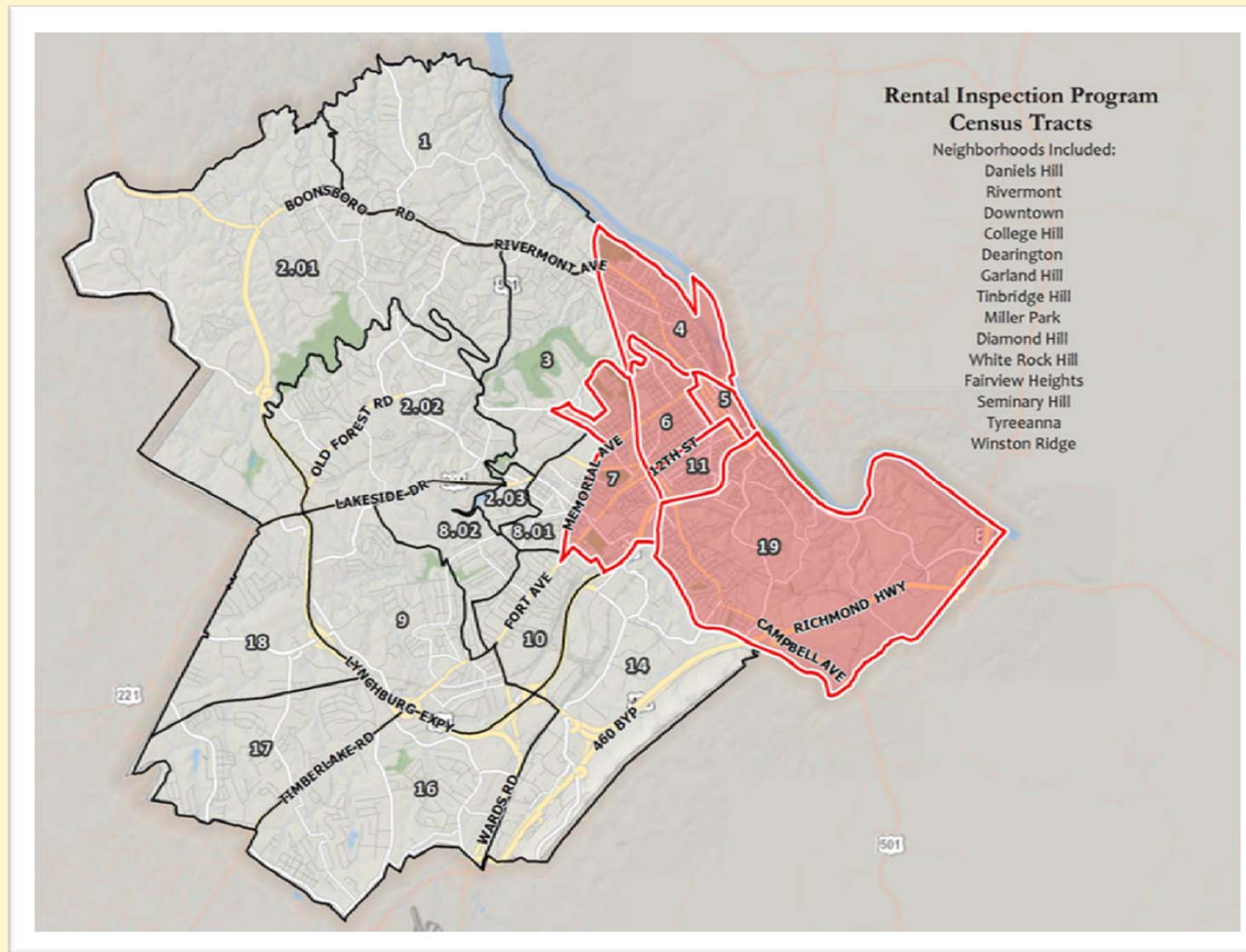
Comprehensive Plan – Housing Goals – (p.95)

- **Provide diverse housing choices.**
- **Increase the number of owner-occupied units.**
- **Rehabilitate substandard housing units. Emphasis is to be placed on programs that require an investment of funds and/or labor on the part of the owner commensurate with the owner's resources.**
- **Support initiatives to increase permanent affordable rental and housing ownership opportunities.**
- **Support programs that assist individuals in retaining their homes in challenging economic times.**
- **Eliminate neighborhood deterioration, blight and blighting influences.**



Implementing Goals

Rental Housing Registration & Inspection Program – 3,800 estimated rental units





Implementing Goals

Rental Housing Registration & Inspection Program – Why it is important.

- The rental inspection districts have the highest ratios of renters and the oldest housing stock in the City;
- Staff are certified by the Department of Virginia Housing & Community Development in Property Maintenance and serve as an important resource to landlords and tenants;
- The program is proactive and provides a means to identify property maintenance issues and ensure compliance with the minimum standards of the Virginia Maintenance Code.



Council Discussion

Discussion

// A regular meeting of the Council of the City of Lynchburg was held on the 14th day of January 2020, at 4:00 p.m. in the Council Chamber, City Hall, Treney Tweedy, President, presiding. The following members were present:

Present: Mary Jane Dolan, Jeff Helgeson, J. Randy Nelson, E. J. Turner Perrow, Sterling A. Wilder, Beau Wright, Treney Tweedy 7

Absent: 0

// In the matter of the Citizen Survey, Agenda Item #1, Ms. Bonnie Svrcek remarked that the City has been utilizing the National Research Center (NRC) to conduct the National Community Survey (NCS) every other year since 2004. This is citizen survey number seven. Ms. Joann Martin has been the lead staff person working with citizens and the staff person at NRC. Ms. Joann Martin introduced Ms. Morgan Adams, the senior research analyst with NRC. Tomorrow she will also be meeting with members of the senior leadership team and senior staff members for the City of Lynchburg. It will be a next steps workshop to make this report useful.

Ms. Adams thanked Ms. Martin for being great to work and doing a great job of getting the word out about these surveys, which is immeasurable. The NCS was developed by NRC with the ICMA. It is templated so it is less costly and also provides them with the greatest number of benchmark comparisons. They have over 600 jurisdictions in their benchmarking database. They have discovered that there are three main pillars of community livability that exist and they are community characteristics, governance and participation and within those pillars they have derived eight facets of community livability from models.

This year they sent out a scientific sampling to 1,700 households and received 377 surveys, which is a 24 percent response rate with +/- a 5 percent margin of error. They also received 82 responses on their open online survey. Those results are in a supplemental report.

Councilmember Helgeson asked about the response rate and how it compares with other years. She said it has declined and overall they have seen response rates as an industry and even out over the last five years or so. A response rate like 24 percent is very common for citizen surveys. He is concerned because if we do not address what comes out of a survey, eventually people stop answering the survey. Ms. Adams would guess that initially the City had a response rate in the mid 30 percent range. Councilmember Helgeson noted that might be what is happening then. Ms. Adams said in general she thinks people are feeling survey fatigue. If a community sees a response rate staying somewhat level, it shows that the community sees that leadership cares about the results and cares about how they feel about their City and are willing to make changes based upon their feedback.

Mayor Tweedy asked if she thinks that people feel they are being heard and are satisfied with some things. Ms. Adams said definitely. Vice Mayor Dolan would think that 24 percent response rate is pretty good and Ms. Adams said yes. NRC has been starting to see things as low as the mid teens. Smaller communities tend to have higher responses but demographics also play a very large role. Young people are less likely to respond in general.

133 of the national benchmark comparisons were available this year. 121 received similar ratings. Four received higher ratings and eight received lower ratings. The four that were higher included cost of living, the percentage of residents that work here in the community participation in religious or spiritual events and rates of volunteerism. The lower ratings tended to be related to the natural environment and a couple of mobility items. She

explained that this means that there is at least a ten point spread between the national average and the Lynchburg average for these higher or lower benchmarks.

With regard to comparing to other southern regional communities with similar populations, Lynchburg scored higher on three areas and scored lower on 11 areas. The three higher were cost of living, opportunities for religious events and working in the community. 119 received similar ratings.

Comparing our ratings between 2019 and 2017, nine received higher ratings and nine received lower ratings. 115 received similar ratings. They saw ups and down with mobility and increases in recreation and wellness. The lower ones tended to be with community engagement and natural environment.

Residents picked safety and economy as their two top priorities. Councilmember Perrow noted it is great to see people rated employment opportunities as going up. Ms. Adams explained this is obtained by asking people to rate job opportunities on a scale from excellent to poor. She explained that they should not be comparing the 47 percent satisfaction rate to other communities. They should be looking at the fact that since 2004 employment opportunities has hit an all time high. Councilmember Perrow noted that it is not where he thinks it should be, which would be something 50 percent or greater. She clarified for Councilmember Helgeson that the other economic benchmarks were consistent with their results over time. She did not want to underplay what it means to stay stable because maintaining those high services definitely speaks volumes as well.

One in two people felt the variety of housing options was excellent or good, as well as the availability of affordable quality housing. 85 percent thought that providing quality affordable housing for all income levels should be a high or medium priority. Councilmember Perrow said that seem to be conflicting and Ms. Adams commented that as a trend, they have seen these numbers plummeting, so she thinks it is great that we are still seeing some stability here in Lynchburg.

One in two people felt the City had made some or significant progress in providing housing for all income levels in the past two years. As far as housing availability options, the two areas found the most lacking were housing options for seniors and young residents.

Another key finding is that residents have mixed feelings about mobility. The overall ease of travel and ease of travel by car increased since 2017. Half were pleased with the travel by walking. She noted that public parking and traffic flow marks both increased this year as well and not by small amounts. The rest of the benchmarks measured were good and stable over time and similar to other communities.

They saw a decrease in availability of paths and walking trails. Ms. Adams said some of that could probably be attributed to construction. Councilmember Helgeson noted some of the trails are still not quite open yet from damage caused by storms. Ms. Adams said it has not been a huge decrease over time.

Residents were less pleased with alternative modes of transportation, particularly travel by bicycle. This was lower than benchmark communities. Four in ten said that transportation overall was a high priority and 55 percent said there had been some progress and 17 percent said the City had made significant progress.

The final key finding was that the natural environment presents opportunities for improvement. The residents gave high marks for air quality, garbage collection, drinking water, cleanliness, natural areas preservation and open space. Noteworthy is that the quality of drinking water has remained high over time but yard waste pickup and

recycling have gone down. The last two are lower than the benchmarks. About two-thirds of the participants said they had conserved water and recycled at home. Both of these fell below national and peer cities and conserving water decreased from 2017.

She noted that the responses to where people are getting their information remained stable since 2017. That speaks highly of the City's communications department. The results are also quite a bit higher than you normally see, especially for public meetings and the cable channel.

The highest resident priorities were treating all residents fairly and employment opportunities. The lowest resident priorities were kindergarten ready children and building partnerships. Residents said we had made a great deal of progress in these areas. Councilmember Helgeson asked if there is a disconnect then. Ms. Adams said that some of the trends they have been seeing is that as things are progressing, they become less and less a priority over time. Fewer people are saying reducing poverty is a priority because they feel like the City has been making more progress on it, for example. She clarified also that they are separate questions.

Councilmember Wilder asked Ms. Adams what they are seeing nationally as far as the housing market. He felt like the trend is people going toward single-family housing and wondered if that is what she is seeing nationally. She said in general people tend to prioritize single-family detached homes over multi-family housing. It has also been a trend that housing for seniors has become quite a hot topic. She thinks it is great that Lynchburg is maintaining that quality housing as well as its cost of living because sometimes those things do not go hand in hand. Mayor Tweedy thanked her for her presentation and said she is very encouraged. Ms. Svrcek noted they want to link this to performance measures and make our performance measures and data more in alignment with our budget decisions.

// In the matter of Roll Call, Councilmember Wright had no items. Councilmember Wilder thanked all the men in our community that came out for Men to School again. It is such a caring community. When there is a call, they always rally to it. Councilmembers Nelson, Perrow and Helgeson had no items.

// Mayor Tweedy had the following announcements: a. On Thursday, January 16th at 6:30 p.m. at Sandusky Middle School, Public Works will conduct a public meeting to discuss proposed changes to trash collection system, including bulk and brush. The meeting gives citizens an opportunity to learn about the proposed changes and provide feedback before the department presents a report to City Council on Tuesday, January 28th. b. A portion of Commerce Street will be reduced to one lane from Wednesday, January 15th through Friday, January 17th - 7:30 a.m. - 4:00 p.m. daily, the 1200 block of Commerce Street will be reduced to one lane of traffic while crews from Lynchburg Water Resources install water services for new condominiums at 1208 Commerce Street. During the work, flaggers will direct traffic. The street will remain open to all through traffic, including emergency vehicles. c. Lynchburg Parks & Recreation will host a community health event on Tuesday, January 21st in partnership with the Lynchburg Fire Department, Centra Health Trauma Services and the Diamond Hill Community Center, will host a community health event at the Diamond Hill Community Center, 1005 17th Street. At this event, basic medical and life safety techniques will be taught, including hands-only CPR training & emergency bleeding control. The event is free & open to the public and done in an open house format. d. The Community Development Advisory Committee will meet on Wednesday, January 15th at 7:00 p.m. at the Miller Center located at 301 Grove Street;

Room 304 to accept public comments prior to preparation of the City's 2020-2025 Consolidated Plan. Specifically, the public is invited to comment on the housing and non-housing community development needs common to low and moderate income persons and individuals with mental illness, intellectual and physical disabilities, substance abuse or addiction, persons with HIV-AIDS, persons that are homeless and elderly persons. e. The Annual Martin Luther King Breakfast is planned for Monday, January 20th at the Virginia Hotel beginning at 8:30 am. You may get tickets on line at Eventbrite or at the Main Branch Public Library. Tickets are \$30. f. The Bridges to Progress 90-day meeting and report out is scheduled for Thursday, January 23rd at the Miller Center at 9:00 a.m.

// The meeting was recessed at 4:36 p.m.

// City Council reconvened the meeting at 7:30 p.m. in the auditorium of E. C. Glass High School at 2111 Memorial Avenue. The following members were present:

Present: Mary Jane Dolan, Jeff Helgeson, J. Randy Nelson, E. J. Turner Perrow, Sterling Wilder,
Beau Wright, Treney Tweedy 7

Absent: 0

// Councilmember Perrow asked for a moment of silence to recognize the News & Advance reporter assigned to report on City matters, Olivia Johnson, who tragically died in a car accident on December 30, 2019. The moment of silence was followed by the invocation and the Pledge of Allegiance.

// Copies of the minutes of the November 7, 2019 Council Retreat, Agenda Item #7, having been previously furnished Council, reading was dispensed with, and on motion of Vice Mayor Dolan, seconded by Councilmember Wilder, by the following recorded vote, approved the minutes as presented.

Ayes: Dolan, Helgeson, Nelson, Perrow, Tweedy, Wilder, Wright 7

Noes: 0

// Councilmember Nelson made a statement that his wife is the principal of one of the City's elementary schools. He has been advised by both the City and Commonwealth attorneys that this does not legally create a conflict of interest and he affirms that he can vote on the issues before them tonight objectively and impartially.

// Copies of the minutes of the December 10, 2019 meeting, Agenda Item #3, having been previously furnished Council, reading was dispensed with, and on motion of Councilmember Perrow, seconded by Councilmember Wilder, by the following recorded vote, approved the minutes as presented.

Ayes: Dolan, Helgeson, Nelson, Perrow, Tweedy, Wilder, Wright 7

Noes: 0

// In the matter of Budget, Agenda Item #4, Resolution #R-19-097, laid over from the December 10, 2019 meeting, was again presented and read, on motion of Councilmember Perrow and seconded by Councilmember Wilder, the FY 2020 General Fund budget was amended and \$2,652,092 was appropriated with resources from unexpended FY 2019 Schools Operating Fund for transfer to the FY 2020 Schools Operating Fund (\$990,178) and to the Schools Capital Fund (\$1,661,914) to fund needs as approved by the School Board. Also, amend the FY 2020 General Fund budget and appropriate \$33,075 to the Council/Manager Offices budget with resources from unexpended FY 2019 Schools Operating Fund for expenses associated with the work of the Task Force on the Future of PreK-12 Education and Beyond. Also, amend the FY 2020 General Fund budget and authorize \$2,322,972 with resources

from unexpended FY 2019 Schools Operating Fund to increase the Schools Textbook Reserve (\$1,122,972) and establish a Reserve for Implementing Recommendations from the Task Force on the Future of PreK-12 Education and Beyond (\$1,200,000).

Ayes: Dolan, Helgeson, Nelson, Perrow, Tweedy, Wilder, Wright 7

Noes: 0

// In the matter of Budget, Agenda Item #5, Resolution #R-19-098, laid over from the December 10, 2019 meeting, was again presented and read, on motion of Councilmember Perrow and seconded by Councilmember Wilder, the FY 2020 General, Water, Sewer, and Stormwater Funds' Operating Budgets was amended and \$350,000 was appropriated with resources from the General Obligation Public Improvement Bonds, Series 2020 for costs associated with the issuance of \$32,000,000 General Obligation Public Improvement Bonds.

Ayes: Dolan, Helgeson, Nelson, Perrow, Tweedy, Wilder, Wright 7

Noes: 0

// In the matter of Budget, Agenda Item #6, Resolution #R-19-101, laid over from the December 10, 2019 meeting, was again presented and read, on motion of Councilmember Perrow and seconded by Councilmember Wilder, the FY 2020 General Fund budget was amended and \$32,585 was appropriated with resources from the General Fund Reserve for Contingencies to provide funding to the Electoral Board/Registrar's Office for estimated costs associated with the March 3, 2019 Democratic Presidential and City Council Primary. A third quarter budget request may occur due to a possible U.S. Senate or U.S. House of Representative Primary in June.

Ayes: Dolan, Helgeson, Nelson, Perrow, Tweedy, Wilder, Wright 7

Noes: 0

// In the matter of Budget, Agenda Item #7, Resolution #R-19-103, laid over from the December 10, 2019 meeting, was again presented and read, on motion of Councilmember Perrow and seconded by Councilmember Wilder, the FY 2020 City/Federal/State Aid Fund budget was amended and \$215,474 was appropriated with resources from the Commonwealth of Virginia Department of Social Services (VDSS) through the Employment Advancement for Temporary Assistance for Needy Families (TANF) Participants Community Wealth Building (CWB) Grant.

Ayes: Dolan, Helgeson, Nelson, Perrow, Tweedy, Wilder, Wright 7

Noes: 0

// In the matter of Public Hearings, Agenda Item #8, a Public hearing was conducted to consider adopting a Resolution designating the City of Lynchburg a Second Amendment Sanctuary. Before beginning the public hearing, Councilmembers discussed establishing some special rules of procedure for the meeting, as outlined in Section 8.5 of Council's rules of procedure. Mayor Tweedy made a motion, which was seconded by Councilmember Wilder to limit the speakers to those that had signed up by 7:30 p.m. Councilmember Helgeson objected and cited an email from the Mayor where she had said that regular procedures would be followed. He objected to closing a public hearing before the public hearing is even opened. Mayor Tweedy commented that she has the prerogative to change her mind and indicated that Council has the right to change its rules of procedure before a public hearing. Councilmember Perrow objected to bar people from speaking that had not signed. It is against Council's normal rules of procedures and he noted that the sign up sheet is a way to effect order. Council has traditionally allowed people to speak before a public

hearing is closed. There may be someone who was not able to get here by 7:30 p.m. to sign up to speak. He does not think it is fair to our citizens to change something abruptly. Councilmember Nelson commented that up until tonight he thinks the public thought that Council's normal rules of procedure would be followed. Normally, a person who has not had a chance to sign up to speak in a timely manner can have a chance to speak at the end. In looking at history, no government has encountered difficulties by listening to their citizens too much. The problems arise when government leaders do not listen enough.

Mayor Tweedy went over the rules of conduct for City Council meetings, which included time limits for the speakers and requesting that the audience does not applaud, jeer or cheer. She also explained to the audience that it is within Council's right to call for a vote at any time during the hearing. Councilmember Wilder asked how many people had signed up to speak and Mayor Tweedy indicated it was over 120 speakers. The City Attorney provided clarification that Council's rules of procedure do allow for Council to add special rules of procedure at any time it feels it is appropriate to do so. Due to the size of the meeting, Council is within its rights to implement some special rules of procedure that it would not normally have for a public hearing.

The motion to limit speakers to those that had signed up by 7:30 p.m. passed by the following vote:

Ayes:	Dolan, Tweedy, Wilder, Wright	4
Noes:	Helgeson, Nelson, Perrow	3

Councilmember Helgeson made a motion to allow applause, cheers and jeers because they were in an auditorium where applause is normal and tonight's topic is an emotional one. The motion was seconded by Councilmember Perrow. Councilmember Perrow added that he would like the applause, cheers and jeers to be directed to the councilmembers but when people are speaking that the audience would show them courtesy. Councilmember Helgeson accepted that as a friendly amendment. Councilmember Nelson does not disagree with Councilmembers Helgeson and Perrow but he would like to hear what everyone has to say and thinks that applause, cheers and other outbursts will just prolong the night and interfere with Council's ability to hear everyone in an expeditious manner. The motion failed by the following vote:

Ayes:	Helgeson, Perrow	2
Noes:	Dolan, Nelson, Tweedy, Wilder, Wright	5

Mayor Tweedy made a motion, which was seconded by Councilmember Wright, to limit speakers to Lynchburg residents only. Councilmember Wright noted that they are there to hear from residents of Lynchburg, to do their work and it is fully appropriate that we make space for them here tonight. They are their concern and he is fully in favor of this motion. Councilmember Helgeson noted that there have been several announcements made since the December 10, 2019 meeting and there were several errors in them that had to be corrected. None of these things were in those announcements. He noted that there are a lot of people that own property in Lynchburg or have invested in Lynchburg or work and shop in Lynchburg that are not City residents. He will not support this motion because he thinks they should hear from people and if the rules are to be changed, they should not be changed mid game. The rules should have been changed ahead of time. Councilmember Nelson stated that he would like to hear first and foremost from the citizens of Lynchburg. There are people that have a vital interest in the City that are not residents that he would like to hear from as well. He thinks it would be appropriate to hear from City residents first

and then from those outside of the City. Mayor Tweedy accepted that as a friendly amendment. Councilmember Perrow asked for clarification on outside residents that represent a group. Mayor Tweedy indicated they will receive five minutes to speak but they will hear from Lynchburg residents first. Councilmember Perrow commented that as representatives of Lynchburg, he feels he can support the amendment that Councilmember Nelson proposed. He would like to hear from all residents though tonight, no matter where they are from. The motion passed by the following vote:

Ayes:	Dolan, Perrow, Nelson, Tweedy, Wilder, Wright	6
Noes:	Helgeson	1

Mayor Tweedy noted that there are elected officials that have signed up to speak tonight. She asked Council if they would like to give any preference to allow elected officials or their representative to speak first.

Councilmember Wright did not think they needed to consider this item. He applauds the elected officials that have said they will speak in the order in which they signed up. He applauds them and thinks that makes sense. Mayor Tweedy thanked Council and indicated she had wanted to bring that as a matter for them to consider.

// Mr. Chris Feraldi spoke in favor of the City becoming a Second Amendment sanctuary city. He encouraged them to vote in favor of the resolution and to uphold their oath as elected officials wherein they swore to uphold the U.S. and Virginia Constitutions. He asked those in favor to stand. After they stood, he indicated it is the majority.

// Ms. Liz Corrales spoke in favor of the City becoming a Second Amendment sanctuary city. She is a stay-at-home mother and does not want her ability to arm herself and defend herself and her family to be limited. It is not only unconstitutional but also dangerous and irresponsible. Their guns are also needed to defend their rights from a government that may one day act out in tyranny against its own people.

// Ms. Meredith Sommers spoke in favor of the City becoming a Second Amendment sanctuary city. She said she will not feel safe in Lynchburg if she is not allowed to carry her gun. Taking away her and other women's Second Amendment rights will leave them powerless. She also pointed out the economic impacts that enforcing these laws will have on the City in terms of expensive software, added personnel and added police officers.

// Ms. Laura Pezzulo spoke in favor of the City becoming a Second Amendment sanctuary city. She asked that Council not make her a victim. She has 12 years as a law enforcement officer and has heard many horrible stories from women that were raped or beaten and she has heard from many who thought they were going to die while being robbed. She cannot rely on anyone else, including the police, to protect her if someone breaks into her home. She urged Council to stand up for their rights even if it goes against their own personal beliefs.

// Mr. Demetrius Alexander spoke in favor of the City becoming a Second Amendment sanctuary city. He read an article of the Virginia constitution regarding the right of people to bear arms not being infringed upon and some court cases that upheld this article. He also provided some statistics indicating that automatic rifles are infrequently used to commit murder. He urged them to vote in the general public's interest and vote accordingly.

// Mr. Michael Racanelli came forward to speak. He demanded Vice Mayor Dolan apologize to every veteran in the room. He noted he was from Bedford County and Mayor Tweedy noted that he signed up as a City of Lynchburg resident.

// Ms. Angie Arthur spoke in favor of the City becoming a Second Amendment sanctuary city. She feels that some members of Council already had their minds made up at the December 10, 2019 meeting. She would like them to stop passing the buck and support the constitution they are supposed to love. She said there are people in the room that have what it takes to take their seats if they are not willing to support their people. These people display the qualities of fairness, honesty and integrity and an open mind. She is having trouble finding those qualities here.

// Mr. Ben Castle spoke in favor of the City becoming a Second Amendment sanctuary city. He quoted from the Bible and mentioned that he is a pastor. Virginia is his home state but he is fearful for his state with the laws being contemplated by the state government because they will be a punishment of the good and an encouragement to the evil. That is the opposite of what civil government is supposed to do.

// Mr. Steve Timmons spoke in opposition of the City becoming a Second Amendment sanctuary city. We are a republic and rulers should base decisions on rational thought not emotional appeal. This is an emotional reaction to perceived threats that in fact do not yet exist. It is not Council's role to represent them in Richmond or make determinations of constitutionality. He would beg them to let the systems in place to work as they are designed and have worked for them thus far. He also thinks this resolution inhibits the discovery of reasonable solutions through thoughtful efforts. It also poses a potentially serious threat to public order in the future.

// Ms. Katie Cyphert spoke in opposition of the City becoming a Second Amendment sanctuary city. She is heartened by moderate Democrats in Richmond who are expressing their skepticism and reservation about certain pieces of legislation. The process is working in Richmond and that is where the process should work. She is also concerned with the words "all citizens" in the resolution and wondered if it includes those prevented from owning firearms due to violent felony convictions, unsupervised minor children or adjudicated mentally incapacitated. She was also concerned with the language regarding expending funds because there is no end date and no fiscal impact statement.

// Ms. Shirley Arthur spoke in favor of the City becoming a Second Amendment sanctuary city. She can think of no greater right than the right to defend herself. She thinks passing this resolution sends a clear message to the General Assembly that a woman's right protect herself, if need be, is being protected. She thinks if these bills are passed that law enforcement officials will have to spend their time taking away guns from law abiding citizens and risking their lives to do so. Their time would be better spent investigating and fighting real crimes and protecting the City's residents.

// Mr. Curt Dimer spoke in favor of the City becoming a Second Amendment sanctuary city. He told Council that the people are the sovereigns and they loaned Council the right to sit up there. They are asking them to represent them by passing this resolution. He had a petition to present to them with over 2,000 names on it but is not sure they read the last one he presented to them. He also spoke for a woman who lives in Ward 2 that is counting on them to continue to defend her rights and pass the Second Amendment resolution unchanged.

// Mr. Dan Keeney spoke in favor of the City becoming a Second Amendment sanctuary city. He said he witnessed the General Assembly passing on to the senate floor unconstitutional bills yesterday that trample our rights. The Second Amendment confirms and ensures that we will be able to protect all of the United States Bill of Rights. He asked Council to do the right thing and make Lynchburg a Second Amendment sanctuary city.

// Mr. Dustin Childress spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that the first infringement on the Second Amendment was the National Firearms Act of 1934. These stipulations and regulations only stop law-abiding and caring citizens from exercising their rights. We have the right to protect and preserve our lives. The definition of infringe is to limit or undermine something or to encroach on it. It was recognized by our forefathers that we are to be stronger than our government as to not be taken over by the government. He also pointed out that criminals will ignore gun laws and law-abiding citizens should have their rights protected.

// Ms. Nicole Childress spoke in favor of the City becoming a Second Amendment sanctuary city. Statements that say this resolution is meaningless leave them helpless, voiceless and ineffective as a city. They have the right to appeal to their government when unconstitutional laws are being forced on them. Councilmembers are the representatives of the City and the people here tonight have come to express opposition to these constitutionally invalid laws. Council is bound to uphold the U.S. and Virginia Constitutions not the agenda of Richmond.

// Mr. Robert Flint spoke in opposition of the City becoming a Second Amendment sanctuary city. He said he left his M16 behind when he left Vietnam. He does not need an assault rifle whose only purpose is to kill lots of people. He does not need bump stocks or silencers or large capacity magazines. He has hunted all his life and has rifles and shotguns and no one is proposing to take those away from him.

// Mr. Tim Yonts spoke in favor of the City becoming a Second Amendment sanctuary city. He noted that they will not find a group of people more concerned with public safety than Second Amendment advocates because they understand the inherent connection between public safety and the right of every individual to keep and bear arms. The laws proposed by the General Assembly would turn law abiding citizens into felons for possessing firearms and accessories that they lawfully obtained. The laws do not exhibit moderation or a spirit of compromise but rather exude a spirit of elitism and jackbooted thuggery stopped only by the momentum of the sanctuary movement. When local political leaders allow state political leaders to criminalize their constituents, they surrender the moral authority to lead. If they do not pass the Second Amendment resolution, he would like them to reconsider the moderate proposal put forward by Councilmember Nelson at the December 10, 2019 meeting.

// Mr. David Zilles spoke in opposition to the City becoming a Second Amendment sanctuary city. He is concerned with the resolution because it would give Lynchburg the unfounded power to not enforce potentially lifesaving gun laws that it deems unconstitutional. They cannot deem a state law unconstitutional because that is a blatant disregard for the rule of law and our State's Constitution. These matters need to be decided by litigation in the courts and ultimately the Supreme Court. He would like them to use the democratic processes our founding fathers provided us to vote for the state representatives we think represent us the best and to meet and work with our state lawmakers or run for a state legislative seat ourselves to serve the will of the people.

// Ms. Carrie Riddle spoke in opposition of the City becoming a Second Amendment sanctuary city. She told a personal story about her encounter with an abusive man. She feels that common sense gun reform such as extreme risk protective orders or "red flag laws" should be considered. Several laws, such as HB240 are the beginning step forward to accomplish this method and it is unfair to assume all bills currently proposed in the General Assembly are unconstitutional and strictly against the everyday gun owner.

// Mr. Michael Graham spoke in favor of the City becoming a Second Amendment sanctuary city. He addressed Vice Mayor Dolan directly regarding emails that he had sent her and she had forwarded to others. He provided Council an estimate of how much it would cost them to house the people that would need to be jailed because they would be breaking the law and stipulated that the City does not have that much money. He estimated that 25 percent of the population would be breaking the law and Council would have to build more jails and hire more clerks and more police officers.

// Mr. William Jennings spoke in favor of the City becoming a Second Amendment sanctuary city. He saw in Afghanistan what the abuse of power can do. The citizens had no way to defend themselves because the average Iraqi citizen had no gun. These steps are only a first step and the right to bear arms was put in the Constitution for a reason. For people that do not believe it, spend some time reading the Federalist Papers. We need to make a statement to Richmond that we will not follow.

// Mr. Steve Troxel spoke in favor of the City becoming a Second Amendment sanctuary city and on behalf of the Freedom Caucus of 6th Congressional District. He mentioned that they won a case in Federal District Court and the Federal Court of Appeals regarding an unconstitutional law called the Incumbent Protection Act. The State declined to take it to the U.S. Supreme Court. This case cost the State a lot of money. The gun laws are unconstitutional and will be challenged in court and the state will have to pay attorney fees for both sides when it loses. The City of Lynchburg could be financially liable as well if it supports these laws with its silence. In order to save a lot of money, Lynchburg needs to pass this ordinance. The General Assembly passed House Bill 1160, which prohibited Virginia from assisting the federal government in the unlawful detention of U.S. citizens under the 2012 National Defense Authorization Act, establishing the principle that a subordinate level of government has the authority and indeed the responsibility to refuse to cooperate with a higher level of government when the higher government enacts a law which violates the Constitution of the United States.

// Mr. Richard Burke spoke in opposition of the City becoming a Second Amendment sanctuary city. The outcry for this measure appears to be a rejection both of facts and of reason. No one is seriously expecting the banning of all firearms in Virginia. No reasonable person is seriously anticipating the forced confiscation of firearms. Gun right advocates have made these claims for decades to justify their opposition to even the most reasonable legislation. Extremists on either side of an issue are always a danger to society. He would like them to side against extremism and make the judgment that Lynchburg benefits from common sense gun laws.

// Ms. Corey Thomas spoke in favor of the City becoming a Second Amendment sanctuary city. She thinks they are at a crossroads for how our citizens will be allowed by law to arm and defend themselves. She feels women are underrepresented in this issue. She had statistics to provide Council regarding higher numbers of crimes against women versus men. The practical outcome of these laws will make the citizens of Virginia more vulnerable in situations and women will be the most vulnerable of all. The women of Lynchburg are counting on Council to support their right to defend themselves.

// Mr. Lorenzo Saenz spoke in favor of the City becoming a Second Amendment sanctuary city. He noted that it is our unalienable right to have freedom of speech and to be able to protect ourselves. He asked if he is supposed to

wait for the police who have astounding response times when he needs to defend himself. He also asked Council what they would do if someone came to harm their family.

// Mr. Evan Murch spoke in favor of the City becoming a Second Amendment sanctuary city. He pointed out that laws do not create an ethical people. Only the fear of God can create an ethical people. The answer is always to bring the fear of God back into the public square. The Second Amendment was put in place so they can defend themselves against evil criminals whether they are among us as thugs or in Richmond so they cannot tyrannize us.

// Ms. Aleta Robertson spoke in favor of the City becoming a Second Amendment sanctuary city. She no longer feels safe in her neighborhood. She got her concealment permit and feels safer. She needs Council to support her and to support this resolution.

// Mr. Early Bryant spoke in favor of the City becoming a Second Amendment sanctuary city. He does not support these new gun laws because they will make citizens felons and they will lose their jobs and their right to vote. Mr. Bryant wished to yield his time to another citizen. Mayor Tweedy indicated she was not signed up on the speaker list and called the next person.

// Delegate Wendell Walker spoke in favor of the City becoming a Second Amendment sanctuary city. He has a great concern regarding the direction Virginia is headed concerning public safety and our ability to protect ourselves. If we lose our Second Amendment rights, then we know the First Amendment will be next. The ballot box is the place for this battle. He fears we are on a slippery slope to tyranny. He read a portion of the Declaration of Independence. He commented that the answer is not in our government but in our faith in the Word of God and he read a passage from the Bible.

// Ms. Jennifer Brown spoke in favor of the City becoming a Second Amendment sanctuary city. She represents the 6th District Republican Committee and is also the president of Second Amendment Alliance. The Second Amendment is not negotiable. We are fighting for a right that has already been guaranteed. She implores every single conservative constitutional patriot here today to join their local Republican Committee so we can vote those that are going to infringe on our constitutional freedoms out. She is an attorney and acknowledged we are a nation of laws but the Constitution is the law of the land by which all other laws shall abide. Criminals will not abide by these laws and the only ones who will suffer are those of us who will no longer be able to defend ourselves. This is not about gun control. It is about control of the people and silencing those that do not agree.

// Mr. Ryan Thomas spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that if a law is unethical, the moral failure lies not only with those that wrote it but with also with all who enforce it. We were just doing our jobs has never been and never will be an acceptable defense for carrying out unethical orders. This cannot be punted to the courts because the courts have upheld contemptible legislation in the past. Council's moral duties transcend their legal ones and they have the power to act.

// Mr. Landon Rigglesman spoke in favor of the City becoming a Second Amendment sanctuary city. Some Councilmembers expressed that this is not a local issue but it is Council that will enforce these laws and will tell our sheriff and police chief to go around and collect firearms. It is Council that will say they must go and it is putting them in harm's way. He commented that the founding fathers trusted the American people with the right and

responsibility to bear arms. He asks Council to give them that same right and to trust their constituency. If Council will not, they can certainly elect members of Council who will.

// Ms. Mary Ellen Gordon-Scudder spoke in opposition of the City becoming a Second Amendment sanctuary city. Her minister and others are praying for a peaceful resolution of this painful gun safety issue. She also speaks for other citizens of Lynchburg that could not be there but share her concern. She would propose that we show respect for our system of state government. If you object to the laws, you should contact your state representatives and you should go to lobby day next week. She thinks many of the proposed gun laws seem reasonable such as universal background checks.

// Mr. Jordan Olacha spoke in favor of the City becoming a Second Amendment sanctuary city. People have the right to be alive and that is closely married to the idea of liberty. The idea of people being killed by others or a government killing its people is what we are protecting ourselves from by ensuring that life is a right. We are not talking about a society of just us and the military and the idea that it is just going to be people fighting the military is just ridiculous. It is Council's job to represent the people and the people want you to protect their rights not to protect some weird agenda that attacks the premise of the country.

// Mr. Tim Wiger spoke in favor of the City becoming a Second Amendment sanctuary city. He does not the three categories of sheep, wolves and sheepdogs are sufficient to include everyone. Where do the leftist lawmakers fit? He believes they see themselves as ranchers and have dominion over the sheep and sheepdogs and act as if they have dominion over the wolves. These arbitrary rules are the first step down the path of disarmament. He asked them to remember the relationship between the sheep and the rancher and that it never ends well for the sheep.

// Reverend Dr. Richard Helein spoke in favor of the City becoming a Second Amendment sanctuary city. This is not about gun safety. This is about power grabbing and it is starting in Richmond. This is a national issue and Council took the same oath. If you cannot vote to protect them from Richmond, then the next thing you should do after your no vote is to furnish your resignation. This is exactly the moment that our founding fathers feared. Pass laws that convict and deal with criminals and behavioral health.

// Mr. Joshua Worley spoke in favor of the City becoming a Second Amendment sanctuary city. Most mass shootings have occurred in gun free zones where citizens have not been able to properly defend themselves. People are not going to easily surrender their guns. Why would anyone expect cooperation with an outright ban of previously legal weapons without compensation and with such a ban already prohibited by the Second Amendment? Gun control has also had a history of disproportionately affecting poor black and minority communities leaving them more vulnerable to crime including voter intimidation and hate crimes.

// A representative for Senator Steve Newman read a statement from him. He does not presume to tell elected officials what to do in their elected capacity so he will not start tonight. We are a critical time in our commonwealth's history and the next 53 days will determine if our constitutional freedoms remain intact. The Second Amendment is under attack today but tomorrow it could be the First Amendment or the Fourth Amendment.

// Mr. John Miska spoke in favor of the City becoming a Second Amendment sanctuary city. He asserts that outside individuals have bought and paid for a General Assembly that does not represent all of the people. We as a free people are not subjects.

// Mr. Roger Fons spoke in favor of the City becoming a Second Amendment sanctuary city. He is not sure if Council knows how powerful the words “shall not be infringed on” really are. He comes from Detroit where citizens were asked by the Chief of Police to get concealed permits and violence went down 25 percent.

// Mr. Jack Gary Underwood spoke in opposition of the City becoming a Second Amendment sanctuary city. The U.S. Supreme Court holds the ultimate power to interpret the Second Amendment. We all think our opinions are right regarding the Second Amendment but they have no legal weight. The Supreme Court has protected our Second Amendment rights very strongly but has said they are not unlimited. City Council does not have the right to impose its interpretation of the Second Amendment on state legislation and is preempted from passing any resolution that conflicts with state law. Local government also does not have the right to regulate firearms. That right is restricted to Virginia code. He also mentioned that Virginia is a Dillon Rule state.

// Mr. Josiah Wyble spoke in favor of the City becoming a Second Amendment sanctuary city. He cited moments in history when people have rebelled and fought because there was a high governing authority oppressing and violating people’s rights. This is what we call tyranny. He does not want himself or his children or future generations to live in a country subject to tyranny. The governmental courts are not infallible and it is unwise and ignorant to believe so. It is the people’s responsibility and duty to correct the government when it overreaches or seeks to take away rights clearly laid out in the Constitution.

// Mr. Zechariah Pratt spoke in favor of the City becoming a Second Amendment sanctuary city. He implored Council to not let their right to keep and bear arms to be infringed. He stands before them as one of the many youth in the City and State. They do not know war and do not fully understand the cost at which freedom is bought but he will pursue every legislative, diplomatic and persuasive avenue to stand against tyranny.

// Mr. Stephen Semuienick spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that we have come to recognize that great differentials in power can negate one’s ability to give consent and once given, can be withdrawn. The inability to say no equals the inability to say yes. It is so with our political and legal relationships as well. Our rights are unalienable and cannot be bargained away, sold or traded. No one can consent in our name should we say otherwise no matter how valid their elected status.

// Mr. George Caylor spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that this is a national issue because it is microcosm of what is going on in America and whether we are going to support tyranny or freedom. He mentioned the Jim Crow laws, which are now called the “red flag laws.” They are going to pick out certain people that are not going to be able to carry guns. We are hard pressed to find a historical precedent where a government did not register and then eradicate the people. This is an opportunity that is not likely to come again. People can see who voted for it and who did not and say those people were brave and supported Lynchburg.

// Ms. Gladys Helein spoke in favor of the City becoming a Second Amendment sanctuary city. She directly spoke to the Mayor and Vice Mayor and said they have not provided the same respect to citizens that they demanded and voted this evening to silence citizens and disrespecting their citizens and infringing upon their First Amendment rights. She finds their actions disgusting, embarrassing and appalling to the City. She wants to walk away tonight a proud citizen and wants them to respect their citizens by voting to defend them and the ultimate law of the land, the U.S. Constitution.

// Mr. Craig Delucca spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that what Richmond is doing is subordinate to the supreme law of the land, which is the U.S. Constitution. He is sure they would not be okay with ripping apart other amendments, such as the First or the Nineteenth Amendment. To those that are outraged by the way Council is treating us and our rights, we need to get serious about elections and stop avoiding political conversations look into those running for office and make sure they are going to represent you. If we continue to be apathetic, then we will continue to lose our rights.

// Mr. Jonathan McMillan spoke in favor of the City becoming a Second Amendment sanctuary city. He feels led to speak up for unlawful oppression on people's liberties to protect and train themselves while building a safer community. The common sense gun law rhetoric claiming to make Virginia safer is a persuasive narrative that sounds attractive on its face but has a nasty authoritarian backbone because they target law abiding citizens. They are not asking them to disobey the law but not to use taxpayers to take away our Second Amendment and other rights. It is a symbolic resolution that he urges them to take tonight.

// Mr. Tomas Straka spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that every leftist regime's goal was to disarm for total control. He can trust him because he came from one of those countries. If gun control worked, places like Los Angeles, Chicago and Baltimore would be the safest places and they are not. Law enforcement without the support of community cannot work well. City Council has the police under its command and their weapons could be turned against the citizens for exercising their rights. That cannot be tolerated. He asked Council to do its job and its duty and protect the constitution.

// Ms. Breana Rock spoke in favor of the City becoming a Second Amendment sanctuary city. She outlined some history regarding Adolf Hitler and said this is what can happen when the government has too much power and that is what we are facing in the State of Virginia. Elected officials will not always look out for our best interest. They are looking out for their own. She mentioned a report from Freedom in the World that analyzes global political rights and civil liberties, 2018 marked the 13th year consecutive year of global freedom decline. It may have no legal precedent but it does send a clear message to our General Assembly that we the people of Virginia will not accept tyranny, as is being demonstrated in Richmond.

// Mr. Nate Rock spoke in favor of the City becoming a Second Amendment sanctuary city. He is asking Council to sacrifice and actively stand in defiance of the misguided will of the General Assembly. He thinks that the question of losing comforts is at the heart of the matter. It is not comfortable to resist something whether it is just or unjust and requires effort, stress and uncertainty and even fear and loss. In times like this, the law is the dividing and for our nation, a set of laws were implemented for our wellbeing. They are not asking Council to legally rebel against the General Assembly. They are asking Council to abide by the law that is over the General Assembly, which forbids them from stopping that law's use. Richmond may try to take things from Lynchburg because of this action and this means sacrifice in some manner may be required.

// Mr. John Sines spoke in favor of the City becoming a Second Amendment sanctuary city. He is asked as a pastor if Jesus would have a gun and he says no but He did tell us to be armed and quoted from the Bible. He discussed the events of a shooting at E. C. Glass recently that involved students illegally purchasing guns. He asked them how more gun control would have prevented these illegal activities. He quoted some statistics regarding deaths from

handguns and asserted that using cell phones while driving is a great threat to our society. If Council thinks this is an oppressive crowd tonight and does not make this a sanctuary city, wait until the next election.

// Mr. Mike Sharrett spoke in favor of the City becoming a Second Amendment sanctuary city. He is there to say that good people stop evil people with guns. He does not look at people here that are opposed to this as against his views. He looks at them like a human being and he values their life. There are people that will be sheepdogs for them and step up to protect them just as that person in Texas. He is suggesting they press “pause” and then seeing what happens with these laws as they are challenged in the courts. It will be a huge relief on our law enforcement, which is already understaffed. If most of the people in the room tonight say that they would like the City to be an “orange” City, that is how he would like them to vote tonight.

// Mr. Hoyt Alford spoke in favor of the City becoming a Second Amendment sanctuary City. No matter how they vote, he would like to take this opportunity to see what we did wrong last time to allow this to happen. Only 48 percent of the population voted last time, which is a sad state for all of us. We should have civil discourse with those that disagree and should inform them when they are under incorrect statements if we believe it and then listen to them when we may disagree with them. He has lived in dictatorships around the world and their governments treat their people in the most appalling ways. People are concerned that we go down that path and though unlikely, there is that chance.

// Mr. Walt Carey spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that if you allow the politicians to go through their agenda, it will not be long before no one is safe. If you think they will stop with assault weapons, you are sadly mistaken. If someone wants to do you bodily harm, he or she will find a way to do it. If Lynchburg does not become a sanctuary city, he sees an economic downturn because people will not come here to live or shop. He thinks their vote will determine whether they really love the people in your districts.

// Mr. Harrison Wiger spoke in favor of the City becoming a Second Amendment sanctuary city. He thinks they should be looking at the data to see if these laws actually achieve their desired intent. There is data that says that these proposed policies will actually increase violent crime in the state. Gun bans have been proven extremely ineffective in reducing mass shootings and violent crimes as a whole in the regions in which they are implemented. If we want to look at solving this issue, we need to be willing to look at multiple possible solutions, such as arming teachers that are willing to do so. We can be sure that when the laws fail to lower homicide, then the lawmakers will be back to impose further restrictions that will only make matters worse.

// Mr. Jim Meredith spoke in favor of the City becoming a Second Amendment sanctuary city. He mentioned several great leaders and said great men and women are not born. They rise to the moment. People who capitulate are forgotten. Laws are granted to us by the Constitution and have been guaranteed by the blood of patriots. As elected officials, their primary role is to defend and protect our rights from those who would take them from us. Those in Richmond do not care about Virginia history because they are elitists. An elitist supports the concept of a government run by a small group of people. Council’s legacy will be established by what they do with the big issues in their tenure.

// Ms. Hope McRorie spoke in favor of the City becoming a Second Amendment City. It seems to her that we are allowing fewer and fewer people to push their will on the rest of us. Liberty as envisioned by our founding fathers

has been slowly moving away from us. She thinks the Democrats in the General Assembly want to control all law abiding citizens, both black and white. She thinks they thought citizens would be too busy to notice. They trusted government to look after them but they are attacking. If Council supports measures that hurt people physically, mentally or financially, you will be held responsible.

// A lady who did not identify herself spoke on behalf of Kathy Gerber and in opposition of the City becoming a Second Amendment sanctuary city. She feels it is necessary to be armed sometimes but fails to see how the founding fathers could have envisioned a weapon such as an AK-47. She pointed out that “all men” in the Constitution has been expanded to include women and black people. We have wised up some and we do not live in a colonial society. The fact that people here lack faith in the government because they do not agree with the people that were duly elected scares her.

// Mr. Andy Langeland spoke in favor of the City becoming a Second Amendment sanctuary city. He is concerned that a shooter recently got away from the McDonald’s on Wards Road and could have come to his house. He is concerned that his wife might not be able to protect herself with the guns she would be allowed to have and might need more rounds than they allow. He is from California and recently moved to Lynchburg and is happy that he is able to exercise his Second Amendment rights thanks to the current laws of Virginia. He knows firsthand from living in California that gun laws do not limit violent crime.

// Mr. Barry Waltz spoke in favor of the City becoming a Second Amendment sanctuary city. He supports this, although he does not like calling it a sanctuary. He does not think it goes far enough but he will take what he can get and that is the City will use its prosecutorial discretion to not enforce any of the new gun laws. He has seen dumb things done by the smartest people when he was in the Navy and it has reinforced for him that common sense is not very common. If you want to talk about common sense, let’s start talking about doing mental health reform.

// Ms. Luchy Alvarado spoke in opposition of the City becoming a Second Amendment sanctuary city because it is outside the scope of City Council and has no legal significance. We should not use our local government and limited resources to pick and choose the laws we abide by. We need to take the conversation to Richmond so that new legislation takes into consideration responsible gun ownership and the voices of our City.

// Mr. Jason Burger spoke in favor of the City becoming a Second Amendment sanctuary city. He said he carries a gun to protect his family and will protect others that are not armed if evil shows up. He is a patriot and a warrior and a citizen of Lynchburg and he will not bow to any so called laws that threaten his freedoms or ability to protect his family or way of life. Our freedoms and rights are in the balance and being challenged and he remains ready to defend. He asked Council to do the right thing.

// Mr. Jeffrey Rosner spoke in opposition of the City becoming a Second Amendment sanctuary city. The agenda summary says there is no fiscal impact but the resolution includes the possibility of court action. The resolution is not properly presented because there could be a fiscal impact from court action. The words “all citizens” would include convicted felons, those judged mentally incompetent by the court and small children. If passed, the City would be in conflict with existing laws not just proposed ones. He commented that we have several rights that are guaranteed by the Constitution but they are still limited. Passing common sense limitations on the right to bear arms

does not take that right away. He also mentioned that much of the conversation has focused on Senate Bill 16, which was withdrawn yesterday.

// Mr. John Maunder spoke in favor of the City becoming a Second Amendment sanctuary city. He lives in California for 45 years and saw the state begin to implement tyrannical laws and he watched the citizens of California let it happen. He came to a place of freedom and a place where the things he believes are celebrate. He sees in Virginia a people that are willing to rise up, look people who are wrong in the eye and say no and he proud to be in Virginia and encourages everyone to keep standing up to the evil that is encroaching in their lives right now.

// Ms. Sandra Bowen spoke in favor of the City becoming a Second Amendment sanctuary city because she wants to stand up when our constitutional rights are being viciously violated. They want to stand with our state and say no to the governor. They need City Council to stand with them and protest this atrocity because with the stroke of a pen overnight the citizens of Virginia will become criminals. Our governor wants to disarm us as Germany did to their citizens. The governor is anticipating arresting thousands of people who do not give up their constitutional rights.

// Mr. Josh Duffy spoke. He did not specify if he was in favor or opposition of the City becoming a Second Amendment sanctuary city. He commented that they don't have just two options. We can do things as leaders that are outside of those two kind of binary decisions. Regardless of their decision, there is more that can be done and he personally looks to them as leaders to think outside the box and show them those opportunities that they might be aware of other than the flip of a coin.

// Ms. Megan Phillips spoke and addressed some of the comments that have been made tonight. She pointed out that first machine gun was invented in 1718. She thinks our founding fathers were smart and knew that things were not always going to stay the same. Someone said that guns take lives and Ms. Phillips said people take lives and do not always use a gun. Evil people take lives and guns can also save lives when good people use them as happened in the church in Texas. She pointed out that people that want to commit suicide will find a way to do it even if their firearms are taken away because of "red flag laws."

// Ms. Amber Haskew spoke in favor of the City becoming a Second Amendment sanctuary city and represented the organization called Lynchburg Republican City Committee. She shared a personal story where she was in fear of being abducted and hopes they will listen to her story and stand up for the women whose stories did not end up like hers. She signed up for a gun class so she could protect herself. She would like to know if they will side with someone in Richmond who has never met her and whose legislation would only embolden these kinds of attacks or will they will side with her and defend her right to protect her own life and her children's lives. The LRCC believes women should have the right to protect themselves and it should not be a partisan issue.

// Ms. Jennifer Staten spoke in opposition of the City becoming a Second Amendment sanctuary city. She asked Council to continue doing the business of the City of Lynchburg and focus on our public schools and public services and continue to make our City a great place to raise a family. They need to know that when they call the police that they will uphold the common sense gun laws that will pass. She thanked them for opposing this resolution.

// Ms. AJ Richards spoke in faovr of the City becoming a Second Amendment sanctuary city. She owns a company run by women and they have the need to protect themselves. She is going to use any gun that she owns that is legal to protect herself, her female employees and her possessions. Law enforcement is rarely there when the crime is

happening. She does not trust the governor with her safety as a black/white/Native American woman and she hopes Council does not either.

// Mr. Hart Green spoke in favor of the City becoming a Second Amendment sanctuary city. He is not sure about the legalities of Council being able to stop these laws from being prosecuted. It seems to him the Commonwealth Attorney would be pressing charges and not Council. To him, it is a symbolic gesture to stand with the rest of the counties around them. Do we want to stand apart from the approximately 98 percent of Virginia counties and cities have become sanctuaries? He thinks if Council is not careful and does not listen to the ones with the orange stickers tonight, they are going to get voted out. There are plenty of people that will take their seat.

// Mr. Brad Bullock spoke in opposition of the City becoming a Second Amendment sanctuary city. He appreciates very much the passion of those speaking tonight and he thinks we can all agree that we have been able to exercise the rights that in the Bill of Rights. He would encourage them to vote and put into power people that they think will represent them best. This resolution seems to skip a constitutional procedure and wants to preempt due process. We have a legal process to challenge unconstitutional laws. He does not think our City should pass resolutions based on fear of what state or federal lawmakers might do.

// Ms. Sarita Manian spoke in opposition of the City becoming a Second Amendment sanctuary city. She said she believes in the Constitution's strengths and processes and this country's democracy that allows for this diversity of opinions here. We are not an Iraq or an Afghanistan and it is this rule of law that preserves us in terms of our democratic values. She acknowledged those that had shared their fears but does not share in the emotional fear of the repetition of a tyranny from centuries ago. She fears that if citizens are armed as a militia against our state representatives, then we would become an Iraq or an Afghanistan and it would be a tragic place to be. She would like to see the City enshrine the democratic values in continuing to respect a variety of views and perspectives.

// Mr. Joel Fernando spoke in favor of the City becoming a Second Amendment sanctuary city. He believes tyranny does happen because his parents faced tyranny in Sri Lanka to the point where they saw family members killed right before their eyes. The longer he lives in America, the more he understands the importance of the right to bear arms. He urged them not to make this about mistakes from the past long ago. These are mistakes that are currently made in countries all over the world.

// M. Larry Lansing spoke against the City becoming a Second Amendment sanctuary city. He thinks it is a really sad and scary state of affairs when our civil discourse is reduced to threats and intimidation. It is even sadder and scarier when our President encourages this type of thuggish behavior. He believes that the Constitution allows elected bodies in this country to legislate common sense gun control laws with a reasonable expectation that the local authorities will enforce them. He trusts that the majority of the City Council will not be intimidated by the vocal minority of the constituents and the vocal majority of non-constituents and vote against this resolution.

// Mr. Clint Hunter spoke in favor of the City becoming a Second Amendment sanctuary city. He asserted that the City already takes a position on state and federal issues. The legislative agenda that Council approves every year is a wish list of what it thinks the state government should be doing. Taking an official position on this issue tonight is no different. He would like Council to listen to the clear majority of this City that elected you and vote in favor of the resolution.

// Mr. Jamie Cash spoke in favor of the City becoming a Second Amendment sanctuary city. The Second Amendment should not be up for debate. It is not the gun that is good or bad but the person wielding it and his heart that is good or bad. He attributes a lot of the fear to the fact that people do not know about guns. They will listen to politicians and think they are right when in actuality they do not know the first thing about guns. He is so offended and flabbergasted because we should not even be here tonight.

// Mr. Noah Trevi spoke in favor of the City becoming a Second Amendment sanctuary city. He does not think Council is the next Hitler or Stalin but he also thinks they are only men and women and not angels (referring to a quote in the Federalist Papers). The Second Amendment is the only thing that keeps citizens from becoming loyal subjects and our governors from being our rulers. Before they take his guns, they need to prove the angelic status of their person. This resolution would put up another line of defense between your citizens and the next Hitler, Stalin or Mao who were also only men. Making this a sanctuary city for gun rights would also make this city a sanctuary for human right.

// Ms. Samantha Burns spoke in favor of the City becoming a Second Amendment sanctuary city. Quoting some statistics from the FBI, she stated that guns are not a problem in terms of the percentage of crimes being committed with guns. According to the FBI, there is 38 percent less violent crimes being committed than in the year 2000. She would like to know why we are not passing laws against the criminals.

// Ms. Tim Fletcher spoke in favor of the City becoming a Second Amendment sanctuary city. The current laws seek to limit law abiding citizens the access to weapons in an effort to stop or inhibit the evil deeds of others but the real issue is the heart of the criminal. True freedom comes from having the ability to resist but choosing not to do so. These laws are at best well-meaning but extremely misguided attempts to stop evil and at worst are tyrannical. The doctrine of the lesser magistrates declares that when a higher authority makes an unjust or immoral law, the lower ranking civil authority has both the right and duty to refuse obedience to that superior authority. Upholding the rights of your citizens is not meaningless.

// Mr. Michael Maunder spoke in favor of the City becoming a Second Amendment sanctuary city. He came here from California and was hoping to escape the kind of tyrannical laws that have been passed there. The doctrine of the lesser magistrates has been part of our Western legal and political tradition for hundreds of years. Council has 500 years of legal and political tradition standing behind it saying that not only do they have the right but the responsibility to take action to protect our rights when another power is trying to take those rights away. He hopes Council has the courage to match that authority.

// Mr. Tim Griffin spoke in favor of the City becoming a Second Amendment sanctuary city. What they are asking tonight is for Council to reaffirm the law, to reaffirm the Constitution, to reaffirm what our founding fathers put forward for us. It is our birthright and always has been. He knows most people on Council and they are good people and are looking to do the right thing. The Constitution has a prohibition on what we call ex post facto laws, which basically means that if it is legal to do it today, you cannot make it illegal tomorrow and make a criminal out of a law abiding citizen. We are not asking them to change anything or to change the status quo. We are not asking them to repeal any laws or change any laws. We are asking Council to keep things as they are.

// Ms. Kate Staton spoke in favor of the City enforcing the common sense gun laws that will soon be passed in Virginia. She wants the police and the Commonwealth Attorney to be able to prosecute parents that allow their minor children access to their unsecured firearms. She asks them to vote against this resolution in memory of her friend Biggs who is a victim of gun violence. The gun laws are personal to her because she does not want any more gun violence like this again in Lynchburg.

// Mr. Peter Alexander spoke in favor of the City becoming a Second Amendment sanctuary city. He does not think that this Council should have any question about what their duty is to the residents and citizens. He has taken an oath to uphold the Constitution several times in his life. Guns do not kill people. People kill people. He read a quote from Justice John Marshall, U.S. Supreme Court Justice, “a law repugnant to the Constitution is void and that courts, as well as other departments, are bound by that instrument.” Politicians have wasted no time attempting to create repugnant laws.

// Reverend T. C. Hynard spoke in favor of the City becoming a Second Amendment sanctuary city. He said Virginia is where California was when he was a kid when he watched little by little the gun rights being stripped away. Crime increased as they were stripped away. Gun control laws do not work because they do not affect criminals. The Constitution does not grant us the right to bear arms. It simply affirms that right and implies that it is an inherent right. They are not asking Council to create anything new; just uphold the Constitution and support the laws we already have and support your constituency and we will support you.

// Ms. Niro Rasanayagam spoke in opposition of the City becoming a Second Amendment sanctuary city. She also emigrated from Sri Lanka and she saw the violence a previous speaker mentioned. What he neglected to tell you is that after the ethnic violence erupted, Sri Lanka descended into 30 years of civil war. Both sides had guns so guns and arms are not the way to achieve peace and justice. That is achieved through democratic means such as the one we are having right now. Since we are a Dillon Rule state, local municipalities must abide by and defer to state laws and legislation. She thinks each of them deep down knows that this debate belongs in Richmond and not here. This resolution will be confusing and will put our local law enforcement in a compromised position.

// Mr. Josh McCracken spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that apart from the right to life, the right to defense is the most important human right. Council is not elected to represent interests in other states or other parts of Virginia or appointed by the General Assembly. They are elected by the citizens of Lynchburg to pursue policies that we want. If Richmond wants to pass laws, Lynchburg citizens do not agree with, then the Commonwealth should be forced to enforce their own laws.

// Mr. Jared Proffitt spoke in favor of the City becoming a Second Amendment sanctuary city. Typically this would not be something for local government but he believes our state government has been compromised by people outside of Virginia with money. People here tonight have been seeing our rights being taken away for 50 years. He does not think it is a coincidence that we live in the best country. He thinks it was designed and we have a foundation that needs to be upheld. He told Council this is not just a regular thing. It is serious.

// Mr. William Kerr spoke in favor of the City becoming a Second Amendment sanctuary city. This is not a matter of just policy. It is a matter of right and wrong and the councilmembers will be held accountable for the choice they made. There are merits to all the arguments made here tonight but this is about obedience or disobedience to the

will of God. God has revealed in his Word that the proper exercise of civil justice by the civil magistrate be explicitly limited to the punishment of the evildoer for the defense of innocent. Legislative force outside of this singular focus is unjust and abusive. To comply with an unjust imposition is to bring guilt on yourself and he asked them to do what God requires of them and uphold justice and defend and do not comply with tyranny.

// Ms. Merry Joy DeCarmo spoke in opposition of the City becoming a Second Amendment sanctuary city. She trusts the veracity of the Constitution and our government process. She does not think that the Constitution is so weak that we would need to break the law in order to support it. She is a gun owner and is no afraid of common sense gun laws. The laws will keep the guns out of the hands of women's would be abusers and not take away the rights of women to defend themselves. This resolution would not protect but instead would give in to unfounded fears. She asked Council to recognize that one side has been very rude and another side has been very polite.

// Mr. Jerry Coffey spoke in favor of the City becoming a Second Amendment sanctuary city. Some of the localities that have become Second Amendment sanctuary cities are in the most liberal areas such as Virginia Beach. Elected officials in other localities have listened to their citizens and passed the resolutions because they wished to support their voters. They acted, perhaps even against what they personally wanted and perhaps even when they felt it was not their organization's purpose. They ask Council to support its citizens and pass a resolution against any law that infringes on any of their constitutional rights.

// Ms. Carol Sosnoski spoke in favor of the City becoming a Second Amendment sanctuary city. She mentioned a situation recently where there was a manhunt in her neighborhood for a violent criminal. She slept fine because she has her concealed permit but this is something that Richmond is trying to take away from them. The laws purport to be about safety but if passed, they will endanger everyone and cause us all to live in fear. It is our duty and the duty of our local government authorities to resist this encroachment on our liberty.

// Mr. Jonathan Eagle spoke in favor of the City becoming a Second Amendment sanctuary city. He wanted to focus on the word "shall." Webster's says it means to express what is inevitable or to express a command. When used in law, regulations or directive, it means to express what is mandatory. The law is not expressly aware of the grave consequences when shall is used within the code but often uses "shall" to equally qualify the severe and necessary ramifications of violations of that code. The right of the people to keep and bear arms shall not be infringed.

// Dr. Zachariah Jensen spoke in favor of the City becoming a Second Amendment sanctuary city. He moved here from California and like Virginia because he likes moving to a free state. He is encouraged by the 2A sanctuary movement because it is a voice telling Richmond where we stand. We can argue the common sense gun laws, which are based off of flawed studies and not much discourse. There is a lot of emotion that goes into it. He asks to be representative and asks that Virginia not go down this path and that we send a message.

// Mr. Jim Whitaker spoke in favor of the City becoming a Second Amendment sanctuary city. He has sat in their seat and has listened to what citizens have to say. It is easy to sit there and legislate but it is more important to get out into the community and see what is really going on. He is out and about as a chaplain and a restoration officer with heroes every day. He encouraged them to do the same. To make informed decisions, they need to be informed and the best way is to be on the street with our police officers. Tonight is about speaking loud and clear to legislators before they pass laws that may take away our constitutional rights.

// Sheriff Don Sloan spoke as a constitutional officer. He swore an oath to support and defend the U.S. and State Constitutions and the Constitutional Amendments. He will do anything to protect his family. It is very important to him that people know that he cares and that he loves the community of Lynchburg. He wants all of the citizens of Lynchburg to know that he does not take his liberties lightly and he supports them. He is able to do what he does because of what the military has done for us. He wants them to know that he will support the Constitution and its amendments.

// Dr. Jeff Widmeyer spoke in favor of the City becoming a Second Amendment sanctuary city. He and the others that are following the law with regard to their firearms are not the people that anybody needs to worry about. We are the safe ones and he is sure many in this room would be running towards the trouble and putting themselves in danger for it. The resolution may be symbolic and that is okay. He would Council to pass the symbol and let Richmond know Lynchburg opposes what they are trying to do. Council can reflect that they have listened to us and the majority that has shown up to voice their opinion is in favor of this even if it is just symbolic.

// Mr. Stephen Redmond spoke in favor of the City becoming a Second Amendment sanctuary city. He believes the guise that these laws are for public safety measures is false and it is setting a dangerous precedent. He is asking his local representatives take a stand alongside the over 100 other localities that have pledged to support and defend the Second Amendment. This is a polarizing issue and passions run high on both sides. When you look at the issue in terms of our rights as citizens of the United States and Virginia, it becomes rather simple. We live in a country that is clearly defined by the law of our Constitution. It is a short and simple principle that our right to bear arms shall not be infringed that our founders, particularly those from Virginia, fought to pass to everyone in this room.

// Mr. Jim Petrey spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that the Voting Rights Act happened in 1965. It was almost a hundred years of trying to get the voting rights back to where our country thought it should be. The surrounding counties have had a chance to stand up for something by becoming Second Amendment sanctuary cities. By agreeing to support the Second Amendment, even though everyone does not agree on what it means, we are setting a precedent that people ever had. This will say that we support the Constitution and it will be a way to stand up for it.

// Mr. Don Good spoke in favor of the City becoming a Second Amendment sanctuary city. He commented that this country is the longest standing democracy or representative democracy in the history of the world because of our Constitution and because we have honored the Constitution. If we destroy the Constitution or interpret it as a living, breathing document, we will no longer be the nation that we have been. The Second Amendment is supposed to protect us from a tyrannical government. No one thought that Iran would become like it is today.

// Speakers from other localities were Mr. Patrick Moneta of Appomattox (in favor), Mr. Wes Gardner of Campbell County (in favor), Mr. Koddie Staples of Campbell County (in favor), Mr. Damian Miller of Bedford County (in favor), Mr. Damien Miller of Bedford County (in favor), Mr. Randy Mills of Campbell County (in favor), Mr. Isaiah Knight of Bedford County (in favor), Ms. Wendy Wilson of Bedford County (in favor), Mr. Robert Davies of Campbell County (in favor), Mr. Cody Wright of Campbell County (in favor), Mr. Travis Pool of Halifax County (in favor), Mr. Bo Traywick of Richmond (in favor), Mr. Benjamin Summers of Bedford County (in favor) and Ms. Neli Anderson of Bedford County (in favor).

// Mayor Tweedy closed the public speaker portion of the public hearing and the matter rests with Council.

Councilmember Helgeson made a motion to approve the resolution presented to Council to become a Second Amendment sanctuary city. The motion was seconded by Councilmember Perrow. Councilmember Helgeson said he was glad to see so many patriots and this was inspiring and encouraging. Our job is not to dissect the different bills and legislation but to represent the citizens. It is pretty clear that the citizens want them to put forward and vote for the Second Amendment sanctuary resolution. He hopes that the rest of Council will also vote in favor of this. You may not like guns or the issue but our job is to represent citizens and we heard pretty loud and clear what the citizens want. He thinks it makes sense constitutionally and let's represent them and vote for this.

// Councilmember Perrow had the following remarks. First, I want to thank everyone for attending tonight. This meeting has been long, there have been some unexpected modifications to it, and you have been stalwart in your participation. Thank you.

I am proud to second and support the resolution presented. I have heard from both sides of the arguments and have heard reasonable opinions both for and against this resolution, and I'd like to address those reasons against that I find compelling. Like you, I believe in the rule of law. If you didn't, you would not be here tonight; you would not have left any firearms in the car, and you would not have participated in this public process. It is the reason you are here. You, as law abiding citizens, will follow the laws passed by the Commonwealth. It is the reason you are so concerned about the proposed legislative action. [Frankly, if you planned to disregard the law, you wouldn't care about what laws they passed.] Yes, I'm sure any laws passed will face a significant legal challenge, which is also in keeping with the Constitution and our rule of law. This is what keeps our society functioning and not falling into anarchy.

There is an argument that this resolution does not fit the rule of law, and I agree with that argument. I acknowledge that the legal standing of this resolution is tenuous; however, this resolution, although somewhat flawed, is a clear and important symbol that has real meaning to many participants here tonight, most our my constituents in Ward IV, thousands of citizens of the City of Lynchburg, and to me, as an individual. I stand with you, I represent your interest, and I will engage in the debate, both legislative and legal, to prohibit the infringement of our 2nd amendment rights. This is a much broader issue than the 2nd Amendment. This is about the differences between urban and rural cultures.

This new legislative body has six leadership positions. One of the leaders lives in Portsmouth and the other five live in Fairfax. What concern or understanding do any of these leaders have for the City of Lynchburg or any area outside of northern Virginia? They would be shocked to hear that many rural school districts offer excused absences on the first day of hunting season, if the school isn't closed outright. I grew up in Amherst County, this is part of our culture and our identity, and those in power in Richmond appear to have no concern for it whatsoever.

What you are doing tonight is the correct approach. Appeal to your elected representatives, see if they align with your beliefs or not, and work to get representatives of our values into elected office. The way to do that is to show up and vote. Assist those in other districts who support your values. And, work hard to increase our turnout to offset the impact of urban northern Virginia.

Lastly, in a quote, frequently misattributed to Lincoln, made by Ulysses S. Grant at his first inaugural address on March 4, 1869: “I shall on all subjects have a policy to recommend, but none to enforce against the will of the people. Laws are to govern all alike—those opposed as well as those who favor them. I know no method to secure the repeal of bad or obnoxious laws so effective as their stringent execution.”

To our Commonwealth’s executive and legislative branches: you are getting ready to grab the tiger by the tail. I know of few issues that fuel such political emotions as this, are you sure you want to go down this path? Because if you do, you will mobilize a sleeping political force that will work tirelessly to unseat you in the next election.

// Councilmember Nelson had the following remarks. I greatly appreciate the messages received from all who advocate for the “2nd Amendment Sanctuary Resolution” and from those who oppose it. Constructive civic participation is so valuable. I have listened to all voices, read all messages, and applaud courteous civic advocacy.

My core instincts oppose any and all legislative restrictions on fundamental Constitutional liberties. I equally believe the liberties guaranteed by the “2nd Amendment” are as important as any other liberty guaranteed in the Bill of Rights to the U. S. Constitution. I agree with you about the value of firearms and their value in the hands of responsible citizens.

However, it is undeniable that reasonable limitations have repeatedly been imposed on each and all Constitutional liberties for more than two centuries.

For example; in writing the majority opinion of the 2008 *Heller* decision, referenced in this “2nd Amendment Sanctuary Resolution,” Supreme Court Justice Antonin Scalia recognized that limitations have been appropriately imposed on 2nd Amendment liberties. In that *Heller* opinion, Justice *Scalia* wrote:

“Like most rights, the right secured by the Second Amendment is not unlimited. From Blackstone through the 19th-century cases, commentators and courts routinely explained that the right was not a right to keep and carry any weapon whatsoever in any manner whatsoever and for whatever purpose. Nothing in our [court’s] opinion should be taken to cast doubt on long standing prohibitions on the possession of firearms by felons and the mentally ill, or laws forbidding the carrying of firearms in sensitive places such as schools and government buildings, or laws imposing conditions and qualification on the commercial sale of arms.”

Justice *Scalia* went on to state: “We also recognize another important limitation on the right to keep and carry arms. As we have explained, the sorts of weapons protected [by the 2nd Amendment] were those “in common use at the time.” [That] limitation is fairly supported by the historical tradition of prohibiting the carrying of “dangerous and unusual weapons.” - Justice *Scalia*.

The recitals in the 11th paragraph of this proposed “Sanctuary Resolution” declare that Lynchburg City Council expresses “opposition to any law that would *unconstitutionally restrict the right of citizens* of Lynchburg to keep and bear arms.”

And, this Sanctuary Resolution’s final declaration states: “Lynchburg City Council hereby declares its intent to oppose any infringement on the right of law-abiding citizens to keep and bear arms. . .”

So, the question is: If restrictions have been lawfully placed on the 2nd Amendment for centuries, who decides whether a new Virginia law unconstitutionally restricts or infringes on a law-abiding citizen’s right to keep and bear arms?

If a court decides that a new Virginia law's restriction on the 2nd Amendment's right to keep and bear arms is constitutional, then Lynchburg must enforce that new law. If a court decides that a new Virginia law's restriction on the 2nd Amendment is unconstitutional, then Lynchburg cannot enforce it. When courts determine the constitutionality of a law, then Lynchburg must follow the court's decisions.

So, if this resolution is merely symbolic and merely declares that Lynchburg respects court decisions, then this resolution is irrelevant and meaningless, since Lynchburg must and always will honor court decisions and cannot enforce a Virginia law that a court declares to be unconstitutional.

Or, if this Resolution is symbolic and merely intended to loudly and clearly "ask" Virginia state legislators and government leaders to not impose further restrictions on 2nd Amendment liberties, then this Resolution is not well written and needs revision.

But, from all appearances, this Resolution implies that *Lynchburg* has the authority to determine the constitutionality of any new Virginia law affecting the 2nd Amendment, and that *Lynchburg* can and will refuse to enforce any new Virginia law that *Lynchburg* decides to be unconstitutional. If that is the case, then this Resolution directly conflicts with the U.S. Constitution and Lynchburg's state corporate Charter.

Let us be reminded that Lynchburg is a subdivision of the Commonwealth of Virginia. As a subdivision of Virginia, Lynchburg must respect and enforce all Virginia laws unless and until a higher legal authority says it does not.

Virginia's Commonwealth's Attorneys and local Law Enforcement Officers have discretion to not prosecute a case or to not make an arrest if they conclude that the case or charge lacks merit. On the other hand, Lynchburg City Council does not have that blanket discretion when enforcing state laws. The City of Lynchburg has no legal authority to "categorically" ignore the laws of its sovereign,...the Commonwealth of Virginia.

Those who sincerely claim to honor the U. S. Constitution, as do most of you, must respect Article III of the U. S. Constitution, which designates the courts as the third branch of government, and delegates to the Courts the authority to resolve conflicts between any laws and the U.S. Constitution.

Alexander Hamilton emphasized this when he wrote "Federalist No. 78," and Chief Justice John Marshall confirmed it in the landmark decision of *Marbury vs. Madison*. If City Council were to enact a "2nd Amendment Sanctuary Resolution," that asserts that Lynchburg can determine the constitutionality of a Va. state law, we would ignore the primary mandate of Article III in the U.S. Constitution; that the courts have the ultimate authority to interpret the Constitution; NOT the President, NOT Congress, NOT state legislatures or state Governors; NOT County Boards of Supervisors, and most certainly NOT THE LYNCHBURG CITY COUNCIL.

If Lynchburg City Council were to adopt this Resolution, I believe we would *dishonor* and *disrespect* the U. S. Constitution's foremost principles, by claiming that a state locality has the authority to overrule the sovereignty of its own state.

Neither the "Founding Fathers" nor the authors of "The Federalist" recognized the authority of a locality to be superior to the authority and sovereignty of any state. Yet, that insubordination is what this "2nd Amendment Sanctuary Resolution" seems to propose.

Throughout my legal career, I have zealously advocated for the “Rule of Law” and for “Law and Order.” Yet, how do we respect the “Rule of Law” or promote “Law and Order” if every locality can pick and choose which laws each will comply with and which laws each will disobey? I think we cannot! Until and unless a court declares a Virginia law to be unconstitutional, then Lynchburg must respect and enforce that law.

I also point out that all Lynchburg City Council members took an oath, the effect being to obey laws of this Commonwealth. Each of us would violate our oath if we advocated for disobedience of State laws.

And personally, as an attorney-at-law, my own professional ethics prohibit me from advocating that anyone disobey a state law.

On a related note, this 2nd Amendment Sanctuary initiative imitates declarations made by some Virginia localities from 1958 and into the early 1960’s, when those localities adopted the infamous practice of “Massive Resistance” to laws requiring Virginia to racially integrate its public schools. Those acts of “nullification and interposition” were found to be unconstitutional. I think it just as unlawful for Lynchburg to adopt a similar policy of “massive resistance” and unilateral interposition to Virginia’s laws affecting firearms and the 2nd Amendment.

And finally, this City Council has a long-established policy of not passing resolutions on matters beyond City Council’s direct authority. These issues are beyond the authority of this City Council. Your voices should be directed to the ears of the General Assembly and Governor, not to City Council.

Therefore, if Lynchburg or any locality disputes a state law, it has two appropriate and lawful options: 1st - Ask the General Assembly to change the law or to repeal it, or 2nd – To litigate the issue in a court of law.

As for the first option, I supported that approach when we last met on December 10, 2019. That proposal, for City Council to amend its Legislative Agenda, was defeated 4-3. Still now, I would like for City Council to send that message to Richmond in our “Legislative Agenda.” City Council’s Rules prohibit a motion that has been defeated from being reconsidered within the short time period that has elapsed since that December meeting, unless a councilmember who voted in opposition of that motion asks that it be reconsidered. Since that may be very unlikely tonight, that first option seems moot.

Thus, Lynchburg’s only other option is to litigate the constitutionality of any new law once it is enacted, but I certainly would like to capture the video of tonight’s session and send it to each member of the General Assembly and to Governor Northam, so they and he can see, and hear, and feel the sentiments that have been expressed here tonight. However, for these reasons, I regret that I cannot support the motion as presented and am compelled to vote against the motion to approve this Resolution.

// Councilmember Wilder thanked all the citizens for coming tonight. We appreciate the voice and your voice has been heard. He wished to be clear that he believes everyone has the right to bear arms. He does not know enough about the legislation that has been proposed so he is not in a position to say he will support this resolution if he has not seen all the information coming from Richmond. He understands the points Councilmember Nelson made. He heard a gentleman say that some of the policies were racially based and made indications. When we talk about racial issues, it took it for him to another level. If we would like to talk about whether this is a racial issue or talk about racial issues, he has a whole list from economic to education to housing. He appreciates all of them coming out tonight. He appreciates being a member of this community and City Council. He respects all the

Councilmembers even though they may disagree sometimes. He respects all the people's voices as well. He cannot support the motion the way it is written.

// Councilmember Wright noted that his family has been in Lynchburg and the surrounding area for almost 340 years. Folks on both sides of his family own firearms. Councilmember Nelson laid out very well the legal constriction on City Council authority and our long standing practice not to engage in state and national debates over which we have no authority. The resolution, as presented, suggests that we think that we can arbitrate here in this room the constitutionality of whatever passes in Richmond, which is not the case. It is important, of course, that we voice our opinions to folks in Richmond, to the governor, to our members of Congress. That is as it should and the way the system is designed to work. He will be doing this and he hopes they will too. He is grateful for everyone that came out this evening.

// Vice Mayor Dolan expressed appreciation for so many citizens coming out to share their thoughts and concerns regarding this issue. This is a serious issue for sure. She is concerned, however, that if Lynchburg City Council adopts formal action on this matter, it will set a dangerous precedent of distracting our attention and dividing our community on a number of issues over which we have no local governing body jurisdiction. Were we to pass this resolution we would open the door to petitioners to ask us to weigh in on matters about which we have no legal standing and no authority to act. Should we have a public hearing on impeaching the President? Should we have a public hearing on abortion rights? On marijuana legalization? She does not diminish the point of view of those who want a sanctuary city; however, she still believes that this conversation belongs at the state and national level. Our General Assembly and the U.S. Congress have a long history of protecting citizens on the Second Amendment as a fundamental right. These bodies interpret the Constitution as they write and pass laws. Local law enforcement will be and must be guided by these laws. We also must remember we are a Dillon state. Our local government has limited authority to pass laws. Our highest priority is to attend to the needs of our citizens within the power that we are authorized to act. Any discussion of state or federal issues over which we have no legislative control serves only to set ourselves against one another needlessly and to detract ourselves from our ability to best serve our local citizens. Thank you all for coming tonight and for your participation.

// Mayor Tweedy thanked everyone for coming out to express their opinions. She thanked the councilmembers as well. Passions and opinions run high on both sides of the debate. When voices are equal on the issue or there comes a time when you must weigh both perspectives, as councilmembers or leaders, you have to then reach within your own decision making process and perspective and represent the right thing that you know to do for your City. We all have our background and experiences that we bring to this debate. I am an American citizen. I am a woman of color. I am a caretaker, a mother and grandmother and the only veteran on City Council. I am a concealed weapon carrier. I am a gun advocate and a child of the Most High. So I think I check many boxes in this discussion tonight. I have been serving my country and my community since I was 17 years old when I entered the U.S. Navy voluntarily. She and another veteran disagreed recently at an event but agreed to disagree on this topic. She has been a volunteer servant and leader in the community for the past 12 years. She has no problem listening to citizens and varying perspectives. She is an at large councilmember and represents citizens throughout Lynchburg, a city of 82,000 people. Many have sent them emails, phone calls, letters or come up to them personally. She will defer her

comments to Councilmember Nelson's comments, which were thorough, complete and represented previous history for Councils. We have a quality of life here and we are prospering and people can see themselves and their families, businesses and organizations being a part of. She wants to continue the progress and is going to make the decisions that she believes will prosper our City and residents, listening to the perspectives of others. She expects everyone to share their views and perspectives around this issue with our legislators in Richmond, Representatives Byron and Walker, Senators Newman and Peake. She expects City Council to continue handling the business that makes our City a great place for people to call home and she will not be supporting the motion.

// The motion failed by the following vote:

Ayes:	Helgeson, Perrow	2
Noes:	Dolan, Nelson, Tweedy, Wilder, Wright	5

// The meeting was adjourned at 1:47 a.m.

Clerk of Council

From:
To: [Craig, Robin](#)
Subject: Re: Speaking request topic
Date: Wednesday, January 22, 2020 1:55:49 PM

Agenda Item #5

CAUTION: External Sender

Dear Ms. Craig,

Thank you for your clarification and the history of the rule.

The topic I wish to speak about Thursday is a call from all sides of any public issue to act in a more civil manner. I received a death threat this week on Facebook and given recent claims that others including Council have been threatened, I would like to use my 3 minutes to call everyone to a higher standard of public discourse.

I look forward to seeing you next Tuesday.

Sincerely,

Curt Diemer

Sent from my iPhone

002R

the six month time limit was reduced to three months.

You requested to be allowed to speak at the City Council meeting on December 10, 2019 and were allowed to do so. When you spoke at the December 10, 2019 Council meeting you were not speaking at a public hearing, you were speaking as a citizen who requested that he be placed on the agenda to speak at a regular Council meeting. The January 14, 2020 Council meeting was a public hearing at which citizens had been invited to speak, and even though it could have done so, City Council did not bring up the three month rule and allowed citizens who had spoken at the December 10th meeting to also speak at the January 14th public hearing if they wished to do so.

According to my calculations, you may request to speak again at the April 14, 2020 meeting, if it is regarding the same subject matter. I would need your request in writing (including the topic you wish to speak on) by noon on Wednesday, April 8, 2020. Thank you for your interest.

Robin

Robin Craig

Clerk of Council

City of Lynchburg

900 Church Street

Lynchburg, VA 24504

(434) 455-3983

robin.craig@lynchburgva.gov

From: Curt Diemer [<mailto:curt@diemer.us>]

Sent: Wednesday, January 22, 2020 9:06 AM

To: Craig, Robin

Cc: Curt Diemer; newsdesk; news4; news@newsandadvance.com; news1; Ldowdy@wlni.com; Helgeson, Jeff - External; Perrow, Turner

Subject: Re: Speaking request

CAUTION: External Sender

Dear Ms. Craig,

Thank you for your prompt response to my request to speak.

Please send me in writing a copy or provide a link to this standing rule and any information on the history when this rule of procedure was adopted by this currently composed City Council.

I believe many of the Sanctuary speakers on December 10th also spoke on January 14th so it appears to me that your attempt to enforce this rule of procedure now is in conflict with Council's recent precedent of allowing exactly what you are now choosing to invoke. Can you explain this inconsistent enforcement of this rule?

I look forward to your response. Thank you again for your time.

Sincerely yours,

Curt Diemer

Sent from my iPhone

On Jan 22, 2020, at 8:22 AM, Craig, Robin <Robin.Craig@lynchburgva.gov> wrote:

Council's rules of procedure outline that a person may not speak on the same topic within three months. I will not be placing you on the agenda unless I have in writing in an email that no portion of your comments will have anything to do with gun control laws or the city becoming a second amendment sanctuary city. Please state if your comments pertain to a different subject matter. Thank you. Robin Craig

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From: Craig, Robin <Robin.Craig@lynchburgva.gov>
Sent: Wednesday, January 22, 2020 8:09:38 AM
To: Curt Diemer <curt@diemer.us>
Subject: Re: Speaking request

Please state the subject matter. Thank you.

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From: Curt Diemer <curt@diemer.us>
Sent: Wednesday, January 22, 2020 8:05:33 AM
To: Craig, Robin <Robin.Craig@lynchburgva.gov>
Subject: Speaking request

CAUTION: External Sender

Dear Ms. Craig,

I would like to address City Council next Tuesday for 3 minutes during

the public hearing time.

Please let me know if you can accommodate my request. Thank you for your consideration.

Sincerely,

Curt Diemer

Sent from my iPhone

<Council's Rules of Procedure.pdf>

<Agenda Summary from 2000.pdf>

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **6**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Rezoning: R-4, High Density Residential District to B-4, Urban Commercial District – 401, 405 Rivermont Avenue and 1151 D Street

KEY ELEMENTS:

___ Economic Development ___ Excellent Government **_X_** Natural and Built Environment ___ Safe Community **_X_** Vibrant Community

RECOMMENDATION: Approval of the rezoning to allow the reuse of the existing buildings as apartment units.

SUMMARY: Victoria's Inventory, LLC. is petitioning to rezone approximately four tenths (0.4) acres at 401, 405 Rivermont Avenue and 1151 D Street from R-4, High Density Residential to B-4, Urban Commercial District to allow the adaptive reuse of the existing buildings as seventeen (17) apartment units.

The proposed B-4, Urban Commercial District zoning would permit a higher number of units than the existing R-4, High Density Residential District. While the B-4, Urban Commercial District does not have parking requirements, the submitted concept plan indicates fifteen (15) on and off street spaces available to the development, which is also served by public transit.

PRIOR ACTION(S):

December 11, 2019: The Planning Division recommended approval of the rezoning petition.
The Planning Commission recommended approval of the rezoning petition. (7-0)

FISCAL IMPACT: Increased real estate valuation will be determined after construction.

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

ATTACHMENT(S):

- Ordinance
- Planning Commission Minutes – December 11, 2019
- Planning Commission Packet – December 11, 2019
 - o Planning Commission Report
 - o Zoning Map with Adjoining Owners
 - o Future Land Use Map
 - o Watershed Map
 - o Planimetric and Topographic Map
 - o Concept Plan
 - o Narrative
 - o Property Photograph
- Speaker Signup Sheet

REVIEWED BY: raw

AN ORDINANCE CHANGING A CERTAIN AREA LOCATED AT 401, 405 RIVERMONT AVENUE & 1151 D STREET FROM R-4, HIGH DENSITY RESIDENTIAL DISTRICT TO B-4, URBAN COMMERCIAL DISTRICT.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LYNCHBURG that in order to promote the public necessity, convenience, welfare and good zoning practice that Chapter 35.2 of the Code of the City of Lynchburg, 1981, as amended, be and the same is hereby further amended by adding thereto Section 35.2-54. __ which shall read as follows:

Section 35.2-54. __. Change of a certain area located at 401, 405 Rivermont Avenue & 1151 D Street from R-4, High Density Residential District to B-4, Urban Commercial District

The area embraced within the following boundaries:

Beginning at the point of beginning at the intersection of the southwesterly right of way line of Rivermont Avenue and the northwesterly right of way line of D Street; Thence S45°16'35"W A Distance Of 156.80'; Thence N56°25'47"W A Distance Of 100.94'; Thence N45°16'35"E A Distance Of 62.28'; Thence N44°43'25"W A Distance Of 8.36'; Thence N45°16'35"E A Distance Of 115.00'; Thence S44°43'25"E A Distance Of 107.20'; Which Is The Point Of Beginning, Having An Area Of 0.401Acres, MORE OR LESS.

...is hereby changed from R-4, High Density Residential District to B-4, Urban Commercial District.

And the City Planner shall forthwith cause the "Official Zoning Map of the City of Lynchburg, Virginia" referred to in Section 35.2-32 of this chapter to be amended in accordance therewith.

Adopted:

Certified: _____
Clerk of Council

MINUTES OF THE DECEMBER 11, 2019 PLANNING COMMISSION MEETING (MINUTES HAVE NOT BEEN APPROVED):

Petition of Victoria's Inventory, LLC to rezone approximately four tenths (.4) of an acre located at 1151 D Street, 401 & 405 Rivermont Avenue from R-4, High Density Residential District to B-4, Urban Commercial District to allow the reuse of the existing buildings as seventeen (17) apartments.

Mr. Tom Martin, City Planner provided the following summary to the Commission. This petition proposes to rezone the property to allow for seventeen (17) apartment units. The three (3) existing units in 405 Rivermont Avenue will be brought into compliance with the zoning ordinance and the fourteen (14) new units will be constructed in the existing building at 401 Rivermont Avenue. This area is recommended for traditional residential uses. These are the older parts of the City that contain neighborhoods constructed prior to World War II. Because of this, many of the lots, setbacks, buildings, and uses do not currently conform to the City's current zoning ordinance. The building at 401 Rivermont Avenue has historically been used as a non-conforming commercial service garage. Rezoning this property would allow the continued use of the building while removing the traffic hazard of the front garage door where vehicles enter and exit the building onto Rivermont Avenue. The City Engineer did not require a traffic analysis for the uses proposed. The property is served by the Greater Lynchburg Transit Company route 3A with a bus stop located directly in front of 401 Rivermont Avenue. There are a total of fifteen (15) on and off-street parking spaces that would be available to the development. The proposed B-4 zoning district does not have an off-street parking requirement. The Planning Division does recommend approval of the rezoning request.

Chair Rogers asked who was present to speak on behalf of the petition.

Mr. Casey Servis, with Architecture Design Office, addressed the Commission. This is a proposal for rezoning three parcels. The historic building at 401 Rivermont Avenue was originally the light traction trolley barn but has been a mechanics shop in the more recent past. The property lines, except for the front, are essentially at the building walls so after consulting with City staff it was determined that to rehabilitate the building as apartments, the parcels would need to be combined or there would need to be easements from the adjacent parcels at 405 Rivermont Avenue and 1151 D Street. For this reason, all three parcels are being rezoned. The work is largely at 401 Rivermont Avenue but rezoning all three will provide life safety egress and two ways out of the existing building. Fourteen (14) units are proposed in the existing trolley barn using tax credits. Initial approval has been granted by the Lynchburg Historic Commission for the proposed work. The building at 405 Rivermont Avenue has been evaluated for what needs to be done to improve it but will generally stay the same. The lot on 1151 D Street is an existing parking lot that is staying in its existing configuration but will be restriped.

Chair Rogers asked if there was anyone present who wished to speak in favor of the petition. When no one came forward, Chair Rogers asked if there was anyone present who wished to speak in opposition of the petition.

Mr. Chris Hamilton addressed the Commission. He is a resident of Daniel's Hill and represents the Daniel's Hill Society, a neighborhood group that's been formed for a little over a couple years. Their concern isn't so much with the current or proposed development but with the traffic as a result of continued development both in that area as well as other areas in the neighborhood. There's a forty (40) unit renovation going on at the end of Cabell Street. The traffic resulting from that development is going to funnel through the intersection of D Street and Rivermont Avenue. Traffic from the thirty (30) units going in the old Virginian and the fourteen (14) units in this proposal will also go the same way. He is not sure that the City Engineers have taken into consideration the population increase that's going to happen but the intersection at D Street and Rivermont Avenue is going to be a mess. It is a mess already because of the street that comes in at an angle. It is a constant battle to see who is going to get to go

into Rivermont Avenue. Traffic is really the only concern. He supports continued development of the Downtown area as long as traffic concerns are addressed at the same time.

Chair Rogers asked if there was anyone else who wished to speak in opposition of the petition, when no one came forward he invited Mr. Servis to come forward and address the traffic concerns.

Mr. Servis stated that he understands the concerns over traffic but does not know that he is qualified to address them. It is likely that there needs to be a study done at that intersection.

Chair Rogers stated that the Commission does not deal much with conducting traffic studies and closed the public hearing for discussion amongst the Commission.

Commissioner Marion stated that she is a neighbor to the property on D Street but does not have any kind of financial arrangement with the petitioner on this property so she does not feel the need to recuse herself. She agrees wholeheartedly with Mr. Hamilton that there is a traffic problem. It is hard to get out from Cabell Street and with the new apartments coming traffic will get pretty bad. On the South side of Rivermont, the D Street entrance is very dangerous because to see what is coming down the hill, you have to be partially in the first lane of traffic. There is no other way to see around the cars parked on the street. The possibility of a mini-roundabout or something has been discussed with Planning. It might even need a stoplight. The new Master Plan shows one (1) one lane of traffic in each direction with a bike lane and a sidewalk going all the way across the bridge and up the hill. That will prevent having to be in the first lane of traffic to see but vehicles will still be in the bike lane.

Chair Rogers noted that the only vehicle that makes that turn easily is the morning school bus that stops in the right-hand lane and turns their lights on and then goes across the road. He was almost hit there that morning turning but doesn't feel that the proposed units are really going to impact traffic much. Traffic is a different discussion.

Commissioner Perault noted that this could be the catalyst to get a traffic discussion going for Council. He was there this afternoon during a low-traffic time of day and pulling out from D Street was still difficult to navigate due to visual blocks like signs and parked cars. Even though this proposal adds apartment units, one of the entrances will be removed which is a trade-off. Traffic discussions have happened before and are related to the decisions of the Commission but the traffic here was a problem already and will not be caused by the proposal. The traffic concerns should be addressed by Council or another appropriate party. He is not in favor of a stoplight either but a roundabout or something needs to happen in that area.

Commissioner Johnson asked Mr. Tom Martin at what point does the City Engineer require a traffic study.

Mr. Martin responded that the City Engineer considers a lot of different factors when deciding whether or not to require a traffic analysis. One factor would be the capacity of the existing road, Rivermont Avenue; the pre-existing traffic conditions; the proposed use and how many trips would be generated by the number of units; and what use could go there, like a commercial service garage, and how many trips that would generate. The City Engineer would do this during the Technical Review Committee process early on before any of the reports are written. He chose not to require one for this rezoning.

Commissioner Johnson asked if a traffic study is triggered by so many accidents or if it could be triggered after something is approved.

Mr. Martin responded that traffic studies are primarily based on trip generation. It is around fifty (50) peak-hour trips. If the proposal would be a large traffic generator, going over the fifty (50) peak-hour

trips or more than five hundred (500) daily trips, it would require a traffic study. Seventeen (17) units will not generate that much traffic.

Commissioner Perault noted that in his experience, traffic studies never support the concerns and always come back with a result of no impact.

Commissioner Bowden stated that he understood Mr. Martin's statement to mean that the individual site trip generation is being looked at without considering the overall accumulation of traffic that happens. He then asked how traffic is addressed from there.

Mr. Martin responded that the traffic discussion and whose responsibility it is to fix it has come up on many different items that have come before the Planning Commission. The traffic is an existing problem, and what's happening must be weighed against the proposal. Does the Commission want to see the building rehabilitated or is it the petitioners' responsibility to fix the existing traffic conditions or does the proposal get denied because it will make things too much worse. The City Engineer did not require a traffic study so he did not feel that the proposal would exacerbate the existing conditions.

Commissioner Bowden shared agreement and stated that the issue at the end of the day is that this is a tough situation now. It has to do with on-street parking and three streets dumping out into a relatively small space. This proposal will not make a huge impact on the current traffic situation.

Commissioner Perault stated that speeding adds to the problem but will not change with or without approval of this project.

Commissioner Bowden agreed and stated that he'd like to have some kind of a comment that shows that the Commission puts forward the idea that this is a difficult intersection.

Mr. Martin responded he can make a note of that in the Council report and it will be in the minutes.

Commissioner Johnson stated that she agrees and that when the Commission approved the other building that's being done by the same developer it was brought up then and that child had just been hit on Rivermont. It should continue to be brought up and is an issue that needs to be addressed at some point in time.

Commissioner Perault stated that he is a fan of the project and it will result in a great end product that will be a better use of the building. It is important to keep traffic concerns "on the radar" though like they have been in other places like Lakeside, Timberlake, and Wards.

Mr. Tony West addressed the Commission. People are smarter than they seem. When the D Street bridge is crowded, it is possible to go up Cabell Street and come out on Rivermont Avenue near Miles Market where there's no traffic, no waiting, and no issues. People will figure the traffic out. There are two (2) or (3) different places to come out on Rivermont Avenue or Bedford. Some people are impatient and just want the shortest route out but all they need to do is change directions.

Chair Rogers noted that the Planning Commission ends up talking a lot about traffic but there is no Commission dedicated to traffic. He then stated that he likes the reuse of the building and it's going to be interesting. If it were being used as a garage that generated about four (4) or five (5) cars a day, it wouldn't be much different than the traffic generated by this proposal in the long run.

Commissioner Lowe stated that he likes this project and likes seeing the older buildings being preserved and rejuvenated. In terms of traffic, anything could affect the intersection at D Street and Rivermont Avenue. It doesn't take much to reroute traffic and to cause an influx of traffic all the way

down there. The traffic will not be the fault of this development so he is in favor of this petition. In general, people need to be courteous drivers and more careful.

Commissioner Bowden made the following motion, seconded by Commissioner Lowe, and passed by the following vote:

“Based on the preceding Findings of Fact, the Planning Commission recommends to City Council approval of the petition of Tony West to rezone approximately four (4) tenths acres located at 401, 405 Rivermont Avenue and 1151 D Street from R-4, High Density Residential to B-4, Urban Commercial District to allow the reuse of the existing buildings as seventeen (17) apartments.”

AYES:	Bowden, Johnson, Light, Lowe, Marion, Perault, and Rogers	7
NOES:		0
ABSTENTIONS:		0
ABSENT:		0

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

To: Planning Commission
From: Planning Division
Date: December 11, 2019
Re: **Rezoning – 401, 405 Rivermont Avenue & 1151 D Street**

I. PETITIONER

Mr. Tony West, 2600 Memorial Avenue, Suite LL1, Lynchburg, Virginia, 24502

Representative: Mr. Casey Service, Architecture Design Office, PLLC, 105 East Broad Street, Richmond, Virginia 23219

Property Owners:

Victoria's Inventory, LLC, 2003 Graves Mill Road, Suite A, Forest, Virginia 24551

Across the Bridge, LLC, 2600 Memorial Avenue, Lynchburg, Virginia 24501

II. LOCATION

The subject properties contain approximately four tenths (.4) acres and are located at 401, 405 Rivermont Avenue and 1151 D Street.

III. PURPOSE

The purpose of the petition is to rezone the subject properties from R-4, High Density Residential to B-4, Urban Commercial to allow the reuse of the existing buildings as seventeen (17) apartment units.

IV. SUMMARY

- The City's *Comprehensive Plan 2013-2030* recommends a "Traditional Residential" use for the area.
- The proposed B-4, Urban Commercial District zoning would permit a higher number of units than the existing R-4, High Density Residential District.
- While the B-4, Urban Commercial District does not have parking requirements, the submitted concept plan indicates fifteen (15) on and off street spaces available to the development. The property is also served by Greater Lynchburg Transit Company (GLTC) Route 3A with a bus stop located in front of 401 Rivermont Avenue.

The Planning Division recommends approval of the rezoning petition.

V. FINDINGS OF FACT

1. **Comprehensive Plan.** The *Comprehensive Plan 2013-2030* recommends a "Traditional Residential" use for the area. "This land use category, shown light brown, has been applied to the City's older neighborhoods, generally built before World War II and before the City was zoned. The City's historic districts are located in the traditional residential area. Consequently, for many of the houses here, lot sizes, setbacks, and/or building heights do not conform to the standards of the City's residential zoning districts. Most of these neighborhoods are identified as Neighborhood Conservation Areas on the Plan Framework Map and are planned for further study for appropriate zoning changes, public investment, and community building efforts. Infill

residential development in these neighborhoods should be designed to complement the style and type of housing there and to utilize comparable setbacks, yards, and building heights. Large new or expanded public and institutional uses are not appropriate for these areas unless they can be designed to blend into the existing urban fabric through landscaping or architectural treatments. Within Traditional Residential neighborhoods, small retail, personal service, office, and restaurant uses are often found. These uses may continue, although expansion is not recommended unless supported by a recommendation in a Neighborhood Conservation Area Plan.” (p. 75)

The subject properties are also located within the “Lower Rivermont” Neighborhood Conservation Area. “Neighborhood Conservation Areas form the inner ring of residential development around the central business district. These neighborhoods are an extension of the Downtown with mostly traditional street layouts and excellent direct access to Downtown amenities. All of the City’s historic districts and many of the recognized historic places are found within Neighborhood Conservation Areas 1-4. Although rich in historic and cultural fabric, these mature neighborhoods face challenges of reinvestment and rehabilitation. Some of the homes are very large wood structures over 3,000 square feet in size. The cost of rehabilitating and maintaining these large homes may deter some potential home buyers and investors. Other houses are very small, less than 1,000 square feet, and not as attractive to families as larger suburban homes. Conversion of some homes in Neighborhood Conservation Areas to rental units has resulted in their gradual deterioration. Citizens in public meetings have expressed concerns about the negative effects of poorly maintained, deteriorating, vacant, and abandoned homes within their neighborhoods. Others discussed inappropriate infill development and teardowns, where the style and size of new construction does not blend well with the architectural character of existing homes on the block. Maintaining the existing housing stock and encouraging public and private investment that supports neighborhood character is critical to neighborhood stabilization.” (p. 65)

2. **Zoning.** The subject property was annexed into the City in 1870. The existing R-4, High Density Residential District was established in 1978.
3. **Board of Zoning Appeals (BZA).** The Zoning Administrator 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 April 12, 1994, Council adopted the Riverfront/Downtown Revitalization Program – Proposed Land Use Plan which established B-6, Riverfront Business District (Current B-4, Urban Commercial District) zoning in the Downtown.
 - May 14, 1996, Council approved the CUP petition of Christ College, Inc. to allow college and faculty offices at 404-434 Rivermont Avenue.
 - On April 8, 1997, Council approved the CUP petition of Stepping Stones Academy to allow the operation of a Day Care Center for forty-nine (49) children at 434 Rivermont Avenue.

- On December 11, 2007, Council adopted the Fifth Street Corridor Overlay District which established B-6, Riverfront Business District (Current B-4, Urban Commercial District) zoning along Fifth Street.
 - On February July 9, 2013, Council approved the petition of Cabell Street Land Trust to rezone 41, 57 and 59 Cabell Street from B-5, General Business District to B-6, Riverfront Business District (Current B-4, Urban Commercial District) to allow the construction of a fifty (50) space parking area and forty-seven (47) apartment units.
 - On December 9, 2014, Council approved the petition of Buffalo Land Company LLC, to rezone 434 Rivermont Avenue from R-4, High Density Residential to B-6C, Riverfront Business District (Conditional) (Current B-4, Urban Commercial District) to allow the use of the property for educational, office and event space.
 - On February 12, 2019, Council approved the petition of Victoria's Inventory, LLC to rezone 301 Rivermont Avenue from B-1, Limited Business District to B-4C, Urban Commercial District (Conditional) to allow thirty (30) apartment units in an existing building.
5. **Site Description.** The subject properties consist of approximately four tenths (.4) acres located at 401, 405 Rivermont Avenue and 1151 D Street. 401 Rivermont Avenue contains an eight thousand four hundred (8400) square foot building constructed in 1920. The building was historically used as a commercial service garage. 405 Rivermont Avenue contains a two (2) story wood frame, wood sided two thousand six hundred fourteen (2614) square foot building constructed in 1910. The building is being used as apartments. The property located at 1151 D Street is currently and would remain a paved parking area.
6. **Proposed Use of Property.** If the rezoning petition is approved, the building located at 401 Rivermont Avenue would be converted in to fourteen (14) apartment units. The building located at 405 Rivermont Avenue would be converted into three (3) apartment units and 1151 D Street would remain as a paved parking area.
7. **Traffic, Parking and Public Transit.** The City Engineer did not require a traffic study for the proposed use.
- The property is served by Greater Lynchburg Transit Company Route 3A with a bus stop located in front of 401 Rivermont Avenue. The proposed B-4, Urban Commercial District does not have parking requirements. The submitted concept plan indicates that a total of fifteen (15) on and off street parking spaces are available to serve the development.
8. **Stormwater Management.** A stormwater management / water quality plan will not be required as disturbed areas are not expected to exceed one thousand (1000) square feet.
9. **Emergency Services:** The City's Police and Fire Departments had no comments of concern regarding the proposed use.
10. **Impact.** The proposed rezoning should have little impact on the surrounding area. The building located at 405 Rivermont Avenue is currently used as apartments and the proposed number of units in this building is not anticipated to increase. The building located at 401 Rivermont Avenue has historically been used as a commercial service garage. The conversion

of this building into apartments will ensure its continued use and remove a traffic hazard of vehicle entering and exiting the building from Rivermont Avenue.

The property is located in the Rivermont Avenue Historic District. As required by the Zoning Ordinance, the Historic Preservation Commission has reviewed and approved a Certificate of Appropriateness (COA) for minor exterior changes to the buildings.

- 11. Technical Review Committee.** The Technical Review Committee (TRC) reviewed the petition on November 19, 2019. Comments 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 Tony West to rezone approximately four (4) tenths acres located at 401, 405 Rivermont Avenue and 1151 D Street from R-4, High Density Residential to B-4, Urban Commercial District to allow the reuse of the existing buildings as seventeen (17) apartments.

This matter is respectfully offered for your consideration.



William T. Martin, AICP
City Planner

pc: Ms. Bonnie M. Svrcek, City Manager
Mr. Reid Wodicka, 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 Kozerow, Lynchburg Police Department
Battalion Chief Thomas Goode, Fire Marshal
Mr. Doug Saunders, Building Official
Mr. Kevin Henry, Zoning Administrator
Mr. Tony West, Petitioner
Mr. Casey Servis, Representative

VII. ATTACHMENTS

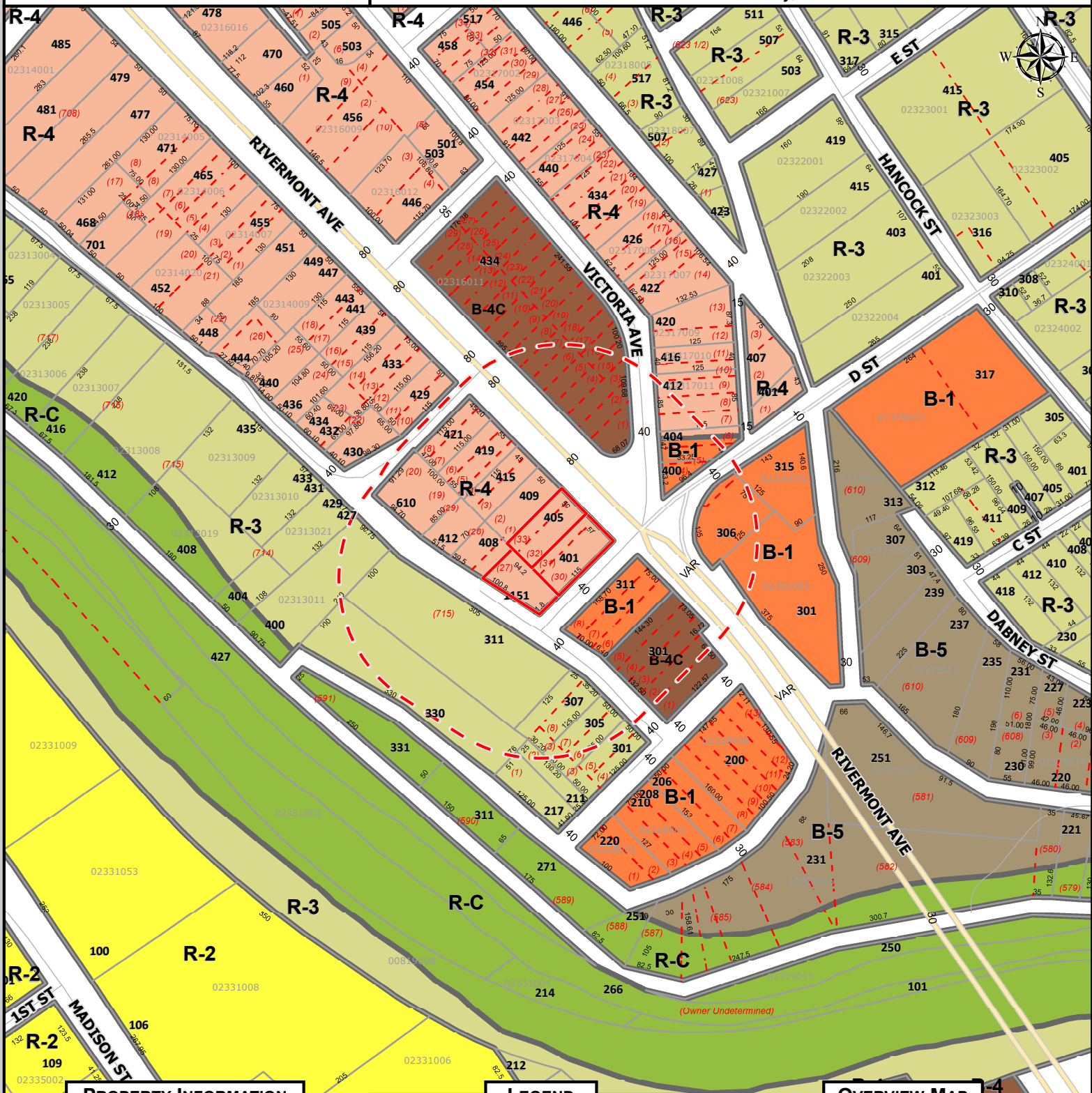
- 1. Zoning Map with Adjoining Property Owners**
- 2. Future Land Use Map**
- 3. Watershed Map**
- 4. Planimetric and Topographic Map**
- 5. Concept Plan**
- 6. Property Photographs**

Zoning-TRC Map

401 AND 405 RIVERMONT AVENUE AND 1151 D STREET

TRC

Victoria's Inventory, LLC



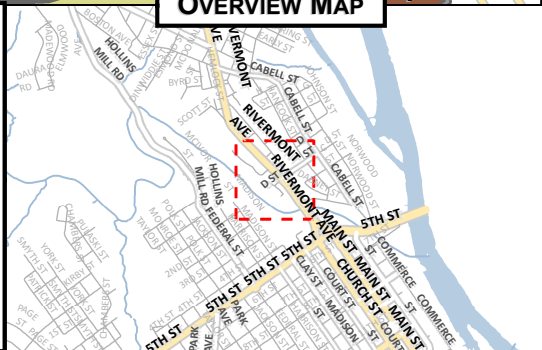
PROPERTY INFORMATION

PARCEL ID	ADDRESS
02315005	405 RIVERMONT AVE
02315006	401 RIVERMONT AVE
02315007	1151 D ST

LEGEND

 	Subject Property
 	215' Buffer
	B-1
	B-3
	B-4
	B-5
	R-C
	I-1
	I-2
	I-3
	IN-1
	IN-2
	R-1
	R-2
	R-3
	R-4

OVERVIEW MAP

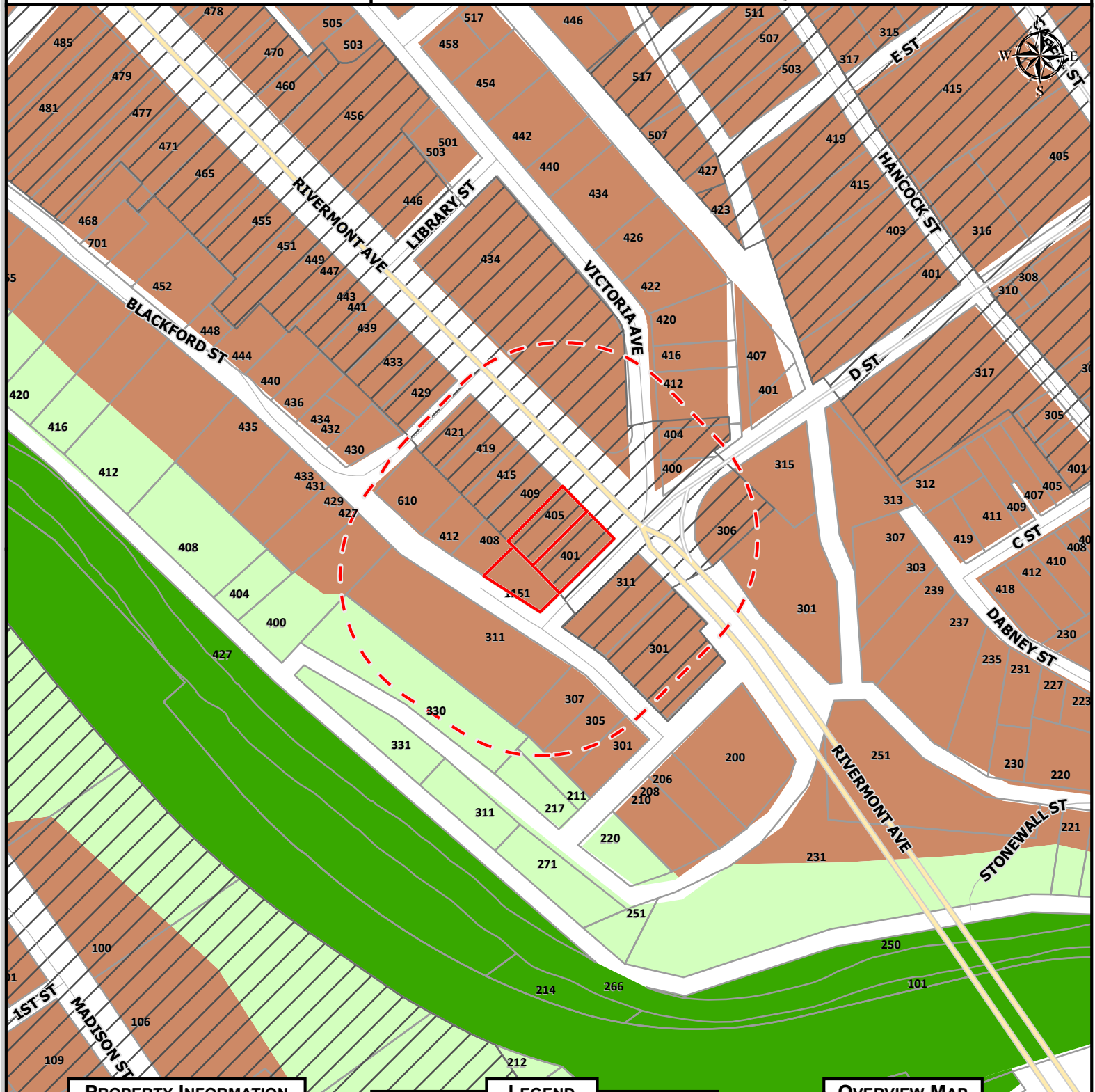


MAP SCALE: 1" to 200' DATE PRINTED: 11/5/2019

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401, 405 Rivermont Avenue and 1151 D Street

Parcel ID	Address	Owner
02313011	400 BLACKWATER ST	CITY OF LYNCHBURG
02313012	311 BLACKFORD ST	MARION, NANCY B
02313013	307 BLACKFORD ST	NEW, APRIL DAWN
02313014	305 BLACKFORD ST	COLES, CYNTHIA D
02313015	301 BLACKFORD ST	STONE TRUST PROPERTIES LLC
02313016	211 BRIDGE ST	LYNN, TYRONE V
02313017	217 BRIDGE ST	CITY OF LYNCHBURG
02313021	427 BLACKFORD ST	ACROSS THE BRIDGE LLC
02313022	330 RYAN ST	CITY OF LYNCHBURG
02315001	421 RIVERMONT AVE	ACROSS THE BRIDGE LLC
02315002	419 RIVERMONT AVE	CENTRAL CITY HOMES LP
02315003	415 RIVERMONT AVE	CENTRAL CITY HOMES LP
02315004	409 RIVERMONT AVE	ACROSS THE BRIDGE LLC
02315005	405 RIVERMONT AVE	ACROSS THE BRIDGE LLC
02315006	401 RIVERMONT AVE	VICTORIAS INVENTORY LLC
02315007	1151 D ST	VICTORIAS INVENTORY LLC
02315008	408 BLACKFORD ST	ACROSS THE BRIDGE LLC
02315009	412 BLACKFORD ST	ACROSS THE BRIDGE LLC
02315010	610 RODES ST	ACROSS THE BRIDGE LLC
02316011	434 RIVERMONT AVE	BUFFALO CREEK LAND CO LLC
02317011	412 VICTORIA AVE	SCRUGGS, JOHN D & CHARLENE P
02317012	404 VICTORIA AVE	SUMNER, JEFFREY W & ROSEMARY G
02317014	400 VICTORIA AVE	SUMNER, JEFFREY W & ROSEMARY G
02326001	306 RIVERMONT AVE	CALFEE, DARYL W & JOHANNA P
02326002	315 SPRING ST	CITY OF LYNCHBURG
02326003	301 SPRING ST	CITY OF LYNCHBURG
02327001	311 RIVERMONT AVE	MARION, NANCY B
02327002	301 RIVERMONT AVE	VICTORIA'S INVENTORY LLC



PROPERTY INFORMATION

PARCEL ID	ADDRESS
02315005	405 RIVERMONT AVE
02315006	401 RIVERMONT AVE
02315007	1151 D ST

LEGEND

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

MAP SCALE: 1" to 200' DATE PRINTED: 11/5/2019

OVERVIEW MAP

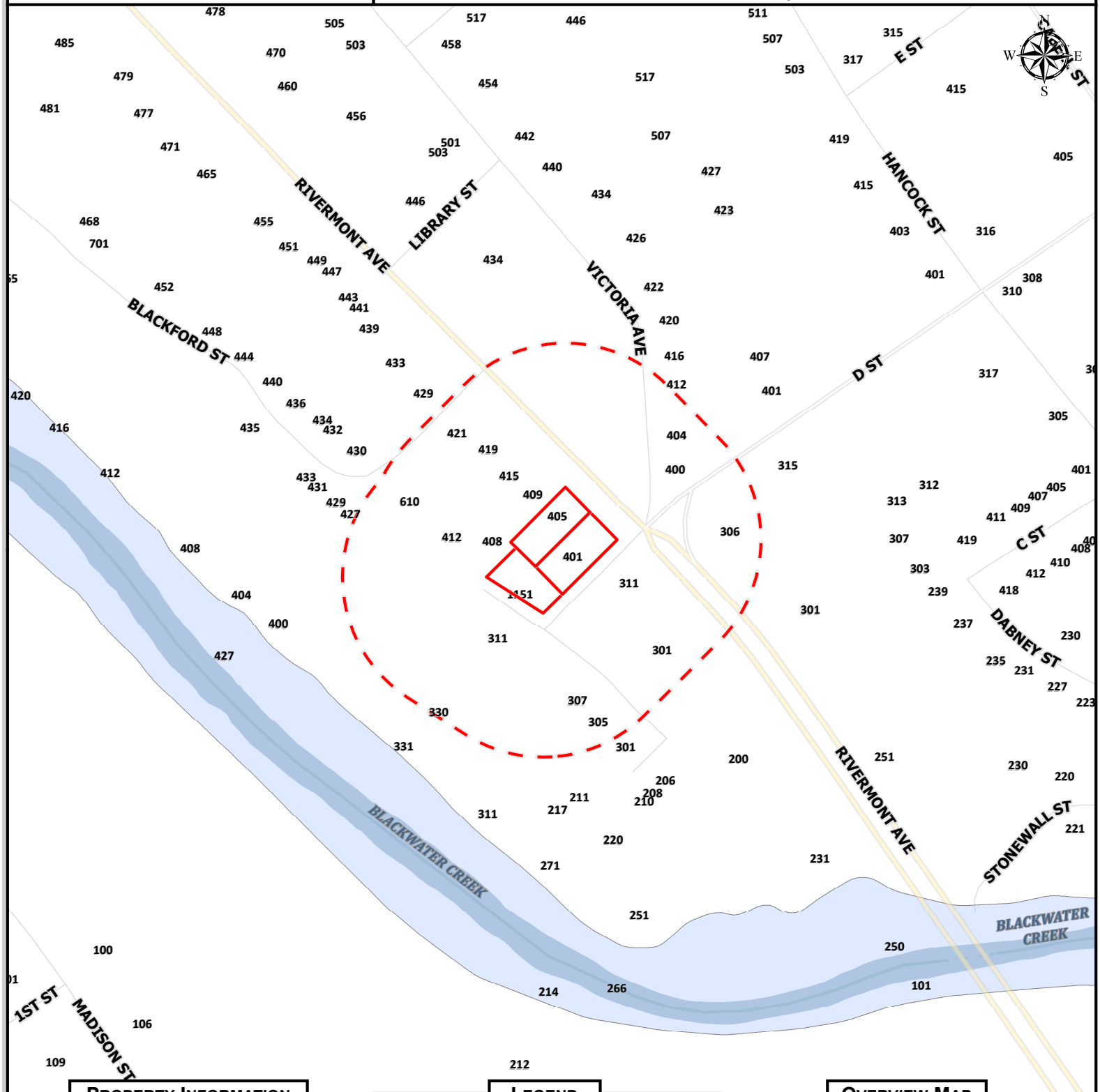


Watershed Map

401 AND 405 RIVERMONT AVENUE AND 1151 D STREET

TRC

Victoria's Inventory, LLC



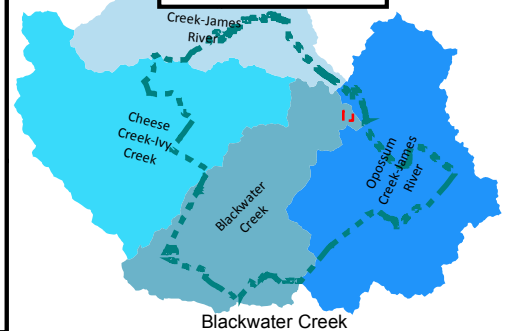
PROPERTY INFORMATION

PARCEL ID	ADDRESS
02315005	405 RIVERMONT AVE
02315006	401 RIVERMONT AVE
02315007	1151 D ST

LEGEND

- Subject Property
- Base Flood Elevation
- Floodway
- Floodzone
- River / Lake / Stream

OVERVIEW MAP



MAP SCALE: 1" to 200' DATE PRINTED: 11/5/2019

DISCLAIMER: THIS MAP 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. THE CITY OF LYNCHBURG IS NOT RESPONSIBLE FOR ITS ACCURACY OR HOW CURRENT IT MAY BE.



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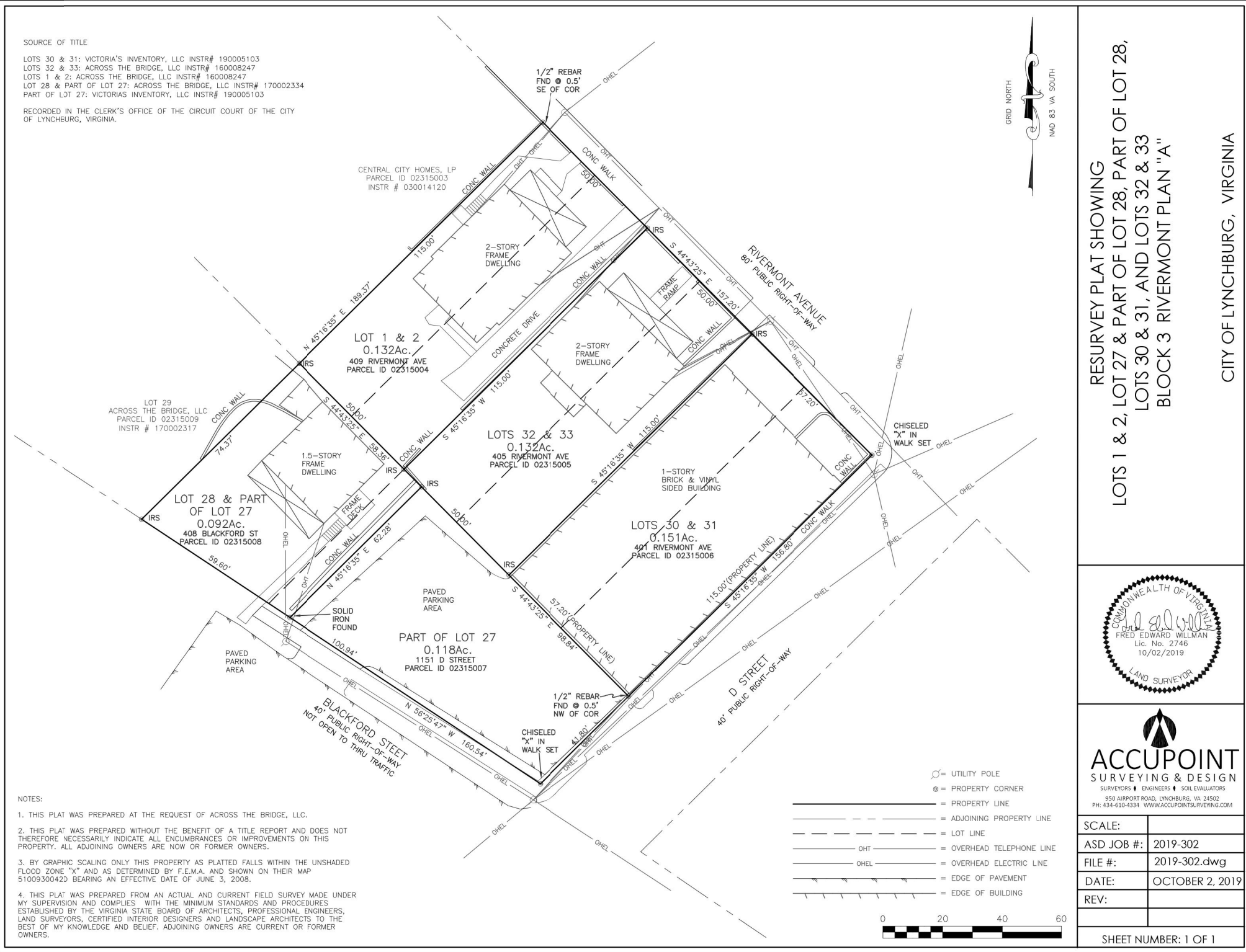
PROJECT:

REQUEST FOR REZONING

OF:

401 RIVERMONT AVENUE, 405 RIVERMONT AVENUE, AND 1151 D STREET

ARCHITECTURE DESIGN OFFICE / 105 E BROAD STREET, RICHMOND, VIRGINIA, 23219 / 804.343.1212 / INFO@ADO.DESIGN



PROJECT DESCRIPTION

PROPOSED REZONING OF THREE ADJACENT PARCELS AT 401 RIVERMONT AVENUE, 405 RIVERMONT AVENUE, AND 1151 D STREET

REZONING INFORMATION

OWNER:	VICTORIAS INVENTORY, LLC 2003 GRAVES MILL RD, STE A FOREST, VA 24551	ACROSS THE BRIDGE, LLC 2600 MEMORIAL AVE. STE LL1 LYNCHBURG, VA 24501	VICTORIAS INVENTORY, LLC 2003 GRAVES MILL RD, STE A FOREST, VA 24551
PARCEL:	401 RIVERMONT AVENUE	405 RIVERMONT AVENUE	1151 D STREET
PARCEL :	02315006	02315005	02315007
EXISTING ZONING:	R-4 [MEDIUM-HIGH DENSITY MULTIFAMILY RESIDENTIAL]		
PROPOSED ZONING:	B-4 [URBAN COMMERCIAL DISTRICT]		
FUTURE LAND USE MAP:	TRADITIONAL RESIDENTIAL [NO CHANGE REQUIRED]		
EXISTING LAND USE:	AUTO MECHANIC	MULTI-FAMILY RESIDENTIAL	SURFACE PARKING
PROPOSED LAND USE:	MULTI-FAMILY RESIDENTIAL	MULTI-FAMILY RESIDENTIAL	SURFACE PARKING
LOT AREA:	0.151 ACRES [6578 SF]	0.132 ACRES [5750 SF]	0.118 ACRES [5140 SF]
DENSITY ALLOWED BY CURRENT ZONING:	3 DWELLING UNITS 6578/2000 = 3.289	2 DWELLING UNITS [5750/2000 = 2.875]	2 DWELLING UNITS [5140/2000 = 2.57]
PROPOSED DENSITY:	14 DWELLING UNITS [0 EXISTING, 14 NEW]	3 DWELLING UNITS [3 EXISTING, 0 NEW]	0 DWELLING UNITS
SETBACKS:	NO CHANGE		
BUILDING HEIGHT:	2 STORIES (EXISTING) 20 FEET (EXISTING)	2 STORIES (EXISTING) ±35 FEET (EXISTING)	N/A
BUILDING AREA:	8400 SF (EXISTING)	2614 SF (EXISTING)	N/A
ECONOMIC ZONES:	RIVERMONT HISTORIC DISTRICT	RIVERMONT HISTORIC DISTRICT	NONE
LYNCHBURG HPC COA APPLICATION STATUS:	HPC 1910-0008 & HPC 1910-00010 (APPROVED)	HPC 1910-0009 (APPROVED)	NONE
PARKING SPACES:	4 ON-STREET (D STREET)	2 ON-STREET 1 OFF-STREET	8 OFF-STREET
WATER SERVICE:	PUBLIC, CITY OF LYNCHBURG		
SANITARY SERVICE:	PUBLIC, CITY OF LYNCHBURG		

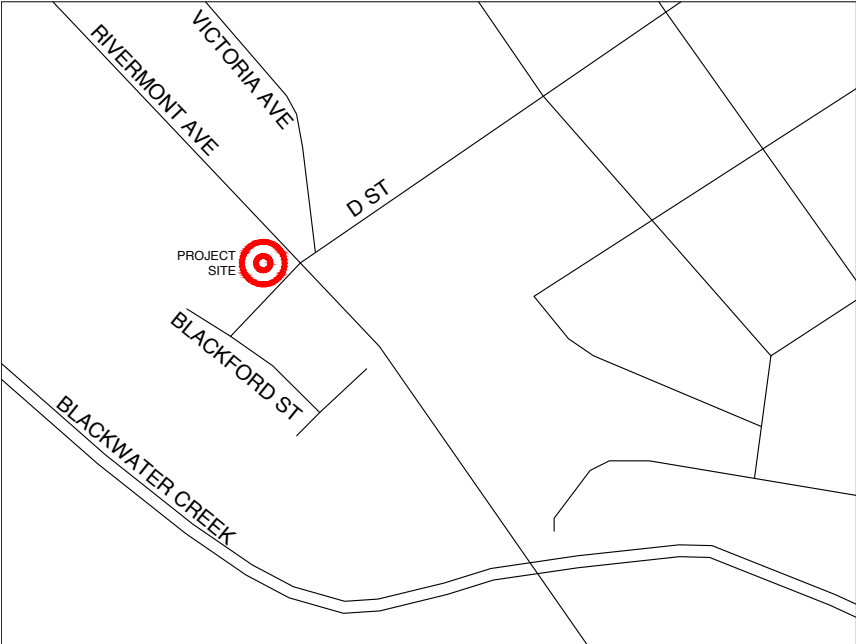
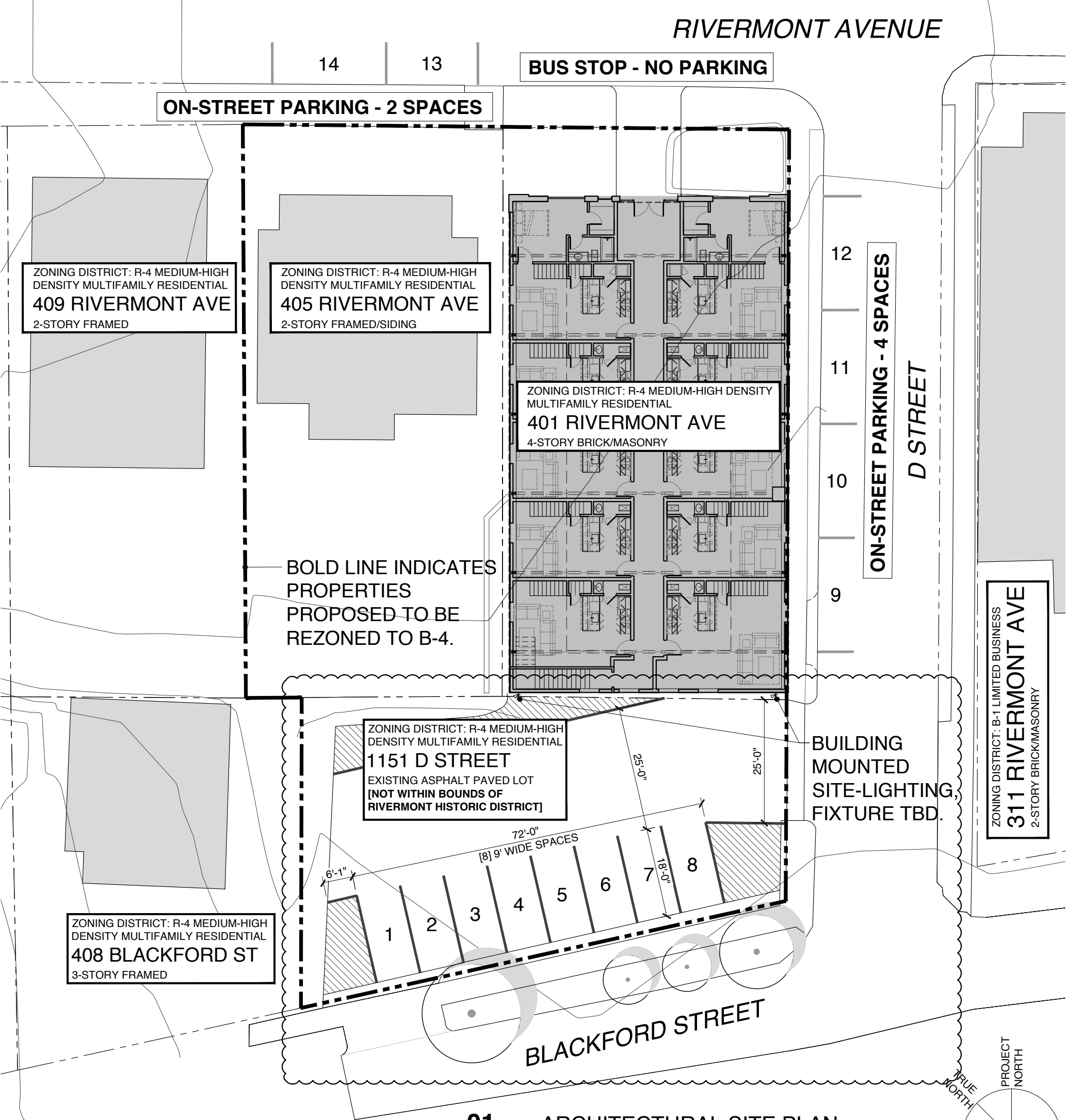
- NOTES:
- THIS CONCEPT PLAN HAS BEEN PREPARED FOR USE IN THE REZONING PROCESS FOR THE REDEVELOPMENT OF THE EXISTING STRUCTURE(S). THE PLAN IS SUBJECT TO ADJUSTMENT DURING THE ACTUAL DESIGN PHASE
 - THE TOTAL AMOUNT OF LAND DISTURBANCE FOR THIS PROJECT WILL BE NO GREATER THAN 1,000 SQUARE FEET. EXTERIOR CONSTRUCTION WILL BE LIMITED TO THE REPAIR OF EXISTING FACILITIES AND UTILITY UPGRADES. THEREFORE, THIS PROJECT IS EXEMPT FROM THE CITY'S EROSION AND SEDIMENT CONTROL REQUIREMENTS AND STOREMWATER MANAGEMENT REQUIREMENTS.
 - ANY ADDITIONAL EXTERIOR LIGHTING PROVIDED WILL MEET THE CITY OF LYNCHBURG ZONING ORDINANCE.

SHEET NO:

A1

PUBLISH DATE:

19/11.01



PROJECT: **REQUEST FOR REZONING**
OF: **401 RIVERMONT AVENUE, 405 RIVERMONT AVENUE, AND 1151 D STREET**

ARCHITECTURE DESIGN OFFICE / 105 E BROAD STREET, RICHMOND, VIRGINIA, 23219 / 804.343.1212 / INFO@ADO.DESIGN

SHEET NO:
A2
PUBLISH DATE:
19/11.01



1151 D Street, 401 & 405 Rivermont Avenue

Rezoning R-4 to B-4

December 11, 2019

PLEASE PRINT CLEARLY

[illegible]

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **7**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Appalachian Power Company (AEP) Electric Line Easement, 4330 Morningside Drive (Bedford Hills Elementary School)

KEY ELEMENTS:

___Economic Development **X**Excellent Government ___Natural and Built Environment ___Safe Community ___Vibrant Community

RECOMMENDATION: Hold a public hearing and adopt a resolution granting an easement located at 4330 Morningside Drive, Lynchburg City Tax Map No. 18005001, for the extension of electric service to a new gymnasium at Bedford Hills School.

SUMMARY: The Lynchburg City Schools is presently constructing a gymnasium at Bedford Hills Elementary School. As part of the gym construction project, it is necessary for Appalachian Power Company to acquire, from the City, easements to extend an electric service line from Morningside Drive.

PRIOR ACTION: January 14, 2020: Physical Development Committee recommended approval

FISCAL IMPACT: None

CONTACT(S): Lee Newland, City Engineer – 455-3947
Gaynelle Hart, Director of Public Works – 455-4406

ATTACHMENT(S):
Resolution
Easement
Plat

REVIEWED BY: raw

RESOLUTION:

#R-20-001

BE IT RESOLVED THAT: The Lynchburg City Council hereby authorizes Bonnie Svrcek, City Manager, and/or her designees, to execute a right of way and easement agreement with Appalachian Power Company for the installation and maintenance of a power line in order to serve the Bedford Hills Elementary School property, Tax Parcel Number 18005001.

Adopted:

Certified: _____
Clerk of Council

004R

The City of Lynchburg Eas. No. _____ R/W Map No. 37790055D4

W.O. No. W003150801 Job No. 14310010 Pro. No. 1

Line _____ Bedford Hills Elementary School Extension

THIS AGREEMENT, made this _____ day of _____, 2020, by and between THE CITY OF LYNCHBURG, a Municipal Corporation of the Commonwealth of Virginia, herein called "Grantor", and APPALACHIAN POWER COMPANY, a Virginia corporation, herein called "Appalachian",

WITNESSETH:

That for and in consideration of the sum of One Dollar (\$1.00), cash in hand paid to the Grantor by Appalachian, the receipt whereof is hereby acknowledged, the Grantor hereby grants, conveys, and warrants to Appalachian, its successors, assigns, lessees and tenants, a right of way and easement for an electric power line or lines, and communication lines, in, on, along, through, over, across or under the following described lands of the Grantor situated in the City of Lynchburg, Commonwealth of Virginia.

Being a right of way and easement on the property of the Grantor identified as the City of Lynchburg Tax Parcel No. 18005001 herein after referred to as the "premises."

This right of way and easement shall be shown shaded on Appalachian Drawing Exhibit "A." Dated 8/22/2019 attached hereto and made a part hereof. Said right of way to be 40 feet in width, lying 20 feet on each side of the facilities as constructed.

TOGETHER with the right, privilege and authority to Appalachian, its successors, assigns, lessees and tenants, to construct, erect, install, place, operate, maintain, inspect, repair, renew, remove, add to the number of, and relocate at will, underground conduits, ducts, vaults, cables, wires, transformers, pedestals, risers, pads, fixtures, and appurtenances (hereinafter called "Appalachian's Facilities"), in, on, along, through, across and under the above referred to premises. The right to cut down, trim, clear, and/or otherwise control, and at Appalachian's option, remove from said premises, brush, undergrowth, trees, tree roots, shrubs, buildings or other obstructions which may endanger the safety of, or interfere with the use of, Appalachian's Facilities; the right to disturb the surface of said premises and to excavate thereon; and the right of ingress and egress to and over said above referred to premises, and any of the adjoining lands of the Grantor at any and all times, for the purpose of exercising and enjoying the rights herein granted, and doing anything necessary or useful or convenient in connection therewith. However, except in cases of emergency, Appalachian shall not remove any trees, tree limbs, or shrubs from the City's property or disturb the surface of the property without the City's prior approval.

It is understood and agreed between the parties hereto, that the Grantor reserves the right to use said lands in any way not inconsistent with the rights herein granted.

It is further understood and agreed between the parties hereto that as provided by Section 15.2-2100 of the Code of Virginia, that this right of way and easement is for a period of Forty

(40) years, commencing on the _____ day of _____, 2020, and ending on the _____ day of _____, 2060.

TO HAVE AND TO HOLD the same unto Appalachian Power Company, its successors, assigns, lessees and tenants.

It is agreed that the foregoing is the entire contract between the parties hereto, and that this written agreement is complete in all its terms and provisions.

NOTICE TO LANDOWNER: You are conveying rights to a public service corporation. A public service corporation may have the right to obtain some or all of these rights through exercise of eminent domain. To the extent that any of the rights being conveyed are not subject to eminent domain, you have the right to choose not to convey those rights and you could not be compelled to do so. You have the right to negotiate compensation for any rights that you are voluntarily conveying.

Accepted pursuant to the Code of Virginia (Section 15.2-1803) on behalf of the City of Lynchburg by authority granted by City Council, approved as to form:

IN WITNESS WHEREOF, Grantor has caused its corporate name and seal to be hereto affixed the day and year first above written.

THE CITY OF LYNCHBURG

By: _____
Bonnie Svrcek
City Manager

STATE OF VIRGINIA)
)To-wit:
CITY OF LYNCHBURG)

The foregoing instrument was acknowledged before me this _____ day of _____, 2020, by Bonnie Svrcek, City Manager on behalf of The City of Lynchburg, a Municipal Corporation of the Commonwealth of Virginia.

Notary Public/Commissioner

My Commission expires:

ID - _____
(For Va. Only)

APPROVED AS TO FORM

By _____
Walter C. Erwin, City Attorney

STATE OF VIRGINIA)
) To-wit:
CITY OF LYNCHBURG)

The foregoing instrument was acknowledged before me this _____ day of _____ 2020, by
Walter C. Erwin, City Attorney, as to form.

Notary Public/Commissioner

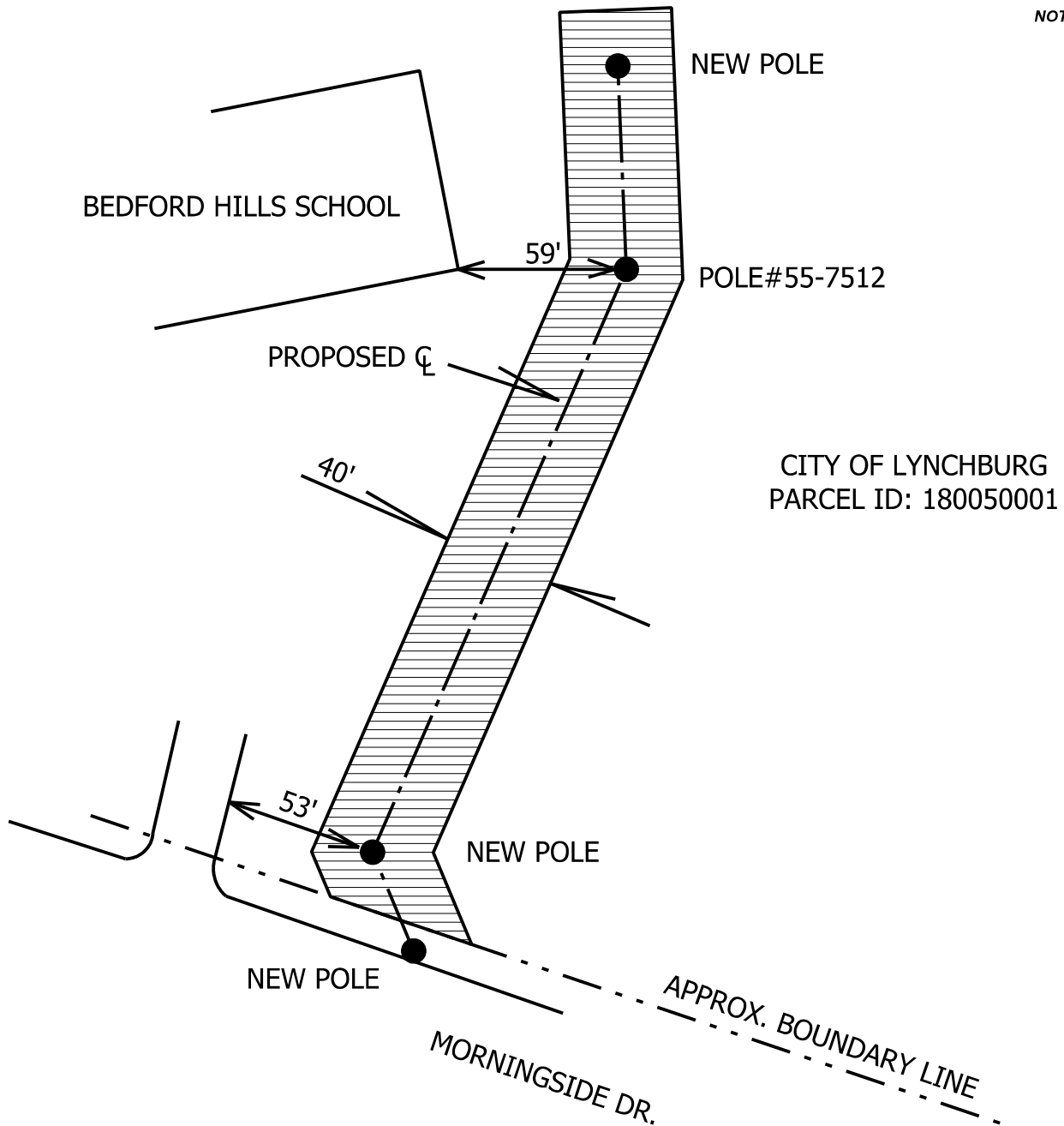
My Commission expires:

ID - _____
(For Va. Only)

**THIS INSTRUMENT PREPARED BY AND UPON RECORDATION RETURN TO
APPALACHIAN POWER COMPANY, P0 BOX 2021, ROANOKE, VIRGINIA 24022**



NOT TO SCALE



APPALACHIAN POWER COMPANY
EXHIBIT A

PROPOSED RIGHT OF WAY
ON THE PROPERTY OF
CITY OF LYNCHBURG

State: Virginia

County/Parrish: CITY OF LYNCHBURG

Township: N/A

Drawn By: Christopher Adkins Date: 8/22/2019

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **8**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Right-of-Way Vacation - Portion of John Capron Road

KEY ELEMENTS:

___Economic Development **X**Excellent Government **X**Natural and Built Environment ___Safe Community ___Vibrant Community

RECOMMENDATION: Hold a public hearing and adopt an ordinance approving the right-of-way vacation.

SUMMARY: When the Virginia Department of Transportation was constructing Odd Fellows Road, the connection to the existing un-opened right-of-way for John Capron Road had to be adjusted to meet Federal standards requiring a minimum distance from an off ramp to the intersection of a street. In doing so, there was a portion of old right-of-way that was no longer needed. The adjoining property owner (Bradley/Thornhill) has requested that portion be returned to him. The land is not needed for the road construction project. The owner (Bradley/Thornhill) has already donated additional right-of-way to the City that was required for the City to construct the connection of John Capron Road to Odd Fellows Road. This project is currently under construction.

PRIOR ACTION: January 14, 2020: Physical Development Committee recommended approval

FISCAL IMPACT: None

CONTACT(S): Lee Newland, City Engineer – 455-3947
Gaynelle Hart, Director of Public Works – 455-4406

ATTACHMENT(S):
Ordinance
Plat

REVIEWED BY: raw

AN ORDINANCE VACATING A PORTION OF THE PUBLIC RIGHT-OF-WAY LOCATED AT THE NORTHEASTERN END OF JOHN CAPRON ROAD NEAR ITS INTERSECTION WITH ODD FELLOWS ROAD.

WHEREAS, the City owns 0.104 acres of unused, excess right of way that is located at the northeastern end of John Capron Road near its intersection with Odd Fellows Road; and,

WHEREAS, the City is not currently using the 0.104 acres of excess right of way and has no plans to use such right of way in the future; the City's continued ownership of the 0.104 acres of excess right of way is not necessary or required for the best interests of the City; and, the City finds that no public inconvenience will result from vacating the 0.104 acres of excess right of way;

NOW THEREFORE, BE IT ORDAINED by the Council of the City of Lynchburg, on its own motion and in accordance with the provisions of Title 15.2 of the Code of Virginia, 1950, as amended, and Section 35-71 through Section 35-77 of the Code of the City of Lynchburg, 1981, as amended, the following described portion of the public right-of-way located at the northeastern end of John Capron Road near its intersection with Odd Fellows Road; be, and the same is hereby vacated, namely:

Beginning at an iron pin set at the intersection of the southerly right of way line of Lakeside Drive and the westerly right of way line of College Drive, said point is also a corner of the property of Lynchburg College, thence along a new line N 78° 05' 20"E 86.01 feet to an iron pin set, thence along a curve to the right with a central angle of 54° 13' 05", a radius of 41.46 feet, a curve length of 39.24 feet, a chord bearing of S 51° 44' 57" E and a chord distance of 37.79 feet to an iron pin set, thence continuing along a new line S 24° 38' 24" E 117.51 feet to an iron pin set on the existing westerly right of way line of College Drive, thence along the westerly right of way line of College drive which is also the property line of Lynchburg College, N 55° 22' 13" W 197.88 feet to the point of beginning, containing 0.168 acres more or less.

Provided, however, that any easement to locate, relocate, repair, replace, maintain and perpetually operate all utilities currently located therein or needed by the City in the future is hereby reserved unto the City of Lynchburg and the construction of a permanent structure over any utility line without the prior written approval of the City is prohibited.

BE IT FURTHER ORDAINED that the City of Lynchburg relinquishes any interest it may have acquired in the vacated right of way to Bradley/Thornhill LLC, that the Clerk of Council is hereby authorized and directed to deliver a duly certified copy of this ordinance to the Clerk of the Circuit Court for the City of Lynchburg so that said certified copy of this ordinance may be recorded as deeds are recorded and indexed in the name of the City of Lynchburg, and the City Manager is hereby authorized to sign any documents that may be needed to complete the vacation of the right of way.

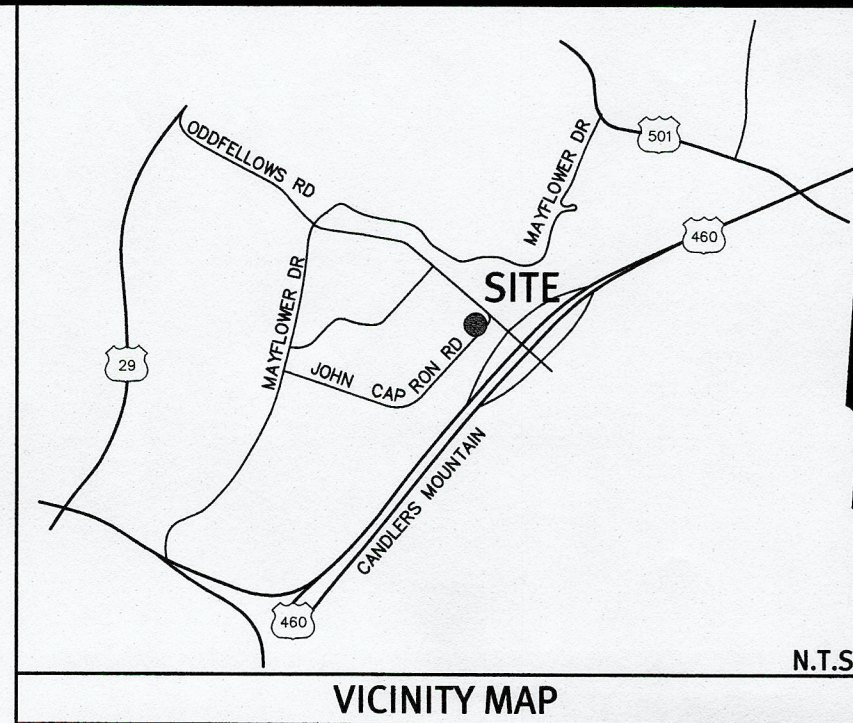
Adopted:

Certified: _____
Clerk of Council

Aug 01, 2019 - 7:47am C:\Civil 3D Projects\201901001190100-VACATE-11501005.dwg

NORTH
VA STATE PLANE GRID, SOUTH ZONE, NAD83

LINE TABLE		
LINE	BEARING	LENGTH
L1	N 31°26'20" W	70.38
L2	S 69°03'18" E	56.92
L3	S 52°38'28" W	186.52
L4	N 35°27'24" E	163.93



SUBDIVISION APPROVED:
[Signature] 8/22/19
CITY ENGINEER, LYNCHBURG, VIRGINIA
[Signature] 11/27/19
CITY PLANNER, LYNCHBURG, VIRGINIA
CITY MANAGER, LYNCHBURG, VIRGINIA

SOURCE OF TITLE
BRADLEY/THORNHILL, LLC,
FORMERLY BRADLEY/THORNHILL, A LIMITED PARTNERSHIP
INSTRUMENT #060006032

PLAT SHOWING RIGHT-OF-WAY
TO BE ABANDONED BY THE CITY OF LYNCHBURG TO
BRADLEY/THORNHILL, LLC
CITY OF LYNCHBURG, VIRGINIA

HURT & PROFFITT
2524 LANGHORNE ROAD
LYNCHBURG VA 24501
800.242.4905 TOLL FREE
434.847.7796 MAIN
434.847.0047 FAX
ENGINEERING • SURVEYING • LAND DEVELOPMENT • ENVIRONMENTAL
GEO-TECHNICAL • CONSTRUCTION TESTING & INSPECTION • CULTURAL RESOURCES

NOTES:

1. THE NEW RIGHT-OF-WAY SHOWN ON THIS PLAT HAS BEEN PREPARED FROM AN ACTUAL FIELD SURVEY DONE AS PER DATE OF THIS PLAT, AND THERE ARE NO VISIBLE EASEMENTS OR ENCROACHMENTS EXCEPT AS SHOWN.
2. THIS PLAT HAS BEEN PREPARED WITHOUT THE BENEFIT OF A TITLE REPORT AND DOES NOT, THEREFORE, NECESSARILY INDICATE ALL ENCUMBRANCES ON THE PROPERTY.
3. THE AREA SHOWN HEREON IS LOCATED IN FLOOD ZONE 'X' AND IS NOT LOCATED WITHIN FLOOD HAZARD ZONE 'AE' FOR A 100 YEAR FLOOD AS DETERMINED BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY AS SHOWN ON FEMA MAP NUMBER 5100930107D (NOT PRINTED).
4. THIS PLAT HAS BEEN PREPARED FOR THE SOLE PURPOSE OF RIGHT-OF-WAY ABANDONMENT. RESIDUE AREA HAS BEEN COMPUTED FROM RECORD INFORMATION.
5. THE LOT SHOWN HEREON IS SERVED BY PUBLIC SEWER AND WATER.

OWNER CONSENT:

THE DEDICATION OF THE FOLLOWING DESCRIBED LAND IS WITH THE FREE CONSENT AND IN ACCORDANCE WITH THE DESIRES OF THE UNDERSIGNED OWNERS, PROPRIETORS AND TRUSTEES, IF ANY. THE ROADS AND PUBLIC EASEMENTS SHOWN HEREON ARE DEDICATED TO PUBLIC USE.

[Signature] 8-21-19
REPRESENTATIVE FOR BRADLEY/THORNHILL, LLC DATE

COMMONWEALTH AT LARGE TO WIT:

STATE OF VIRGINIA

COUNTY/CITY OF *Lynchburg*

I, *Patricia G. Davis*

A NOTARY PUBLIC IN AND FOR THE STATE AFORESAID, DO HEREBY CERTIFY THAT THE OWNERS/REPRESENTATIVES WHOSE NAMES ARE SIGNED HEREON HAVE ACKNOWLEDGED THE SAME BEFORE ME THIS *21st* DAY OF *August*, 2019.

MY COMMISSION EXPIRES: *10/31/2021*

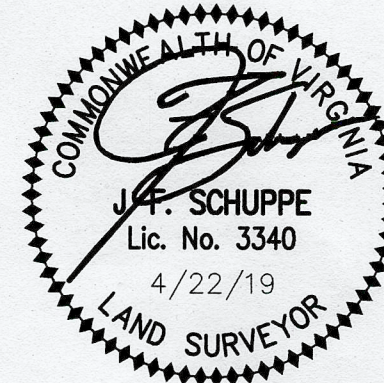
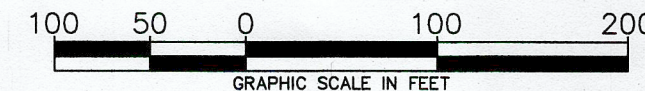
Patricia G. Davis
NOTARY PUBLIC

Commission No. 359365



LEGEND

- IRON PIN FOUND
- IRON PIN SET
- R/W RIGHT-OF-WAY
- ABANDONED RIGHT-OF-WAY



CITY FILE NO. D-2246

SHEET NO.
1 OF 1

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **9**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Liberty Mountain Drive Acceptance from Virginia Department of Transportation (VDOT)

KEY ELEMENTS:

___ Economic Development **X** Excellent Government **X** Natural and Built Environment ___ Safe Community ___ Vibrant Community

RECOMMENDATION: Review and consider Liberty Mountain Drive as an addition to the City's Street Inventory.

SUMMARY: VDOT has requested that the City of Lynchburg formally accept into our street maintenance system three sections of road that are currently considered frontage roads in their system. These three sections are (see attached map for specific sections):

- A. Liberty Mountain Drive from Candler's Mountain Road south to Liberty University Drive
- B. A short section of Liberty University Drive from Liberty Mountain Drive to the bridge over 460.
- C. Liberty Mountain Drive from Liberty University Drive south to the City limits with Campbell County

The total length of these three sections is 1.65 miles, which would add 3.3 lane miles to the City street system. By taking these streets into the City system, the City will be responsible for any and all required maintenance including repaving, street lighting, mowing, snow removal, etc. If City Council approves the addition of these street sections, the Commonwealth Transportation Board will take action on this item at a future meeting.

These streets have been reviewed by Public Works and are in relatively good condition. There is an area that will require maintenance and VDOT has agreed, by letter, to perform that maintenance at no charge to the City by December, 2021.

PRIOR ACTION: October 9, 2019: Physical Development Committee recommended approval

FISCAL IMPACT: This addition will require an increase to City maintenance expenses. However, the City will be reimbursed for the maintenance after July 1, 2020 by VDOT at the approved the lane mileage rate, currently \$12,724.62 per lane mile. In total, this addition would add \$41,991.25 in maintenance reimbursement at the present rate.

CONTACT(S): Lee Newland, City Engineer 455-3947
Gaynelle Hart, Director of Public Works 455-4406

ATTACHMENT(S):

Resolution
VDOT Form AM-4.3
Map

REVIEWED BY: raw

WHEREAS, the Lynchburg City Council desires to request that the Commonwealth Transportation Board Convey the frontage Road known as Liberty Mountain Drive, Frontage Route 906 and Frontage Route 907 and that Frontage Road known as Liberty University Drive, F907, from the Virginia Department of Transportation to the City of Lynchburg

WHEREAS, the frontage road along the south side of US 460 has been extended such that the road now connects both ends of the frontage road to a public road; and

WHEREAS, the roadway no longer functions as a frontage road; and

WHEREAS, the roadway is located within the City of Lynchburg corporate limits; and

WHEREAS, under Section 33.2-315 of the Code of Virginia (1950), as amended, a local governing body may request that the Commonwealth Transportation Board transfer such streets as it deems proper from the primary state highway system to the local system of roads operated by a locality receiving payments pursuant to § 33.2-319 or 33.2-366. Upon such transfer, the highways, bridges, and streets so transferred shall become for all purposes parts of the secondary state highway system or the local system of roads operated by a locality receiving payments pursuant to § 33.2-319 or 33.2-366.

NOW, THEREFORE BE IT RESOLVED, the City of Lynchburg, Virginia pursuant to Va. Code Section 33.2-315, hereby requests that the Commonwealth Transportation Board:

Authorize the transfer, from the Primary system of the State Highways to the City of Lynchburg's urban road system, of that section of:

- a. Liberty Mountain Dr, State Route Number F906 -a distance of: 0.40 miles.
 - i. From: UR 6035
 - ii. To: FP 907
- b. Liberty University Drive, State Route Number F907 -a distance of: 0.10 miles.
 - i. From: F906
 - ii. To: UR9
- c. Liberty Mountain Dr, State Route Number F907 -a distance of: 1.15 miles.
 - i. From: FP- 906
 - ii. To: end of maintenance.

BE IT FURTHER RESOLVED THAT: Bonnie Svrcek, City Manager, is authorized to execute any City State Agreements and documents that may be needed for this transfer.

Adopted:

Certified: _____
Clerk of Council

In the City Of Lynchburg

By resolution of the governing body adopted January 28, 2020

The following VDOT Form AM-4.3 is hereby attached and incorporated as part of the governing body's resolution for changes in the Urban system of state highways.

A Copy Testee

Signed (City Official): _____

Report of Changes in the Secondary System of State Highways

Project/Subdivision Liberty Mountain Drive

Type Change to the Secondary System of State Highways:

Transfer

This Council hereby requests the transfer of the following segment(s) of the Interstate or Primary System to this City's urban system of state highways.

Reason for Change:

Primary to Urban System Transfer

Pursuant to Code of Virginia Statute:

§33.2-315

Street Name and/or Route Number



Liberty Mountain Dr, State Route Number 906

Old Route Number: 0

●From: UR 6035

To: FP 907, a distance of: 0.40 miles.

Street Name and/or Route Number



Liberty University Drive, State Route Number 907

Old Route Number: 0

●From: F906

To: UR9, a distance of: 0.10 miles.

Street Name and/or Route Number



Liberty Mountain Dr, State Route Number 907

Old Route Number: 0

●From: FP- 906

To: end of maintenance, a distance of: 1.15 miles.



Section a.

Section b.

Section c.

Liberty Mountain Drive

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **10**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Adoption of the Affordable Housing Policy Vision Statement and Expansion of the Housing Collaborative

KEY ELEMENTS:

☐ Economic Development ☒ Excellent Government ☐ Natural and Built Environment ☐ Safe Community ☒ Vibrant Community

RECOMMENDATION: Adopt a resolution endorsing the draft vision statement and guiding principles for affordable housing policies in the City of Lynchburg and the expansion of the Housing Collaborative.

SUMMARY: On July 9, 2019, The Collaborative for a Livable Lynchburg presented the findings from a report entitled "A Place to Live, A Place to Thrive: A Report on Housing Attainability and Affordability – Recommendations for Lynchburg". This document outlined a variety of issues related to improving housing affordability in cities along with recommendations for the City of Lynchburg and its private and non-profit partners to consider. While there were ten total recommendations, the two primary recommendations were that City Council should develop and adopt a clearly articulated vision for affordable housing policies in Lynchburg and should expand the existing Housing Collaborative to include representation from stakeholder organizations that have effects on affordable housing, but are not presently represented on the Collaborative.

To that end, City Council held a joint meeting with the Lynchburg Redevelopment and Housing Authority Board on November 12, 2019 to consider a draft vision statement. After much discussion, several themes were identified. As a result, staff has crafted a revised vision statement for City Council to consider.

The City of Lynchburg envisions a place where all residents have access to stable, decent, and affordable homes in vibrant and sustainable neighborhoods. The City recognizes that the diverse nature of our community requires that we address the specific needs found in our community. The City supports a variety of community programs that ensure long-term pathways to housing security for all.

Additionally, there were several other meaningful ideas that should be considered, but did not necessarily fit in the vision statement. From those ideas, City staff has drafted a series of "guiding principles" that will help as future specific policy proposals are considered for housing-associated issues.

- *Matters of housing affordability require a variety of programs that seek to increase employment and income, the availability of a variety of reasonably affordable housing options including in the rental and homeownership markets, wrap-around support for those who need it, and improvements to public facilities and infrastructure.*
- *Partners are vital to the success of the City's housing vision; the City needs partners in order to achieve success.*
- *Existing available housing and non-housing programs, if effective, should be supported and coordinated.*
- *Wrap-around services that help youth, adults, and families with various phases of housing and economic opportunity are vital to the long-term success of the housing journey.*
- *Different populations in our community often have a variety of hurdles to housing security. As a result, programs and opportunities need to be tailored to community needs with a specific focus on mixed income and inclusive communities.*

In addition to the draft vision statement, City Council and the Housing Authority considered the organizations or professions that should be represented on the Housing Collaborative. They are as follows:

- Private developer
- Real estate attorney
- Realtor
- Bank/Lending institution
- Employers who want to invest in workforce housing
- Faith community
- Charitable Organizations such as the Salvation Army, Park View Mission, etc.

PRIOR ACTIONS:

Several prior studies and planning documents have addressed housing affordability concerns:

- 2012: City contracted with HOME (Housing Opportunities Made Equal) to prepare a City-wide Housing Assessment and organized three public meetings known as “Lynchburg is Listening: A Conversation on Housing” to discuss housing with community stakeholders; City Council endorsed the formation of the Housing Collaborative.
- 2014: City Council endorsed the Analysis of Impediments to Fair Housing Choice report, a requirement for the City to receive federal housing funds.
- 2015: The City's *Community Development Block Grant (CDBG) and HOME Program Consolidated Plan July 1, 2015 – June 30, 2020* highlighted inadequate supply of affordable housing, especially for low-income persons, as the major housing problem in the area.
- November 13, 2018: The City adopted the Downtown 2040 Master Plan. Two concerns were identified related to housing affordability: 1) ensuring housing is available at a variety of sizes and price points Downtown, and, 2) assisting current residents in adjacent neighborhoods with housing demand to accommodate new residents and growth.
- January 8, 2019: The Lynchburg Regional Housing Collaborative (LRHC) presented the *Opportunity Profile: Housing Stability in Lynchburg, VA* housing study to City Council.
- July 9, 2019: The Collaborative for Livable Lynchburg presented findings from “A Place to Live, A Place to Thrive: A Report on Housing Attainability and Affordability – Recommendations for Lynchburg” outlining a variety of issues related to improving housing affordability in cities along with recommendations for the City of Lynchburg and its private and non-profit partners to consider.
- November 12 2019: City Council and the Lynchburg Redevelopment and Housing Authority held a joint meeting to consider the vision statement and additional stakeholders to include on the Housing Collaborative

FISCAL IMPACT: There are no immediate fiscal impacts. However, if policies and programs are enacted in the future, there will be cost associated with these projects.

CONTACT(S): Bonnie Svrcek, City Manager, 455-3990
Reid Wodicka, Deputy City Manager, 455-3990
John Hughes, Assistant City Manager, 455-3990
Kent White, Director of Community Development, 455-3900

ATTACHMENT(S):
Resolution

REVIEWED BY: bms

BE IT RESOLVED that the City Council for the City of Lynchburg establishes its vision for housing affordability in the City to read:

"The City of Lynchburg envisions a place where all residents have access to stable, decent, and affordable homes in vibrant and sustainable neighborhoods. The City recognizes that the diverse nature of our community requires we address the specific needs found in our community. The City supports a variety of community programs that ensure long-term pathways to housing security for all."

Additionally, City Council establishes the following Guiding Principles for future policy proposals related to housing-associated issues:

- Matters of housing affordability require a variety of programs that seek to increase employment and income, the availability of a variety of reasonably affordable housing options including in the rental and homeownership markets, wrap-around support for those who need it, and improvements to public facilities and infrastructure.
- Partners are vital to the success of the City's housing vision; the City needs partners in order to achieve success.
- Existing available housing and non-housing programs, if effective, should be supported and coordinated.
- Wrap-around services that help youth, adults, and families with various phases of housing and economic opportunity are vital to the long-term success of the housing journey.
- Different populations in our community often have a variety of hurdles to housing security. As a result, programs and opportunities need to be tailored to community needs with a specific focus on mixed income and inclusive communities.

BE IT FURTHER RESOLVED that the City Council expands the membership of the existing Housing Collaborative to include a representative from a private developer, a real estate attorney, a realtor, and private lending institution, large employers who need workforce housing, the faith community, and a charitable organization (such as the Salvation Army, Park View Mission, etc.).

Introduced:

Adopted:

Certified: _____
Clerk of Council

LYNCHBURG CITY COUNCIL
Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **11**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Poverty Reduction Appropriation Request for Bridges to Progress Initiatives

KEY ELEMENTS:

 X Economic Development Excellent Government Natural and Built Environment X Safe Community X Vibrant Community

RECOMMENDATION: Authorize the appropriation of \$112,875 of the available \$142,790 in the FY 2020 General Fund Non-Departmental Poverty Initiative Budget. This amount is requested to support projects submitted by the Bridges to Progress (B2P) Task Forces and the City's Department of Parks and Recreation.

SUMMARY: Bridges to Progress is a Lynchburg-centered effort to reduce poverty and increase median household income . Bridges to Progress is the result of meshing the Bridges of Central Virginia (BOCV) and From Poverty to Progress (P2P) initiatives in 2018. A Steering Committee comprised of ten (10) leaders from BOCV and P2P act as liaisons to ten (10) Task Forces focused tackling the major barriers to residents moving out of poverty and working towards increasing household income. B2P Task Forces, along with the City's Department of Parks and Recreation, worked diligently to draft nine (9) funding proposals presented in this summary.

The Community Development Advisory Committee (CDAC) was determined to be the most appropriate body for evaluation of grant applications. On November 20, 2019, the CDAC reviewed all applications and made recommendations to fund projects as presented.

PRIOR ACTION(S):

May 14, 2019: Council adopted Resolution #R-19-043 specifying that FY 2020 General Fund Non-Departmental Poverty Initiative funds may only be spent upon approval by a majority vote of City Council.

November 20, 2019: Community Development Advisory Committee (CDAC) review of applications.

FISCAL IMPACT: Use of \$112,875 of the FY 2020 allocation for poverty reduction will leave a remaining balance of \$29,915 in the poverty reduction budget.

CONTACT(S): John H. Hughes, IV, Assistant City Manager, 434-455-3990

ATTACHMENT(S):

Community Development Advisory Committee (CDAC) Minutes
CDAC B2P/COL Grant application recommendations spreadsheet
Bridges to Progress and City Department of Parks and Recreation funding proposals

REVIEWED BY: bms

RESOLUTION:

#R-20-004

BE IT RESOLVED THAT The Lynchburg City Council does hereby authorizes staff to appropriate \$112,875 of the available FY 2020 General Fund Non-Departmental Poverty Initiative Budget. This amount is allocated as follows to support the Bridges to Progress Task Forces and the Department of Parks and Recreation to support poverty reduction initiatives as recommended by the Community Development Advisory Committee on November 20, 2019:

Community	\$21,400
Early Childhood Care and Education	\$6,900
Education	\$19,000
Faith	\$7,700
Food	\$7,000
Health/Mental Health	\$15,000
Parks and Recreation/Early Childhood	\$4,500
Transportation	\$31,375

Adopted:

Certified: _____
Clerk of Council

008R

Community Development Advisory Committee (CDAC) Meeting
November 20, 2019
City Hall, Second Floor Training Room
10:00 a.m.

Meeting Notes

CDAC Members

in attendance: Chair; Council Member Randy Nelson, Vice Chair; Council Member Beau Wright; Ms. Kimberly Dyke-Harsley (Daniel's Hill Representative); Mr. John H. Hughes, III (College Hill Representative); Ms. Susan E. Murray (Garland Hill Representative); Mr. Dennis G. Newton (Diamond Hill-Historic District Representative)

City Staff

in attendance: John Hughes, IV (Assistant City Manager); Alicia Campbell (Administrative Support); Melva Walker (Grants Manager); Angie Shepard (Community Development Program Coordinator)

Unable to attend: Ms. Valerie Harris (Tinbridge Hill Representative)

Mr. John Hughes, IV welcomed attendees to the Community Development Advisory Committee meeting where the Bridges to Progress/City of Lynchburg funding applications were reviewed. Applicants gave a brief overview of their request, and CDAC member recommendations will be presented to City Council at the December 10th City Council meeting.

Council Member Nelson addressed the available funds in the Poverty Reduction budget as well as the total amount requested from applicants. A total of nine applications were submitted for a grand total of \$114,375 in requests. The available Poverty Reduction budget totals \$142,790.

Council Member Wright asked for some clarification regarding overall metrics at the end of the year and how the community will know if programs have been successful. Mr. Hughes, IV responded that the Bridges to Progress groups will provide him with a report-out which he will then present to City Council. Mr. Hughes, IV elaborated on the timeline, indicating the first report to Council will be scheduled for March and then again every quarter.

Council Member Nelson asked the members of CDAC if they wanted to hear all the overviews of the Bridges to Progress funding applications and then make decisions, or to hear each application one at a time and decide. CDAC members all agreed to hear the applications individually and make decisions about funding after each presentation.

Ms. Lindsay Cawood, Mr. Neal Massey, and Ms. Shawne Farmer from the Community Task Force came forward to discuss the project, Getting Ahead Pipeline: Breaking the Chain of Poverty. Ms. Cawood stated that this project, which is designed to be an extenuating mentorship for graduates of the Getting Ahead program, is to reduce poverty within the City of Lynchburg by coordinating educational, relationship, and employment-based services. Once done with the

class, participants will choose one of two social support choices: Interfaith Outreach (Ms. Farmer) or Open Table (Mr. Massey). The group is requesting a total of \$21,400 for the training of mentors and materials.

Council Member Wright inquired about how success will be measured with this project. Ms. Farmer clarified that this program is for returning participants of the Getting Ahead class and that the success is based on completion of the program, and then measuring participants' goals after one year.

Council Member Nelson noted that the breakdown of expenses is the training of the mentors and questioned if this project would be sustainable or if the mentors will have to be retrained again. Mr. Massey responded that although the mentors have no obligation to sign-up for additional years, they are allowed to, potentially creating a cost savings in future years.

Ms. Murray wondered about the selection of participants. Ms. Cawood noted that the group is looking for individuals with a high chance of employment and advertise the project through the Getting Ahead classes.

Council Member Nelson stated he was in favor of funding this application for the full amount, with Mr. Hughes, III seconding the motion. All CDAC members agreed to fund the project for the full amount.

Ms. Karen Wesley presented for Early Childhood Care and Education Task Force #1. The project Improving Child Outcomes within Head Start and Early Learning Programs, aims to provide classroom-based coaching and professional development to teachers, thus benefiting the relationships between students and teachers. The \$6,900 of requested funds will go toward Early Learning Coaches at White Rock Head Start and at Rivermont Early Learning Center/Rhema's Gentle Care.

Council Member Nelson inquired if the teachers who are in care centers are certified. Ms. Wesley reiterated that the centers are required to have a Child Development Associate certificate, and one trained teacher in each center.

Council Member Wright stated he was in favor of funding this application for the full amount, with Mr. Hughes, III seconding the motion. All CDAC members agreed to fund the project for the full amount.

Ms. Wesley also presented for the Early Childhood Care and Education Task Force #2. The project, Lynchburg Childcare Alliance, is requesting \$1,500 to cover costs for an event at Lynchburg Regional Business Alliance to present data that informs on the impact when childcare is available to employees and to potential workforce contributors. This event is a continuation of efforts by the previous Lynchburg Childcare Alliance which researched how to engage Lynchburg businesses in how to support daycares.

Council Member Wright stated reservations about this project being an effective use of requested funds. Ms. Wesley indicated that the intent of this event will be to springboard into future action.

Council Member Nelson commented that the amount requested wasn't substantial but thought it would be better for businesses to fund this venture instead of utilizing the Poverty Reduction funds.

Mr. Hughes, III agreed stating that the business community is available and could participate by funding this event. He further commented that if one business were to get involved, this could be used as a catalyst to get other businesses involved.

Ms. Murray stated that the conversation on childcare with businesses needs to begin, but could not support the use of the Poverty Reduction Funds for an event.

Ms. Murray further discussed the possibility of reallocating of the \$1,500 funds to the Early Childhood Care and Education Task Force #1. Council Member Nelson responded stating that it is unusual to give applicants more than originally requested but was a topic that City Council could discuss.

Ms. Murray stated she was not in favor of funding this application and moved to deny the request, with Council Member Wright seconding the motion. All were in favor of the motion to deny the request except for Council Member Nelson and Mr. Newton, who opposed.

Dr. Owen Cardwell presented on behalf of the Education Task Force which is requesting \$19,000 for the project Keep Connected. This initiative aims to provide families with relationship building resources by training 20 community- and faith-based organizations on how to properly facilitate family relationship building sessions that focus on five areas of relationship development: expressing care, challenging growth, providing support, sharing power, and expanding possibilities. This 'train-the-trainer' style workshop will be hosted by the Center of Education and Leadership at the University of Lynchburg and conducted by Search Institute. The funds requested will go towards two Search Institute facilitators and meals for participants. Dr. Cardwell emphasized that each organization will be required to train 12-15 families, equating to 200-300 families being helped.

Ms. Murray stated that she is in favor of this project and noted that the amount requested is not much considering the material and resources acquired.

Council Member Nelson asked for clarification on the future sustainability of this project in regards to allocation of funds in future years. Dr. Cardwell stated that there is no additional cost to recertify the participating organizations. Council Member Nelson questioned the replication of the training for future organizations. Dr. Cardwell clarified that the Education Task Force will be able to freely use the training, as long as others are in network/organization. Council Member Nelson inquired about the requirement of 12-15 families. Dr. Cardwell noted that there will be leniency as to the number of participating families for each organization.

Council Member Wright inquired about how organizations would self-select participants. Dr. Cardwell clarified that there will be thresholds created that organizations would need to meet, an application process, and a signed Memorandum of Agreement.

Ms. Dyke-Harsley inquired about a timeframe for this project. Dr. Cardwell explained that if funds are approved in January, the Education Task Force group will need 30 days for the recruitment of organizations and then roughly 10-12 months of facilitation.

Council Member Wright stated that he was looking forward to the added metrics referencing the quarterly reports that are required to track the progress of the families. Dr. Cardwell stated that this is the framework for creating a collective impact model.

Mr. Hughes, III stated that he was in favor of the project, seconded by Ms. Dyke-Harsley. All CDAC members agreed to fund the project for the full amount.

Ms. Lisa Taylor and Ms. Debra Jefferson from the Health/Mental Health Task Force presented the project Partnership for Healthy Communities Awareness Campaign. This task force is requesting \$15,000 in funding to advertise the mental health resources available in the area through radio, billboards, social media, and bus advertisement. The main goals for the Healthy Communities Awareness Campaign are to increase awareness of community resources and ease the stigma around seeking help. Targeted areas will be that of highest poverty rates.

Ms. Dyke-Harsley inquired about the choice of radio station. Ms. Taylor responded that they will be utilizing local community stations.

Council Member Nelson inquired about how this group will identify appropriate radio stations and billboards for advertising. He furthered his statement saying that advertising dollars deplete quickly. Ms. Taylor responded that her group has a level of confidence in the demographic data already collected.

Mr. Newton stated that the hope of the message will be a call for citizens to act, but questioned if this project will in fact stimulate people to act.

Ms. Murray noted that advertising a call to act could lack potential to be affective and would be hard to track.

Mr. Hughes, III agreed stating that this is a much needed service but will be incredibly hard to measure.

Council Member Nelson asked if this budget is subject to be modified to stretch the funding to allow for repetitive advertisement. Ms. Taylor responded that the group remains flexible and the scope of advertising is open to modifications.

Council Member Wright stated he was in favor of funding this application for the full amount, with Ms. Murray seconding the motion. All CDAC members agreed to fund the project for the full amount.

Ms. Shawne Farmer from the Faith Task Force presented the project, 4\$ucce\$\$\$. The goal for the project is to help families improve soft skills and money management abilities. The Faith Task Force is requesting \$7,700 in funding to conduct a 4-week pilot program. Each week, participating families will start with community meal and then the adults and children will separate to conduct training. The first two weeks will be spent on budgeting while the second

two weeks will be spent on soft skills. These meetings will take place in the City of Lynchburg's neighborhood centers and have age appropriate activities for both children and adults.

Council Member Nelson noted that he liked that the program is centered in the community neighborhood centers. He stated that he understood the need for incentivizing the program for participants with the gift cards, but questioned the relevancy stating that he hoped confidence and fulfillment would be the primary driver. Ms. Farmer clarified that the gift cards are for reimbursement for the families' time during this pilot program, but may not be the direction the group takes with future programs.

Mr. Newton suggested that they be referred to as money cards instead of gift cards.

Ms. Dyke-Harsley questioned how the families will be chosen. Ms. Farmer stated that the families will be based on interactions in neighborhoods, and by children enrolled in after school programs.

Council Member Wright stated he was in favor of funding this application for the full amount, with Mr. Newton seconding the motion. All CDAC members agreed to fund the project for the full amount.

Ms. Ruth Talian with the Food Task Force presented the project, Grocery Go Carts. The group is requesting \$7,000 for the purchase of 100 portable carts. Individuals will be selected from food agencies to receive a cart, which can carry up to 200 pounds, to help transport free groceries to their homes.

Council Member Wright agreed but noted that the survey issued at the end of the program seemed unnecessary.

Council Member Nelson commented that the recipients receiving the cart will be the ones who frequent food banks and will already meet qualifying income requirements.

The CDAC members asked Brain Booth, director of the Greater Lynchburg Transit Company, who was in attendance, if all GLTC buses have the means to transport the carts. Mr. Booth clarified that all buses are either equipped with a ramp or a lift.

Ms. Murray questioned the sustainability of the project, stating that after the 100 carts have been distributed, there could potentially be another request.

Council Member Wright stated he was in favor of funding this application, with Mr. Newton seconding the motion. All CDAC members agreed to fully fund the project.

Ms. Jamey Love from the Parks and Recreation and Early Childhood Care and Education presented the project, Zumbini. This Zumba style class is for small children and their caregivers and helps support the critical development of social, emotional, cognitive, and motor and language in young children.

Mr. Newton asked if this pilot program had the potential to move to all neighborhood centers, and if there would be more funds associated with any expansion. Ms. Love clarified that the intent is to move this program to all centers and the requested funds are for the purchase of equipment which can travel to each center as necessary.

Ms. Dyke-Harsley commented on proper contingency plans for possible extreme weather conditions during winter months. Ms. Love reiterated that there will be inclement weather plans in place, following standard Parks and Recreation protocol.

Mr. Newton stated he was in favor of funding this application, with Council Member Wright seconding the motion. All CDAC members agreed to fully fund the project.

Mr. Brian Booth, Ms. Jennifer Martin, and Ms. Anna Jones presented on behalf of the Transportation Task Force. The project, Accessing Reliable Transportation, are requesting \$31,375 in funds to split between two programs, Ways to Work, which helps qualifying individuals obtain low interest car loans (Ms. Jones), and Lynchburg Area Center for Independent Living, which helps individuals with disabilities obtain funds for adequate transportation (Ms. Martin).

Ms. Dyke-Harsley asked Ms. Jones for clarification on the amount requested for Ways2Work; specifically the amount that helps individuals with Department of Motor Vehicle and insurance costs. Ms. Jones clarified that they are requesting \$125 for 80 individuals to assist with these costs.

Mr. Hughes, III stated he was in favor of funding this application, with Mr. Newton seconding the motion. All CDAC members agreed to fully fund the project.

Council Member Nelson closed with a presentation of Certificates of Appreciation for Community Service to Mr. Dennis Newton and Ms. Kimberly Dyke-Harsley whose terms will be ending December 2019. Ms. Walker honored Council Member Nelson whose term will also be expiring at the end of 2019.

Adjourned: 12:40pm

Meeting Notes prepared by: Alicia Campbell, Administrative Support



Poverty Reduction Budget Available \$ 142,790.00

Project Name	Task Force or Department	Amount Requested	CDAC Recommendation
Getting Ahead Pipeline	Community	\$ 21,400.00	\$ 21,400.00
Improving Child Outcomes	Early Childhood #1	\$ 6,900.00	\$ 6,900.00
Lynchburg Childcare Alliance	Early Childhood #2	\$ 1,500.00	\$ 0.00
Keep Connected	Education	\$ 19,000.00	\$ 19,000.00
4\$ucce\$\$	Faith	\$ 7,700.00	\$ 7,700.00
Grocery Go Carts	Food	\$ 7,000.00	\$ 7,000.00
Partnership for Healthy Community Awareness	Health/Mental Health	\$ 15,000.00	\$ 15,000.00
Zumbini	Parks and Rec/Early Child	\$ 4,500.00	\$ 4,500.00
Accessing Reliable Transportation	Transportation	\$ 31,375.00	\$ 31,375.00
	Totals	\$ 114,375.00	\$ 112,875.00
	Remaining Balance	\$ 28,415.00	\$ 29,915.00

COMMUNITY TASK FORCE

I. APPLICANT INFORMATION

1. **Amount of Funds Requested:** \$21,400

2. **Task Force Information:**

Check the designated taskforce associated with your project

- | | |
|---|---|
| ☐ Early Childhood Care and Education | ☐ Food |
| ☐ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☒ Community |
| ☐ Transportation | ☐ Workforce |
| ☐ Faith | ☐ Education |

Bridges to Progress Facilitator: Lindsey Cawood

Identified Action Item/Goal: Reduce poverty within the City of Lynchburg by coordinating educational, relationship, and employment-based services.

Project Name: Getting Ahead Pipeline: Breaking the Chain of Poverty

Project Contact Person: Lindsey Cawood

Phone: (434) 477-5908

Email: Lindsey.Cawood@vdh.virginia.gov

Name of Application Preparer: Lindsey Cawood

II. PROJECT INFORMATION

Total Project/Program Cost: Please see the attached document for Section II.

Amount of Funding Requested:

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.
Click here to enter text.

2. What is the expected outcome to be achieved with receipt of these funds?
Click here to enter text.

3. What will be the measure of success?
Click here to enter text.

4. What activities will be performed?
Click here to enter text.

5. What is the proposed timeline to complete the project?
Click here to enter text.

6. List all participants who will be involved with the project and their tasks.
Click here to enter text.

7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?
Click here to enter text.

8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.
Click here to enter text.

9. How will your request reduce the poverty rate and increase the median income of citizens?
Click here to enter text.

IV. BUDGET ITEMS

Complete the table below.

Item	Cost (\$)	Quantity	Subtotal (\$)
Open Table part-time coordinator (20 hours per week)	\$14.50/hour	1,040	16,000
Open Table training materials	\$120	6	800
Program director for Getting Ahead graduates (one-on-one mentoring)	\$19/hour	240 (30 hours for 8 participants)	4600
TOTAL			21,400
Total			

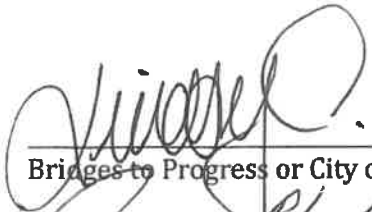
V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

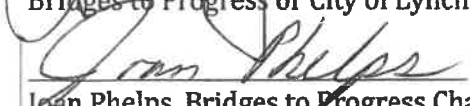
Neal Massey, Executive Director, Community Connected; Lindsey Cawood, Population Health Manager, Central Virginia Health District; Shawne Farmer, Executive Director, Interfaith Outreach Association

Lindsey Cawood

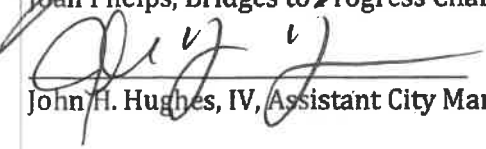
Bridges to Progress or City of Lynchburg Facilitator Name (printed)


Bridges to Progress or City of Lynchburg Facilitator Signature

11/8/19
Date


Joan Phelps, Bridges to Progress Chair

11/12/19
Date


John H. Hughes, IV, Assistant City Manager

11/14/19
Date

II. PROJECT INFORMATION

Total Project/Program Cost: \$29,905

An estimated \$4,320 will be donated in health department staff time for the Getting Ahead sessions alone (16 Getting Ahead sessions, each 3 hours, 1.5 hours prep, 2 people). All supplies (flip chart, markers, etc.) will also be donated by the health department. Open Table model training fees, \$4,800 for the remaining 4 tables, will be sourced elsewhere as well as all efforts of Virginia Career Works. Interfaith Outreach Association is also sponsoring all activities related to promotional programming and recruitment of mentors.

Amount of Funding Requested: \$21,400

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.

The Idea In-brief: A pipeline of services will be established to offer Getting Ahead participants the mental, emotional, social, and employment-based resources they need to gain financial security. Once in Getting Ahead, participants will be linked with year-long social support—either one-on-one mentoring through Interfaith Outreach Association or group relationship-building through Community Connected. On the last day of Getting Ahead class, participants will visit Virginia Career Works to enroll in the Career Essentials program (or other if ineligible), a developing initiative that aims to offer guaranteed employment to all who graduate. Eligibility for programs sponsored with this funding will be restricted to City of Lynchburg residents only.

Getting Ahead Classes: Mental & Emotional Readiness

Getting Ahead classes are an approach to poverty that seeks to leverage education and self-exploration to change one's way of viewing the world. The classes enable participants to objectively analyze their financial situation, set future goals, and construct a plan to see them achieved. Through the classes, participants learn topics such as the importance of building resources, enhancing social capital, and "code switching," changing one's dialect to suit the social/environmental context. While the Getting Ahead classes are a useful tool, they are not sufficient alone to reduce poverty. While the classes change individuals' perception about their situation and ability to advance, they do not provide the ongoing employment or social connections necessary to sustain long-term improvement.

Virginia Career Works: Employment

To that end, Virginia Career Works will be starting a new program, Career Essentials, in early 2020. Through in-class instruction and home-based application, the program aims to provide individuals with the skills necessary to obtain local employment. While the program is still in development, its goal is to provide guaranteed employment to all participants who complete the requirements. While Virginia Career Works is a partner of this project and will provide the next step after Getting Ahead classes, the agency is not seeking funding through this application.

Community Connected/The Open Table: Social Capital

Aside from pairing with employment services, Getting Ahead graduates need social supports as well. Most Getting Ahead graduates lack ample ties to family, friends, colleagues, and others who might provide opportunities for advancement as well as support when difficulties are encountered. This fact leads many Getting Ahead graduates to be mentally ready for change yet unable to sustain measured progress.

When Getting Ahead classes are combined with ongoing social support, the preliminary results have been much more optimistic. The two Getting Ahead graduates who also graduated from The Open Table have advanced far beyond those who completed Getting Ahead only. The two graduates of both classes have increased their incomes at least 75%, improved their housing situations, and have overall created a more stable life (please see the testimonials for more information). A third Getting Ahead graduate who began with The Open Table several months ago is on track to achieve similar results.

The Open Table model supports Getting Ahead by enabling participants to apply the education and coaching they have received to behaviors that create sustainable change. Its system of natural support brings together community volunteers to serve an individual or family. Meeting once a week for a year, the volunteers and the individual build relationship as they offer their mental, emotional, and social capital to meet the individual's needs and achieve self-identified goals. Through the building of relationships and community contacts, the individual served establishes a professional—and personal—network of community members whose bonds and support last well beyond the end of the program.

In addition to the added support, the Open Table model also provides long-term tracking of objectives. Frequently, Getting Ahead graduates have multiple phone number or address changes, making evaluation efforts difficult. With the Open Table model, participants stay engaged for a minimum of one year, a term of measurement nearly impossible with the Getting Ahead classes alone.

Evaluation is also enhanced in that the Community Connected volunteers visibly see the progress being made, as opposed to relying on single-measurement indicators that often do not relay the full scope of success. For example, this constant relationship makes it possible to see progress such as leaving an abusive roommate or advancement toward child custody—events that may not be apparent using standard pre- and post-intervention analysis.

While social support is undoubtedly important in maintaining success, Lynchburg does not have enough Open Table openings to accept all Getting Ahead graduates. Thus far, roughly one Open Table spot has been available for every 10 Getting Ahead graduates. Therefore, funding is sought to increase Community Connected's capacity to launch additional tables. A part-time coordinator will expand volunteer recruitment, assist with program management, and increase community engagement. The coordinator

selected will be retained from those who are currently volunteering or being served in the Open Table model.

Interfaith Outreach: Community Mentoring Program

The mission of the Interfaith Outreach Community Mentoring program is to foster the development of constructive relationships between mentors and participants, in order to strengthen the latter's ability to overcome adverse circumstances. Throughout the one-year program, mentors empower participants to achieve the goals determined in his/her one-year plan, including those related to basic needs, life skills, and employment. This program is based on a successful model created and used by the Office of Assistance in Richmond as well as the Norfolk Department of Human Services. It has been modified to meet the needs of those in Getting Ahead.

Program participants will consist of Lynchburg residents in (or graduating from) Getting Ahead who have requested a one-on-one mentor. Mentors are individuals within our community who are great listeners and responsible community members. They agree to provide support, guidance, and a positive perspective on life to individuals committed to improving their lives.

The mentors will have four hours of formal training by the program director, to include an introduction to the Bridges out of Poverty model, an overview of the community mentoring program, and detailed mentor training corresponding to the one-on-one relationship. In addition, mentors receive constant on-the-job training as they interact with the director and submit their monthly activity reports for feedback.

The mentor will agree to meet with the mentee for a minimum of several times per month for 12 months as well as be available for telephone calls and texts as needed. As part of their service commitment, mentors are required to maintain open and regular communication with the program director, to include telephone contacts and meetings. Mentors must also submit a monthly activity report to the program director detailing the date of volunteer service (which includes telephone contacts and meetings with the program director and community partners), type of activity, and time involved as well as receive monthly feedback on this report. Mentors will also refer mentees to resources in the community to further support and enhance the mentees' goals.

The funds requested will support the time necessary for the program director to train mentors and manage the program, once a mentor and mentee are matched, for a period of one year. Time spent includes the provision of training and record keeping as well as miscellaneous support and meetings with mentors and mentees. Please note that funding has not been requested for promotional programming or recruitment of mentors, as this is being facilitated and funded by Interfaith Outreach Association.

The benefit of this program is that it is flexible, as the mentor and the mentee determine their own schedule. It also allows for the flexibility of phone calls and texting between mentee, mentor, and director, in the event an urgent need arises that requires immediate attention to keep the mentee on a successful track.

At the end of the 12-month program, success will be measured based on the completion of the goals set by the mentee in their one-year plan, including components for basic needs, life skills, and employment.

The Interfaith Outreach Community Mentoring program is designed specifically for Getting Ahead graduates. It will be facilitated by our director of progressive release, who coordinates a similar program for returning citizens. These funds will allow our director to spend additional time facilitating the Community Mentoring program specifically for Getting Ahead graduates, which is not part of his regular employment duties. This is an hourly position that will require more hours for facilitation of the Community Mentoring program.

2. What is the expected outcome to be achieved with receipt of these funds?

Five Open Table groups will serve individuals/families in poverty and those transitioning from foster care or incarceration. Those five tables will produce five individuals or families who have experienced transformational change. All volunteers will have a deeper understanding and appreciation of those in poverty and how they can be part of the solution. The selected coordinator will also improve current skills, obtain new employment skills, and become more marketable for future employment in program and administrative support.

In addition, eight individuals from the Getting Ahead program will have one-on-one mentoring support for one year, allowing them to meet their one-year plan goals for improvement in meeting basic needs, life skills, and employment.

3. What will be the measure of success?

Success of the Open Table coordinator will be measured by adequate performance of all job duties, monitored through ongoing feedback and periodic review of outcomes. The coordinator's main measure of success will be recruitment of approximately 50 community volunteers to serve as table members and the completion of five individuals through the Open Table model.

Success of the participants will be measured by progress made in their life plan, a self-constructed document of specific goals to be attained. While it is difficult to apply exact levels of improvement, we expect to see significant advancement in:

- Employment (hours, wages, type of work, opportunity for advancement)
- Life skills
- Basic needs
- Transportation (ability to afford, working vehicle)
- Living situation (stable housing, cost of rent)
- Relationships (addition of social capital, repaired relationships with loved ones)
- Access to healthcare (health insurance, maintenance/treatment of conditions)
- Resolution of debt or legal issues, if applicable

4. What activities will be performed?

The health department will offer a Getting Ahead class in 2020 to help reduce the wait list that currently exists to enroll in Getting Ahead; the health department, while a project partner, is not seeking funding for the class through this request. These Getting Ahead participants, along with others, will be paired with the appropriate social and employment-based supports.

- Activities will include recruitment/selection of Getting Ahead participants, class preparation, instruction, evaluation, and coordination with other partners.
- Virginia Career Works plans to provide training to teach Career Essentials, class instruction, provision of materials, and job placement services.
- The Community Connected coordinator will perform all tasks in support of volunteer training (six to eight hours for each volunteer through Open Table University), and recruitment. S/he will assist in the activities that enhance program management, such as volunteer record keeping and skill inventories. Community engagement activities will include monitoring and refining the community mailing list, assisting with event planning, developing written materials for public relations, advertising and following-up with contacts in the community.
- Activities for the Interfaith Outreach Community Mentoring program include the recruitment and training of mentors, matching between mentors and mentees, provision of feedback to mentors, program management and recordkeeping, ongoing communication and coordination with community partners, facilitation of the mentor/mentee relationship, documentation of program activities, and provision of year-round support to program participants and mentors.

5. What is the proposed timeline to complete the project?

Getting Ahead classes, which last eight weeks, will start in early 2020. Preparation for the classes as well as recruitment of mentors and volunteers will be ongoing.

While in class, participants will be linked with the social support program of their choice, with tracking to last at least one year. Upon completion of Getting Ahead, participants will enroll with Virginia Career Works' Career Essentials program.

6. List all participants who will be involved with the project and their tasks.

1. Shawne Farmer, Interfaith Outreach Association: Ensure provision of mentoring program for participants interested in one-on-one coaching.
2. Lindsey Cawood, Central Virginia Health District: Ensure provision of Getting Ahead class and coordination between project partners.
3. Kim Foster, Central Virginia Health District: Ensure provision of Getting Ahead class and coordination between project partners.
4. Neal Massey, Community Connected: Hire coordinator, ensure provision of Open Table model for participants, and track advancement toward goals.
5. Keith Cook: Link and guide participants through Virginia Career Works/Career Essentials. Provide referrals to Getting Ahead.
6. Shannon Brennan: Provide Getting Ahead classes, share outcomes, and coordinate with other project partners on Getting Ahead graduates' advancement through Virginia Career Works/Career Essentials and the Open Table model.

7. Jerry Gibson: Provide Getting Ahead classes, share outcomes, and coordinate with other project partners on Getting Ahead graduates' advancement through Virginia Career Works/Career Essentials and the Open Table model.

7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?

No, these project partners are the only ones who would be teaching Getting Ahead, linking with Career Essentials, and/or adding long-term social support and evaluation.

8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.

This project will directly impact intergenerational poverty by providing social, mental, emotional, and employment-based services to the city's Getting Ahead participants. By coordinating multiple, mutually reinforcing supports, Getting Ahead participants gain access to a holistic system that can better address their multiple needs.

This partnership addresses the fact that meeting one need alone is not enough to create the sustainable change that can alter one's life. By addressing multiple causes and effects of poverty, the city's Getting Ahead participants will be better able to achieve their goals, obtain secure employment, and increase their income, while building a network of social support that will reinforce and sustain their progress.

**Please see the testimonials on pages 7 and 8 to see the results possible when Getting Ahead is combined with long-term social supports and relationship building.*

9. How will your request reduce the poverty rate and increase the median income of citizens?

Median income of all participants will be increased through knowledge of what behaviors are necessary to be successful in the workplace, enhanced social support, improved decision-making, and access to better-paying jobs and housing opportunities. The two Getting Ahead graduates who also received social support (through Open Table) both increased their income by approximately 75%, and their prospects for future job growth are promising.

Testimonial: Christina's Story

Christina's early life was filled with challenges and broken family relationships. Even so, she worked hard in school and studied to become a registered nurse. After several years in a successful career caring for seniors and others who needed help, Christina experienced a painful foot injury that resulted in addiction to prescription opioids. She lost her job, then her nursing license, and within a few months, she found herself in jail, something she never could have imagined only a short time prior.

While Christina grieved the loss of her former life, she found herself about to experience what she calls the greatest pain she has ever known: losing custody of her children. Fearful of what would happen to them, Christina asked her best friend to take care of them until she was released.

After her release, Christina endured more hardships, having no driver's license and living in an abusive situation. She worked hard as a restaurant hostess, but with few hours and difficult transportation, she was just able to make ends meet. Worse yet, her relationship with her best friend had dissolved; she no longer agreed to return Christina's children once she was back on her feet.

With focused determination to improve her life, Christina completed the Getting Ahead program. Upon graduation, her instructors—seeing her drive, personality, and intelligence—recommended her for Community Connected's Open Table model. Through Christina's strong will to make positive change, the support of the team, and the sharing of social capital, new and healthier living arrangements were made; she now has a full-time job caring for an elderly person in the home where she lives. She has regained her driver's license, acquired reliable transportation, and is on the path of gaining custody of her son, all while returning to her career in helping others.

Christina has now graduated and is in the After-plan Phase of the Open Table model. She continues to maintain relationship with her table team and Getting Ahead instructor, who provide a constant source of stability and support throughout life's setbacks. The social, spiritual, and emotional support gained from the Open Table model has helped Christina find the road back to a better life. And, as much as Christina has learned from the Open Table members, they have learned an equal amount from her. Christina is a living testament to the power of relationship-building as a force for positive change.

Testimonial: RJ's Story

R.J. was born into third-generation poverty. Neither parents had completed high school and both lacked employable skills. However, they were determined to make a better life for R.J. and his sister. His parents worked tirelessly to provide shelter and food, while encouraging the children to do well in school and stay involved in a local church. After the family qualified and acquired a home through Habitat for Humanity, they inched closer to financial independence and security.

Following high school, R.J. attended community college, earning an associate's degree in general studies. He found full-time work as an accountant, moved into his own apartment, and to use his words, "Life was great!" Tragically, R.J.'s father suddenly died of an apparent heart attack. R.J. and his mother were devastated, triggering a downward spiral for R.J. Within months, R.J. lost his job and his apartment. After moving back home, he fell into the 'wrong crowd,' running the streets and drifting into a dark place. His mother managed to hang onto the home, but food, utilities and transportation were daily challenges.

One afternoon, waiting to get a free lunch at the Parkview Center, R.J. read a notice on the wall about a program called "Getting Ahead." But what caught R.J.'s eye was that each week you attended, you received a free Walmart gift card. R.J. signed up that day. When the class ended, the instructor encouraged R.J. to contact Community Connected to see if the Open Table model might be right for him. Not wanting to disappoint the instructor, R.J. agreed to the meeting.

R.J. met his table members for the first time in late October 2018. He shared that he would like the table to help him:

- Pursue his dream to be a middle-school educator
- Get his car running again to provide needed transportation
- Develop a plan to get out of debt
- Enter into a degree program in education
- Become involved in mentoring youth and working in the local church.

With the help of Community Connected and the Open Table model, R.J. has:

- Secured a full-time position as an assistant teacher with Lynchburg City Schools
- Paid off his outstanding property tax bill, got his tags and registration, and has his car back on the road
- Enrolled in classes at a local university
- Developed a savings and debt relief plan
- Started helping out with youth in his church

R.J. recently shared with his table members, *"You have blessed me beyond measure. I now have hope, confidence, purpose, and direction. I know I have a long way to go, but it just feels good to be on this road with people I love and trust."*

EARLY CHILDHOOD CARE AND EDUCATION TASK FORCE #1

I. APPLICANT INFORMATION

1. **Amount of Funds Requested:** \$6,900.00

2. **Task Force Information:**

Check the designated taskforce associated with your project

- | | |
|--|------------------------------------|
| ☒ Early Childhood Care and Education | ☐ Food |
| ☐ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☐ Community |
| ☐ Transportation | ☐ Workforce |
| ☐ Faith | ☐ Education |

Bridges to Progress Facilitator: Dr. Terry Brennan

Identified Action Item/Goal: Alignment of Head Start

Project Name: Improving Child Outcomes Within Head Start and Early Learning Programs Serving High Risk Populations

Project Contact Person: Karen Wesley

Phone: 1434.455.6914

Email: Karen.Wesley@unitedwaycv.org

Name of Application Preparer: Karen Wesley

II. PROJECT INFORMATION

Total Project/Program Cost: \$10,900.00

Amount of Funding Requested: 6,900.00

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.
Smart Beginnings Central Virginia, a partner in the Early Childhood Care and Education Workgroup, will provide intensive classroom-based coaching at the White Rock Head Start Center. This will entail approximately 23 hours per month of on-site assistance to new teachers. White Rock Head Start has the capacity to house 160 students (three and four year old) within its eight classrooms. In addition, coaching will be conducted (3 hours per month) at Rivermont Early Learning Center, and/or Rhema's Gentle Care, in partnership with Amazement Square (the Amazing Kids/Smart Beginnings collaborative, combining children's programming with reflective teacher coaching).
2. What is the expected outcome to be achieved with receipt of these funds?
Using the evidence based CLASS Observation assessment tool (described below) at the onset of this project and again in Spring 2020, and fall 2021, we expect to see that the skills of new teachers improve dramatically, and that teacher-child interactions will improve across all CLASS domains including Classroom Management, Emotional Support, and the dimensions

falling under Instructional Support (Concept Development, Quality of Feedback, Language Modeling).

3. What will be the measure of success?

Smart Beginnings' Certified Observers will utilize the Classroom Assessment Scoring System (CLASS), an observation tool that focuses on the effectiveness of classroom interactions among teachers and children, because it is these daily interactions that promote children's social and cognitive development. The CLASS tool describes three broad domains of effective teacher-child interactions: Emotional Support, Classroom Organization and Instructional Support. Within those domains are measurable dimensions including Positive/Negative Climate; Teacher Sensitivity, Regard for Student Perspectives, Behavior Management, Productivity, Learning Formats, Concept Development, Language Modeling. Children thrive when teachers create nurturing, well-managed settings and provide frequent and engaging opportunities to learn. Research has also shown that children from classrooms with high CLASS scores tend to be better prepared for kindergarten and beyond when compared to their peers from lower quality programs. Pre and Post CLASS Observation Scores will be used to demonstrate gains as a result of this program. The second method for measurement is the Pre-K PALS Assessment (child-level assessment). PreK PALS (Phonological Awareness Literacy Screening) is a scientifically-based screening that measures preschoolers' developing knowledge of important literacy fundamentals, and offers guidance to teachers so that they can tailor instruction to each child's specific needs. The assessment reflects skills that are predictive of future reading success. The tool measures name writing ability, upper-case and lower-case alphabet recognition, letter sound and beginning sound production, print and word awareness, rhyme awareness and nursery rhyme knowledge.

4. What activities will be performed?

Onsite coaching to include observation, assistance, modeling of best practices, video recording and review, and formal CLASS Observations conducted by Certified CLASS Observers. Goals will be set with teacher and coach; progress will be updated monthly to SBCV and to Head Start Education Administrators.

5. What is the proposed timeline to complete the project?

January 2020 through October 2020.

6. List all participants who will be involved with the project and their tasks.

Smart Beginnings Director: collect data; create reports; share reports with the Early Care and Education Workgroup regularly and report to the City of Lynchburg as required; Fiscal management.

Amazement Square Children's Museum: Amazement Square will provide quarterly professional development to teachers at selected sites, and bi-weekly children's programming. This will be completed simultaneously with SBCV Teacher Coaching to ensure that teachers are learning along with the children in their classrooms.

Early Learning Coach: work with new teacher(s) at the White Rock Head Start, Rhema's Gentle Care, Rivermont Early Learning Center(possibly at the Old Forest Road Head Start if the need is indicated). Observe and document. Work with teacher to establish goals for quality improvement. Model / lead lessons to demonstrate best practices and effective instruction and classroom management. Attend Amazement Square quarterly professional development and reflect and review content with teachers at two monthly Amazement Square site visits.

7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?
Smart Beginnings leverages other resources to assist preschool programs in ongoing quality improvement and alignment with other public and private programs in Lynchburg and the region. Amazement Square has a grant to provide the children's programming referenced above as part of our partnership.
8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.
Early Care and Education is vital to the city's economic growth and development. High quality early learning prepares our children for formal education and to be productive citizens in the future, benefitting Lynchburg in the future in multiple ways. Head Start programming also helps families to access other support services (health and wellness) and helps connect the city's many resources geared to families. An abundance of research shows that the first five years of life are the most important in terms of preparing for success, in school and in life. Education is the most direct path out of generational poverty. The Virginia Department of Education recognizes the importance of early education, and now requires that all public preschool classrooms are observed using the CLASS tool, which SBCV has been promoting for several years as well as assisting public schools as they transition to using CLASS. As part of this project, SBCV will introduce this powerful tool to private centers as well.
9. How will your request reduce the poverty rate and increase the median income of citizens?
Head Start, Rhema's Gentle Care and Rivermont ELC serve children from families in poverty. Additionally, many of the teachers at these programs are from similar backgrounds and benefit as well from the training that is provided. Improving the skills of teachers in a culturally sensitive manner will benefit all the children they will serve in the future. Teachers are encouraged to continue their own education by completing the Child Development Accreditation (CDA) program. SBCV partners with other organizations (examples: National Association for the Education of Young Children and our local chapter, Virginia Early Childhood Foundation) to elevate the profession of early childhood educator, and encourage a well trained, well educated workforce.

IV. BUDGET ITEMS

Complete the table below.

Item	Cost (\$)	Quantity	Subtotal (\$)
Early Learning Coach at White Rock Head Start	24.00 per hour	208	5000.00
CLASS Observations	250.00	4	1000
Early Learning Coach at Rivermont /Rhema's	24.00	37	900.00
	TOTAL		6900

- 2 classrooms

Total			
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V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

Karen Wesley, Director Smart Beginnings Central Virginia

Teresa L Brennan

Bridges to Progress or City of Lynchburg Facilitator Name (printed)

Teresa Lynn Brennan

Bridges to Progress or City of Lynchburg Facilitator Signature

11/11/19
Date

Joan Phelps

Joan Phelps, Bridges to Progress Chair

11/12/19
Date

John H. Hughes, IV

John H. Hughes, IV, Assistant City Manager

11/11/19
Date

EARLY CHILDHOOD CARE AND EDUCATION TASK FORCE #2

I. APPLICANT INFORMATION

1. Amount of Funds Requested: \$1,500.00

2. Task Force Information:

Check the designated taskforce associated with your project

- | | |
|--|------------------------------------|
| ☒ Early Childhood Care and Education | ☐ Food |
| ☐ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☐ Community |
| ☐ Transportation | ☐ Workforce |
| ☐ Faith | ☐ Education |

Bridges to Progress Facilitator: Dr. Terry Brennan

Identified Action Item/Goal: Quality Preschool Programs and Community Awareness

Project Name: Lynchburg Child Care Alliance

Project Contact Person: Karen Wesley

Phone: 1434.455.6914

Email: Karen.Wesley@unitedwaycv.org

Name of Application Preparer: Karen Wesley

II. PROJECT INFORMATION

Total Project/Program Cost: \$1,500.00

Amount of Funding Requested: \$1,500.00

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.
In 2018, as part of what was formerly called the Poverty to Progress Initiative, Mr. Anthony Andrews, with support from the childcare subcommittee, prepared a study and strategic plan to increase access to affordable, high quality early learning programs for Lynchburg families in poverty-affected communities. A key strategy in the plan is to provide information to business organizations and invite their support of the Child Care Alliance, and work toward an employer-sponsored collaborative to provide early care and education.
2. What is the expected outcome to be achieved with receipt of these funds?
Support is requested to host an event for Lynchburg business and corporate leaders and local government officials. The committee will seek advice from Christine Kennedy at the Lynchburg Regional Business Alliance to determine appropriate businesses to be included. The purpose of the event will be to present data that informs on the impact, to them and the community as a whole, when childcare is available to employees and to potential workforce contributors. Desired Outcomes: statistical report on the cost of missed work days; on

availability of care in Lynchburg; the benefits to local economies; an informed business community; commitment to support a Lynchburg Childcare Alliance.

3. What will be the measure of success?
Participation and support of the Lynchburg business community and advancement of the strategic plan.
4. What activities will be performed?
Approximately 40 contractual hours for data collection and visualization; collaboration with the Lynchburg Business Alliance to plan and implement event; presentation to business alliance members and other invited guests; survey of participants; follow up report to attendees and to the Early Care and Education Workgroup.
5. What is the proposed timeline to complete the project?
February 2020 through April 2020.
6. List all participants who will be involved with the project and their tasks.
Anthony Andrews, along with the Early Childhood Care and Education Committee, will be involved in developing and implementing the presentation to the business community.
7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?
To the best of our knowledge, no other organization is addressing the need for employer-supported child care and early education services in Lynchburg.
8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.
Early Care and Education programs are key factors in keeping economic resources within a low-income community, capturing the funding of government subsidy programs, employing childcare professionals, and purchasing goods and services locally.
9. How will your request reduce the poverty rate and increase the median income of citizens?
An employer-sponsored Child Care Alliance will increase opportunities for citizens in poverty, in addition to improving business outcomes by reducing staff turn-over and absenteeism, adding to a robust local economy.

IV. BUDGET ITEMS

Complete the table below.

Item	Cost (\$)	Quantity	Subtotal (\$)
Data Collection and Reporting	15.00	40	600
Presentation to Lynchburg Business, Corporate and Legislative Leaders	(900.00)	1	900.00

(breakfast/materials/ handouts			
TOTAL			1,500.00
Total			

V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

Teresa L Brennan

Bridges to Progress or City of Lynchburg Facilitator Name (printed)

Teresa L Brennan

Bridges to Progress or City of Lynchburg Facilitator Signature

11/11/19

Date

Joan Phelps

Joan Phelps, Bridges to Progress Chair

11/12/19

Date

John H. Hughes, IV

John H. Hughes, IV, Assistant City Manager

11/11/19

Date

EDUCATION TASK FORCE

I. APPLICANT INFORMATION

1. Amount of Funds Requested: \$19000

2. Task Force Information:

Check the designated taskforce associated with your project

- | | |
|---|---|
| ☐ Early Childhood Care and Education | ☐ Food |
| ☐ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☐ Community |
| ☐ Transportation | ☐ Workforce |
| ☐ Faith | ☒ Education |

Bridges to Progress Facilitator: Dr. Owen Cardwell

Identified Action Item/Goal: Provide families with relationship building resources

Project Name: Keep Connected

Project Contact Person: Dr. Owen Cardwell

Phone: 804-651-1169

Email: cardwell_oc@lynchburg.edu

Name of Application Preparer: Click here to enter text.

II. PROJECT INFORMATION

Total Project/Program Cost: \$19,000

Amount of Funding Requested: 19,0000

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.
The purpose of the funding request is capacity-building: 20 community- and faith-based organizations will participate in a training-the-trainer workshop hosted by the Center of Education and Leadership at the University of Lynchburg. Each organization will be allowed 2 facilitators for the training event. Once the training is completed, participating organizations will be able to facilitate family relationship building sessions (Keep Connected). Free online resources will then be made available to participating families. The training event will be conducted by Search Institute. Keep Connected builds on five areas of outcome for relationship development: expressing care, challenging growth, providing support, sharing power, an expanding possibilities.
2. What is the expected outcome to be achieved with receipt of these funds?
Twenty (20) community- and faith-based organizations will have the capacity to facilitate family relationship building sessions through the Keep Connected curriculum. Each participating organization will be required to outreach to 12-15 families. That equates to

240-300 families trained in relationship-building. Each participating organization will be required to sign a Memorandum of Agreement (MOA).

3. What will be the measure of success?
Quarterly reports will be required from each participating organization quantifying the number of families served during the quarter and survey sourced reports on impacts. The goal is to empower 240-300 families to develop relationship building strategies within the family. Additionally 20 community- and faith-based organizations will have a new resource.
4. What activities will be performed?
A six-session family relationship building will be conducted by participating organizations, followed by a satisfaction survey of 12-15 participating families. The session build on five areas of relationship development: expressing care, challenging growth, providing support, sharing power, an expanding possibilities.
5. What is the proposed timeline to complete the project?
One year with quarterly reporting.
6. List all participants who will be involved with the project and their tasks.
Participants have yet to be identified. Organizations will self-select until 20 have been selected
7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?
There are no other organizations directly involved in family relationship building
8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.
Poverty is not simply a lack of financial resources, but also involves a lack of networking capacity. Family connections are the most basic unit of the network.
9. How will your request reduce the poverty rate and increase the median income of citizens?
Studies indicate when social networks are increased, poverty rates decrease

IV. BUDGET ITEMS

Complete the table below.

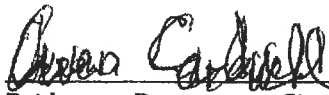
Item	Cost (\$)	Quantity	Subtotal (\$)
Search Institute facilitators @ 2	\$17,000	1	\$17000
Food	\$2000	40 participants/4 meals	\$2000
Total			19000

Total			
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V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

Dr. Owen Cardwell, Director, Center for Education and Leadership, University of Lynchburg



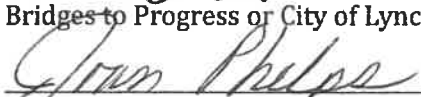
Bridges to Progress or City of Lynchburg Facilitator Name (printed)



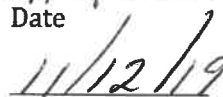
Bridges to Progress or City of Lynchburg Facilitator Signature



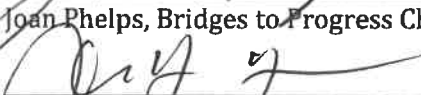
Date



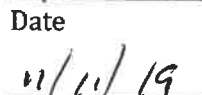
Joan Phelps, Bridges to Progress Chair



Date



John H. Hughes, IV, Assistant City Manager



Date

FAITH TASK FORCE

I. APPLICANT INFORMATION

1. **Amount of Funds Requested:** \$7,700.00

2. **Task Force Information:**

Check the designated taskforce associated with your project

- | | |
|---|------------------------------------|
| ☐ Early Childhood Care and Education | ☐ Food |
| ☐ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☐ Community |
| ☐ Transportation | ☐ Workforce |
| ☒ Faith | ☐ Education |

Bridges to Progress Facilitator: Shawne Farmer/Keith Anderson

Identified Action Item/Goal: Families will create balanced budgets to manage their income. Families will enhance soft skills necessary for securing and maintaining gainful careers.

Project Name: 4\$UCCE\$\$

Project Contact Person: Shawne Farmer

Phone: 434-258-3177

Email: loashawne@ntelos.net

Name of Application Preparer: Shawne Farmer

II. PROJECT INFORMATION

Total Project/Program Cost: 4\$UCCE\$\$, \$7,700

Amount of Funding Requested: \$7700.00

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.
After the Bridges to Progress faith taskforce partnered with the Fairview Community Center for a successful community dinner in August of 2019, the staff of the Fairview Community Center requested that the faith taskforce consider partnering with the center to provide family programming on the topics of budgeting and soft skills. Fairview Center staff felt that those two topics were critical needs areas for neighborhood families. To respond to this need, members of the faith taskforce will partner with approximately 25 families of the Fairview Community Center to offer 3 sessions of a 4 week secular program to enhance family money management skills as well as family soft skills necessary to secure and maintain gainful careers. Each weekly sessions will begin with a community meal for volunteers and participating families. Next adults and children will be separated for lessons and activities on money management and soft skills over a series of 4 classes. Childcare for children too young to participate will be provided. This program is structured along the lines of the very accomplished proven model FAST (Families and Schools Together) that has been successfully

implemented in the city of Lynchburg for over 20 years. Funds will be used for class meals, class supplies, and family graduation incentives.

2. What is the expected outcome to be achieved with receipt of these funds?
Adults will be able to create their own individual household budgets using their actual income and expenses as well as an emergency financial plan and a financial improvement plan. Adults will also conduct an inventory of soft skills and will create plans of action to enhance select soft skills. Adults can also be referred to other programs for in depth/significant development such as CareerWorks, Getting Ahead Program, and other programming. Children will be able to create a simple personal budget along with a future career project. Children will conduct a soft skills inventory and create home and school soft skills plans. Children can be referred to other programs for in depth/significant development such as the Freedom School, Beacon of Hope, and other programming.
3. What will be the measure of success?
Success will be measured by the number of adults that are able to create balanced household budgets, emergency plans, and improvement plans as well as creating soft skill plans of action, with the ultimate goal being to refer people into programs such as CareerWorks, Adult Ed, Getting Ahead Classes and other programming for further development. Success for the children will be based on the number of children who create simple personal budgets and future career projects as well as home and school soft skills plans.
4. What activities will be performed?
Adults- After an introduction to basic income and expense household budgeting, individuals will create personal balanced household budgets, along with an emergency plan, and improvement plan. Adults will bring proof of their household income and expenses to create budget. Volunteers will work with individuals to emergency plans and improvement plans. Next adults will participate in a soft skills inventory and program as well as creating a soft skills plan of action. Children- Each lesson will begin with an appropriate story followed by an activity. The 4 topics and activities will be based on personal budget, planning a career, soft skills at school, and soft skills at home. Children will create a personal budget, a future career project, as well as a soft skills plan for home and school.
5. What is the proposed timeline to complete the project?
Three - 4 week sessions will take place in 2020.
6. List all participants who will be involved with the project and their tasks.
Co- Program Directors-Shawne Farmer/ Interfaith Outreach Association & Rev. Dr. Keith Anderson/Hilifavrd Ministries. Co- Facilitators- Rev. Dr. Carl Hutcherson/ First Baptist Church of South Lynchburg, Rev. Dr. Diane Vie/St. Paul's Episcopal Church, Rev. Paul Kee/ Fellowship Church of Christ, A kingdom life ministry, Rev. Dennis Roberts/ Holy Trinity Lutheran Church, Rev. Dr. Martha Kearse/ Peakland Baptist Church, Rev. Reason Chandler/ Jackson Street United Methodist Church, Finny Mathew/Lighthouse Community Center Rabbi John Nimon/ Agudath Sholom Synagogue, Rev. Jennifer Williams/ Centra Dept. of Spiritual care and Education. Participant Recruiters/Advisers- Sue Downs-Loyd & Travis Creasy/Fairview Community Center. Soft Skills/Career Advisers- Keith Cook/CareerWorks, Renee Chalmers/Youth Futures Coordinator.
7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?

The most unique characteristic of this program is the fact that it is multigenerational educational programming for both children and adults who will be working on the same topic at the same time which will result in family dialogue and teamwork regarding programming ideas and activities. This family educational programming on the same topic is a dynamic approach to decreasing multigenerational poverty. The budgeting classes will create monthly personal budgets using participants own personal detailed actual expenses and income which most groups do not use. Budgeting classes will be based on real income and consumption trends in our community. We also will be doing our classes in the neighborhoods in the evenings once a week only for 4 weeks which will make it easier for participants to commit, especially if their children are in the center for the after school program. Participants and topics are recommended by neighborhood center staff who work within the community on a daily basis. We will do this 4 week program on 3 different cycles throughout 2020. It is our intent that this is a simple introduction which will inspire participants to make a longer commitment to programs such as CareerWorks, Getting Ahead, Freedom School, Beacon of Hope and other programming.

8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.
Some of the greatest life skills teachers are our family members. For many people who have grown up in poverty, they do not know how to create and manage budgets, whether personal or household. They also might not have considered the importance of training and post secondary education in obtaining a career that results in an income that can comfortably support a family. They also might not be aware of the importance of soft skills required for lucrative careers. Many of our program directors and facilitators have worked with people in need who state that they have never learned to do things such as personal budgeting. They also are not aware of the importance of soft skills in career sustainability and advancement. People appreciate learning new things once they are introduced to it and realize how important these skills are to being successful. We believe these sessions can inspire participants to commit to more programming that will improve their lives resulting in playing a role in breaking the cycle of multigenerational poverty and raising median incomes.
9. How will your request reduce the poverty rate and increase the median income of citizens?
Families will be able to create monthly budgets to better live within their means as well as a budget emergency plan and a budget improvement plan allowing them to avoid expensive debilitating financial crises. Children will learn the value of opportunity costs, scarcity and budgeting as well as planning for a successful career that can increase incomes. CareerWorks states that many employers in Region 2000 see deficits in the soft skills that workers need to be able to sustain a successful career. Soft skills activities will increase self awareness about individual skills and allow participants to be able to create a plan of action for enhancing their soft skills. It is our intent that participants will be inspired in these short workshops in their neighborhoods to commit to more in-depth programming to increase their income.

IV. BUDGET ITEMS

Complete the table below.

Item	Cost (\$)	Quantity	Subtotal (\$)
community dinners	\$150	12	1800
gift cards for graduates	\$100	25	2500
budget supplies	20	25	500
soft skills workbook	20	25	500
children's enrichment supplies	200	12	2400
			7700
Total			

V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

Shawne Farmer, Executive Director/Interfaith Outreach Association and The Rev. Dr. Keith Anderson, CEO/Founder Hillfavrd Ministries

Shawne Farmer

Bridges to Progress or City of Lynchburg Facilitator Name (printed)

Shawne Farmer

Bridges to Progress or City of Lynchburg Facilitator Signature

11-1-19

Date

Joan Phelps

Joan Phelps, Bridges to Progress Chair

11/12/19

Date

John H. Hughes, IV

John H. Hughes, IV, Assistant City Manager

11/21/19

Date

FOOD TASK FORCE

I. APPLICANT INFORMATION

1. Amount of Funds Requested: \$7,000

2. Task Force Information:

Check the designated taskforce associated with your project

- | | |
|---|--|
| ☐ Early Childhood Care and Education | ☒ Food |
| ☐ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☐ Community |
| ☐ Transportation | ☐ Workforce |
| ☐ Faith | ☐ Education |

Bridges to Progress Facilitator: Ruth Talian

Identified Action Item/Goal: Purchase 100 Collapsible Portable Carts to carry up to 200 lbs. of groceries

Project Name: Grocery Go Carts

Project Contact Person: Ruth Talian

Phone: 434-455-5715

Email: ruth.talian@lynchburgva.gov

Name of Application Preparer: Ruth Talian

II. PROJECT INFORMATION

Total Project/Program Cost: \$7,000

Amount of Funding Requested: \$7,000

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.

The Food taskforce would like to purchase 100 transit folding shopping carts for citizens regularly utilizing food agencies that are challenged with transporting groceries via walking or public transportation. Weight capacity of cart is 120 lbs. to 200 lbs. depending on the cart selected. Recipients of the carts will be selected by the food agencies who are familiar with the population choosing those participants who would most benefit from using the cart and would be responsible with its care. Recipients will be asked to participate in a confidential survey study in exchange for the cart.

2. What is the expected outcome to be achieved with receipt of these funds?

The expected outcome will be improved finances for low income citizens and families. Many citizens who utilize food agencies walk or take the bus to get to the agency. However, due to the amount of food acquired, the citizen usually has to pay money for a cab or a ride to get their groceries home. The carts will allow citizens to walk their groceries home or to be able to ride the bus instead of paying for a cab. Disposable income used for transportation costs

can be diverted to pay bills. Having a reliable way to carry groceries each week will facilitate regular use of the food agencies and allow citizens to bring home more groceries instead of what they can carry. This will result in reduced need to purchase more expensive and less nutritious food at the corner convenience store to fill in what they weren't able to carry home from the agency.

3. What will be the measure of success?

The results of the survey will track amount of money spent on transportation before and after receipt of the cart and track the side benefits of improved nutrition through better access to healthy food.

4. What activities will be performed?

An initial survey will be conducted when the cart is distributed. The survey will be taken by a member of the Food Taskforce who will ask the participant the questions. Questions will gather information about the amount of income used to pay for transportation for access to food, the number of meals currently eaten, and health status of household members. During the survey, the survey taker will also have the opportunity to inform citizens about existing services and resources that they could use to help their current situation. A follow up survey will be taken to measure the results of having the cart (increased disposable income saved to pay for other needs, improved health, improved stability due to food security).

5. What is the proposed timeline to complete the project?

A year.

6. List all participants who will be involved with the project and their tasks.

Food Taskforce, Area Food Banks (Blue Ridge Area Food Bank and their partners, Red Truck Ministry, Parkview Community Missions, Lyn-Cag)

7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?

Yes, food agencies. This action item will add value to the experience of the citizen's use of the food agency by allowing them to access more food and encounter less stress transporting the food and to save money previously used for transportation. It will also foster the building of relationships and trust between low income citizens and the City of Lynchburg.

8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.

Citizens in inter-generational poverty will have more disposable income available to pay bills providing a more stable existence, will have improved health outcomes as the carts promote more nutritious eating and walking as a regular means of transportation, and an improved outlook about their future.

9. How will your request reduce the poverty rate and increase the median income of citizens?

Citizens will be better able to pay their bills providing financial stability, citizens will have improved health outcomes resulting in better performance for working and schooling leading to promotion, and the resulting improved outlook will help them achieve a better future.

IV. BUDGET ITEMS

Complete the table below.

Item	Cost (\$)	Quantity	Subtotal (\$)
Portable Carts	\$65-\$70 each	100	\$6,500-\$7,000
Total			

V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

Ruth Talian, Liaison and Facilitator for Food Taskforce.

Ruth Talian

Bridges to Progress or City of Lynchburg Facilitator Name (printed)

Ruth M. Talian

Bridges to Progress or City of Lynchburg Facilitator Signature

11/10/19
Date

Joan Phelps

Joan Phelps, Bridges to Progress Chair

11/12/19
Date

John H. Hughes, IV
John H. Hughes, IV, Assistant City Manager

11/11/19
Date



\$65.00



\$67.50

HEALTH/MENTAL HEALTH TASK FORCE

I. APPLICANT INFORMATION

1. **Amount of Funds Requested:** ~~\$14,999.97~~
15,000.00

2. **Task Force Information:**

Check the designated taskforce associated with your project

- | | |
|---|------------------------------------|
| ☐ Early Childhood Care and Education | ☐ Food |
| ☒ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☐ Community |
| ☐ Transportation | ☐ Workforce |
| ☐ Faith | ☐ Education |

Bridges to Progress Facilitator: Debra Jefferson

Identified Action Item/Goal: Improve knowledge of community resources and decrease stigma around seeking help for mental health challenges in 3 zip codes with highest rates of poverty

Project Name: B2P/Partnership for Healthy Communities (PHC) Awareness Campaign

Project Contact Person: Lisa Taylor/Debra Jefferson/Jan Davis

Phone: 434-944-9694

Email: lisa.taylor@communityaccessnetwork.org

Name of Application Preparer: Lisa Taylor

II. PROJECT INFORMATION

Total Project/Program Cost: Project leaders Lisa, Debra, and Jan will provide in-kind support to the oversight and implementation of the project. Assigning a dollar amount to the this contribution is difficult but the CDAC members should be assured that they will spend whatever time necessary to accomplish the identified scope of the project, including the exploration of centralized information/referral resource as referenced in the following responses. The approximate \$15,000 will be specifically for the creation and placement of the media activities.

Amount of Funding Requested: ~~\$14,999.97~~
15,000.00

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.

Based on the findings of the 2018-2021 Community Health Needs Assessment, there is a clear lack of knowledge of the mental health resources available in our area, particularly in the 3 zip codes with the highest poverty rates. We will also consider targeting a specific age range in addition to the geographic target area. Additionally, there is a considerable amount of fear/stigma within this demographic around seeking help for mental health issues. We are proposing a multi-tiered, 3-month media campaign to address both of these issues, targeting the timeline surrounding Mental Health Awareness Month, which is May. Prior to the

2. What is the expected outcome to be achieved with receipt of these funds?
Increased awareness of the resources available in our community, decreased stigma/fear around seeking these resources, and improved utilization of these resources based on a call-to-action within the campaign.
3. What will be the measure of success?
We will create a call-to-action within the campaign, such as a hashtag and web and/or phone resource and will track responses/visits/calls. We will also track bus ridership, billboard views, and PSA spots. Additionally, we will compare inquiry, referral, and appointment data from 3 providers (Community Access Network, Horizon Behavioral Health, and Johnson Health Center) for 60 days prior to the campaign, during the campaign, and for the 60 days following the campaign.
4. What activities will be performed?
See budget attachment for a line-item description of the activities. Lisa, Debra, and Jan, along with B2P and PHC workgroups will oversee development of the media placements, design, and messaging.
5. What is the proposed timeline to complete the project?
Light planning in early spring with the actual campaign taking place in April, May and June of 2020.
6. List all participants who will be involved with the project and their tasks.
Debra Jefferson, Jan Davis, and Lisa Taylor will oversee the project and include membership of both B2P and PHC Mental Health Task Force and Work Group.
7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?
There is a concerted and targeted effort regarding opioid addiction and recovery, but nothing as targeted or substantial regarding more generalized mental health challenges and attending resources.
8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.
City residents who live in poverty as well as suffer from any type of mental health challenge have much greater difficulty managing other socioeconomic issues when they are undiagnosed or untreated. Those suffering from chronic mental health diagnoses, even mild ones, struggle to get and keep a living wage job which then begins the unraveling of the ability to manage basic needs. As a part of the planning phase of this project, we will also work with the Centra data team to tease out the responses around mental health issues in the specified zip codes of the campaign in order to better understand the specifics of these issues in the targeted high poverty zones.
9. How will your request reduce the poverty rate and increase the median income of citizens?
As stated above, those with the overwhelming combination of living both in poverty and with a mental health issue have a much more difficult time even acquiring a job, much less retaining one. Without treatment and support, many of these individuals will continue to be under- or unemployed and thus continue to live within the income levels identified by the Federal Poverty Guidelines.

IV. BUDGET ITEMS

Complete the table below.

Item	Cost (\$)	Quantity	Subtotal (\$)
Creative design	3500		
Radio - 3 months	5035.50		
Billboards (2)- 2.5 months	3382.35		
Social media - 2.5 months	1708.00		
Bus ads - 6 rear ads for 3 months (3 bought, 3 BOGO)	595.62		
Bus and billboard ad production	778.50		14999 15,000
Total			

V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

Lisa Taylor, Debra Jefferson, Jan Davis

Lisa Taylor for Debra Jefferson
Bridges to Progress or City of Lynchburg Facilitator Name (printed)

Lisa
Bridges to Progress or City of Lynchburg Facilitator Signature

11/11/19
Date

Joan Phelps
Joan Phelps, Bridges to Progress Chair

11/12/19
Date

John H. Hughes, IV
John H. Hughes, IV, Assistant City Manager

11/11/19
Date

PARKS AND RECREATION & EARLY CHILDHOOD CARE AND EDUCATION

I. APPLICANT INFORMATION

1. Amount of Funds Requested: \$4,500

2. Task Force Information:

Check the designated taskforce associated with your project

- | | |
|--|------------------------------------|
| ☒ Early Childhood Care and Education | ☐ Food |
| ☐ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☐ Community |
| ☐ Transportation | ☐ Workforce |
| ☐ Faith | ☐ Education |

Bridges to Progress Facilitator: Terry Brennan

Identified Action Item/Goal: The Early Childhood Care and Education Workgroup's goal is to improve kindergarten readiness by increasing access to quality Pre-K programs and promoting preschool literacy.

Project Name: Zumbini

Project Contact Person: Jamey Love

Phone: 434-455-5865

Email: Jamey.love@lynchburg.va

Name of Application Preparer: Charlotte Lester and Jamey Love

II. PROJECT INFORMATION

Total Project/Program Cost: \$5,000

Amount of Funding Requested: \$4,500

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.
This Zumbini project is designed to engage low-to-moderate income families with early childhood education in an accessible setting – the City of Lynchburg Neighborhood Centers. Zumbini is a whole-child music and movement education program, designed for children birth to four years old with a caregiver. Through music and movement, Zumbini supports the critical development of social, emotional, cognitive, motor and language in young children. A Zumbini class is a celebration of the power of music to enhance our lives, stimulate learning, inspire dance and movement, and strengthen the bond between caregiver and child. The mixed-age class reflects natural family and community structure and draws upon the rich heritage of traditional cultures, which have collectively engaged in community music and dance as a natural part of the life cycle. Zumbini fosters valuable bonding experiences for all involved, including caregiver-to-child, child-to-child, and caregiver-to-caregiver.
2. What is the expected outcome to be achieved with receipt of these funds?

The funds would be used to purchase the equipment necessary to establish the Zumbini project, with the goal of serving 100 child/caregiver units over the course of 24-36 months. Instructor training will be absorbed by the Parks and Recreation Department's operating budget. The Zumbini project will positively impact early childhood care and education for 100 participating families and will foster investment in early childhood education for low-income families by increasing early childhood learning opportunities. This project will provide a structured preschool activity to families who would not have access without this grant-sponsored program.

3. What will be the measure of success?

Success will be measured by regular attendance in the Zumbini class series, participant feedback, and also subsequent enrollment in quality Pre-K 3 and Pre-K 4 programs. Seventy-five percent of the children registered will attend seventy-five percent of the sessions. Exposure to structure, education, and a social interaction through participation in the Zumbini project, could support continued investment in early childhood care and education by the caregiver. The Zumbini program does not impose upon participants any specific, measurable goal outside of the most basic program intentions: joyful participation! The Zumbini program was developed by a team of experts to create an enjoyable program for caregivers and their children to learn, bond, and grow in an upbeat, happy, musical environment. Caregiver participation is key. Active participation by caregiver sets them up as role models. Participation is an integral part of the bonding that occurs during the class. It also helps develop a sense of community with the other children and caregivers. This project can help ensure that low-income parents can get guidance to enhance their children's social, physical, and cognitive growth. Success will be measured by participant feedback with regard to bonding, learning, and an upbeat environment. Pre-K educational references will be available during each session. Seventy-five percent of age-eligible participants will file an application for Pre-K services.

4. What activities will be performed?

Families will be recruited to participate in the Zumbini project, with up to 10 families participating in each class series. The series will consist of 12 to 16 classes, which meet on a weekly basis and are taught by a Parks and Recreation staff member, who is a certified Zumbini instructor. At no cost to the participants, the classes include dancing, singing and the playing of instruments. The focus is on energy, fun and play, factors which contribute toward the natural development of cognitive, social, emotional and physical skills.

5. What is the proposed timeline to complete the project?

In November of 2019, Jamey Love, a Neighborhood Centers staff member with current Zumba certification, will attend Zumbini instructor training. Project funding must be secured by January 2020, in order to purchase the equipment necessary to pilot the program in the Spring. In January, we plan to offer Zumbini demonstration classes and begin recruitment of low-to-moderate income program participants, targeting College Hill and/or Dearington Neighborhood residents. Class series would be offered over the next 24 to 36 months in order to serve 100 children/families. The project would begin in the Winter of 2020 and conclude in the Fall of 2022, by which time it may be established as an ongoing core program of neighborhood centers.

6. List all participants who will be involved with the project and their tasks.

Charlotte Lester, Neighborhood Centers Coordinator, will manage the Zumbini project. Jamey Love, Senior Recreation Specialist/Zumbini Instructor, will schedule and instruct the Zumbini

classes. Senior Neighborhood staff will recruit and refer families to participate in the project. Brian Wallace, Marketing Coordinator, will develop the communication plan for the target audience. Wyllys VanDerwerker, Director for Special Education; Polly Smith, Hutcherson Early Learning Center Principal; Jane Gerdy, Director of Elizabeth's Early Learning Center; Mary Jane Dolan, City Liaison; and other members of the Early Childhood Care and Education Committee will serve as early childhood education consultants for this project.

7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?

There are fee-based music and dance classes offered for preschool age children in the greater Lynchburg community. This project is distinct in that it removes the barriers of both cost and accessibility, as we seek to serve low-to-moderate income families in the College Hill and/or Dearington Neighborhoods, with this free neighborhood-based program.

8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.

According to the American Enterprise Institute and Brookings Institute Working Group on Poverty and Opportunity, three broad trends are preventing greater progress against poverty and mobility in America. These trends lie in family composition, work and wages, and educational attainment and achievement. With regard to education: For much of the 20th century, a cornerstone of the American Dream has been the belief that, with hard work, all adults should be able to lift themselves, and their families out of poverty. But over the last several decades, it has become clear that achieving the American Dream now takes both hard work and a good education – good enough to command a job that pays a non-poverty wage. The education level of the adult heads of households has been increasingly associated with their income as the income gap between the well-educated and the less educated has grown steadily over the last four decades. The gap in learning – specifically in cognitive-language development and in social-emotional development – opens up well before children enter preschool or the K-12 system. Studies show that as early as 9 months of age, infants from low-income families score below those of their higher-income peers on measures of cognitive and social-emotional development. By 24 months, this early learning gap has at least doubled. *See "Opportunity, Responsibility, and Security: A Consensus Plan for Addressing Poverty and Restoring the American Dream"

9. How will your request reduce the poverty rate and increase the median income of citizens? This Zumbini project will foster investment in early childhood education for low-income families, increasing early childhood learning opportunities. Compared with wealthier families, low-income families are at a disadvantage in promoting their children's learning at the preschool age. This project would invest in low-income families during the early childhood development stage of life to help with cognitive-language and social-emotional development of infants and toddlers. The Working Group suggests that differences in parenting explain roughly a third of the income-related gaps in child development. This Zumbini project would help to reduce the growing gap in educational achievement between children from wealthy families and poor families. That means not just closing a gap in years of schooling, but in cognitive academic skills and social-emotional skills as well. Gaps in early learning and quality of care open and grow before children enter the formal K-12 education system. With this, we must invest resources to promote early learning as early as possible in the child's life. The Working Group recognizes that because low income and low maternal education are such pervasive risk factors for falling

behind in early cognitive and social-emotional development. Low-income infants and toddlers are more likely to experience lower-quality child care, and because lower-quality child care contributes to poor cognitive and social-emotional learning, we must target resources to improve the quality of early child care settings for low-income children.

IV. BUDGET ITEMS

Complete the table below.

Item	Cost (\$)	Quantity	Subtotal (\$)
Instructor Training and Travel	500	1	500
Zumbini Instructor Ultimate Instrument Pack (to remain on site)	650	1	650
Zumbini Equipment - Family Bundles (for participants to keep)	35	100	3500
Consumable supplies	35	10	350
TOTAL			5,000
Total			

V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

Charlotte Lester/Jamey Love | The Early Childhood Care and Education Committee endorsed this application at its meeting on 10/04/2019.

Teresa L Brennan

Bridges to Progress or City of Lynchburg Facilitator Name (printed)

Teresa L Brennan

Bridges to Progress or City of Lynchburg Facilitator Signature

11/11/19
Date

Joan Phelps, Bridges to Progress Chair

Date

John H. Hughes, IV, Assistant City Manager

11/11/19
Date

TRANSPORTATION TASK FORCE

I. APPLICANT INFORMATION

1. Amount of Funds Requested: \$31,375

2. Task Force Information:

Check the designated taskforce associated with your project

- | | |
|---|------------------------------------|
| ☐ Early Childhood Care and Education | ☐ Food |
| ☐ Health & Mental Health | ☐ Housing |
| ☐ Legal | ☐ Community |
| ☒ Transportation | ☐ Workforce |
| ☐ Faith | ☐ Education |

Bridges to Progress Facilitator: Brian Booth

Identified Action Item/Goal: Expand Resources for Existing Transportation Support Programs for the Education and Provision of Services

Project Name: Accessing Reliable Transportation

Project Contact Person: Anna Jones – Ways to Work, Jennifer Martin – LACIL, Brian Booth – GLTC.

Phone: A. Jones – 434-845-5944 x 241, J. Martin – 434-528-4971 x 1007, B. Booth 434-455-5084
Email: ajones@humankind.org, jmartin@lacil.org, bbooth@gltconline.com

Name of Application Preparer: Brian Booth

II. PROJECT INFORMATION

Total Project/Program Cost: Ways to Work Program Budget - \$ 455,028 LACIL Agency/Program Budget - \$ 500,891

Amount of Funding Requested: \$ 31,375

1. Provide a concise description of the proposed project. Include the clients to be served and how services will be provided as a result of this funding.

The project is to provide additional funding for the Ways to Work and the Lynchburg Area Center for Independent Living programs. Ways to Work works one on one with individuals to facilitate obtaining low interest vehicle loans and provide case management support for individuals to successfully budget and manages the financial burden of owning/operating a vehicle. Their target population is low to moderate income working families within the Lynchburg area. Currently 64 % of their current case load are with clients who reside within the city of Lynchburg. The Lynchburg Area Center for Independent Living (LACIL) serves individuals with disabilities with the goal of assisting them to live independently within their homes and communities. Approximately one-third (165) of their consumers reside within the City of Lynchburg and of this number, almost two-thirds rely on public transportation or a combination of other means of transportation to live independently. The funds from this

grant would assist clients with obtaining and receiving adequate/sustainable transportation during times of hardship from unforeseen circumstances.

2. What is the expected outcome to be achieved with receipt of these funds?
The ability to serve more clients with Transportation needs that reside in Lynchburg City. The Ways to Work program allows participants to build their credit, gain better employment with higher income, utilize less public assistance, and improve their long-term financial stability. For the Lynchburg Area Center for Independent Living (LACIL), these funds would work toward addressing the unexpected transportation gaps, such as an emergency vehicle repair, lack of funds for transportation due to other financial hardship, etc. These funds would be used to ensure that the consumer is supported financially to prevent them from regressing in their endeavor to live independently.
3. What will be the measure of success?
Success will be measured through the improved quality of life for individuals within the programs. Ways to Work will send out a survey to all clients served which will ask questions of whether areas of interest have improved to include (but not limited to): income level, credit score, absenteeism from work, reliance on public assistance, quality of life, financial stability, employment promotions, children's well being/care, etc. An increase in these scores would be a measure of success. LACIL provides an annual consumer satisfaction survey which allows consumers to submit feedback on services provided and to prioritize which needs are the most important for them. This annual survey has indicated that transportation is ranked as a high priority for individuals served; so any decrease in that ranking would be a measure of success.
4. What activities will be performed?
Ways to Work anticipates being able to approve 70 loans for Lynchburg City residents and over 600 city residents will be served through other programs services, such as referrals to additional resources and financial education. Funding will assist the team to market more within Lynchburg, to provide additional workshops, and to help more Lynchburg City residents become financially stable through case management services. LACIL will be able to distribute bus passes and Uber/Lyft gift cards to consumers who find themselves in an unexpected hardship situation which could ultimately result in the consumer making a choice between two basic essential human needs.
5. What is the proposed timeline to complete the project?
This project is a continual ongoing project as these two entities are currently providing services to individuals and would continue to provide services after this project is complete to the extent funds allow. The funds received through this grant are planned to be utilized within the required 12 month allocation period.
6. List all participants who will be involved with the project and their tasks.
Anna Jones – Way To Work/Vehicles for Change Site Manager – HumanKind
Christine Black – Ways To Work/Vehicles for Change Loan Coordinator – HumanKind
Jennifer Martin - Independent Living Supervisor – Lynchburg Area Center for Independent Living
7. Are any other organizations or individuals addressing this action item in the Lynchburg community? If so, what added value will your project bring?

There are many programs in Lynchburg that try to assist individuals with transportation needs, but these two programs go a step further in not only assisting to provide a means for the transportation need but also work to ensure the sustainability of meeting those needs long-term. Ways to Work is the only program of it's kind in Lynchburg offering low interest loans to individuals. Lynchburg Area Center for Independent Living is the only program in the Lynchburg area that focuses solely on individuals with disabilities in assisting them to live independently.

8. Describe how this project will directly impact Lynchburg City residents in inter-generational poverty.

"Children born to parents in the lowest fifth of the income scale are very likely (42 %) to end up there as adults" (Annie E. Casey Foundation (n.d.) "About Casey"). This is in part due to the emotional stress that is a result of living in poverty. In the constant influence of this stress, children struggle to develop the 21st century skills that are necessary for succeeding in today's fast-paced job market. The Ways to Work program focuses on this demographic for income level and works with the clients to move them beyond financial crisis to financial stability and resilience. By getting individuals into a state of financial stability (through continued case management by Ways to Work), you reduce the emotional stress which is harmful to the development of the children which changes the trajectory of the next generation. LACIL works with individual consumers to build financial stability by assisting them with developing and managing a personal budget and provides them guidance on practices that can be employed to control expenses to allow them to meet their budget and sustain financial sustainability.

9. How will your request reduce the poverty rate and increase the median income of citizens? This request will work toward reducing the poverty rate and increasing the median income of citizens by providing reliable means of transportation for individuals to get to and from their employment. One stipulation for qualifying for the Ways to Work program is that the individual earn less than 80 % of the area's median income. The Ways to Work program saw the following statistics for their 2018 loan recipients: 88 % increased their income; 86 % were tardy or absent from work less often; 81 % have less need for public assistance; 98 % improved their quality of life; 88 % increased their financial stability; 72 % were promoted or received better employment. Additionally, LACIL provides interim short-term support for transportation to allow individuals to maintain their employment when an unexpected hardship presents itself; which keeps individuals from regressing.

IV. BUDGET ITEMS

Complete the table below.

Item	Cost (\$)	Quantity	Subtotal (\$)
LACIL - GLTC Bus Passes	\$ 50.00	85	\$ 4,250
LACIL - Uber/Lyft Gift Cards	\$ 25.00	85	\$ 2,125
Ways To Work	\$ 25,000	1	\$ 25,000

			\$ 31,375
Total			

V. INDIVIDUAL/ORGANIZATIONAL CAPACITY

Provide the name and title of the individual(s) responsible for the oversight and management of this project/program.

Anna Jones – Site Manager – Ways to Work/Vehicles for Change

Jennifer Martin – Independent Living Supervisor – Lynchburg Area Center for Independent Living

Brian Booth

Bridges to Progress or City of Lynchburg Facilitator Name (printed)

Brian Booth

11/1/2019

Bridges to Progress or City of Lynchburg Facilitator Signature

Date

Joan Phelps

11/12/19

Joan Phelps, Bridges to Progress Chair

Date

John N. Hughes, IV

11/11/19

John N. Hughes, IV, Assistant City Manager

Date

Bridges to Progress/City of Lynchburg Funding Application Addendum # 1

Transportation Focus Group

Feedback after the Bridges to Progress Steering Committee review on Wednesday November 6th, 2019 indicated that additional information needed to be provided for what the \$ 25,000 request from Ways to Work would be used for. Below is additional information to add to question # 4 for “what activities will be performed” as well as an itemized grant expenses from Ways to Work. (Note, the request from LACIL isn’t included in the information below and should refer to the original application)

Funding through this grant program will be utilized for the below program costs for Ways to Work, summarized in Table 1:

Software Transition Costs

The ongoing management and tracking of Ways to Work loans and clients requires specialized software that is designed specifically for the Ways to Work program. When Lynchburg’s Ways to Work program was a subsidiary program of Ways to Work National, this software was provided by them. Currently, Ways to Work Lynchburg must pay for the data mapping and programming of the system to be converted to our specific location. This will enable Ways to Work Lynchburg to gather the statistical data that was originally held by Ways to Work National.

Client DMV/Insurance Costs

Funds will be used on an as-needed basis to assist new clients with vehicle registration and/or insurance down payments. The total cost is estimated based on an average per occurrence cost of \$125 for 80 clients annually.

Barrier Removal Funds

Each year, a portion of the 183 clients who have active loans with Ways to Work experience sudden, unexpected hardships that jeopardize their ability to fulfill their vehicle loan obligations. These hardships put their hard-earned credit score, their jobs, and even their housing at-risk. With a small amount of financial assistance, however, they can get back on their feet and back on track with their loan. These funds are used to help clients with high car repair costs, exorbitantly high utility bills due to extreme heat or cold, and other similar emergency costs.

Table 1: Ways to Work Itemized Grant Expenses

Item	Cost (\$)	Quantity	Subtotal (\$)
Software Transition Costs	\$4,000	1	\$4,000
DMV/Insurance Costs	\$125 on avg./loan closing	80	\$10,000
Client Barrier Removal Funds (ex: unexpected family life events, car repair, etc.)	\$11,000 (costs vary per client assisted)	1	\$11,000
Total			\$25,000

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **12**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Repeal outdated sections of City Code Chapter 17 (Fences and Walls)

KEY ELEMENTS:

___ Economic Development **X** Excellent Government **X** Natural and Built Environment ___ Safe Community ___ Vibrant Community

RECOMMENDATION: Repeal sections 17-2, 17-3, 17-4, 17-5, 17-6, 17-18, and 17-19 (Fences and Walls) of City Code due to conflicting regulations with the zoning ordinance and Virginia state code.

SUMMARY: Chapter 17 (Fences and Walls) has existed since 1959 in City Code and provides provisions for the general development of fences and walls. The City's zoning ordinance, Section 35.2-61.3(e)5 also provides regulations for fencing and walls. The City zoning ordinance was adopted in 2016 and the regulations are more explicit than that of Chapter 17. In order to avoid confusion, City staff is proposing to repeal the conflicting sections of Chapter 17 of the City Code. There does not appear to be any detrimental or significant loss in repealing these sections of Chapter 17 of City Code.

Examples of conflicts have been provided in the attachments within highlighted areas.

PRIOR ACTION(S): February 23, 2016: City Council adopted the zoning ordinance, which includes Section 35.2-61.3(e)5 (Fences and Walls)

FISCAL IMPACT: N/A

CONTACT(S): Walter Erwin, City Attorney – 455-3980
Kevin Henry, Zoning Administrator – 455-3900
Kent White, Community Development Director – 455-3900

ATTACHMENT(S):

Ordinance

Chapter 17 (Fences & Walls)

Section 35.2-61.3(e)5 of the Zoning Ordinance (Fences and Walls)

REVIEWED BY: raw

AN ORDINANCE TO AMEND AND REENACT THE CODE OF THE CITY OF LYNCHBURG, 1981, BY ADDING THERETO A NEW SECTION NUMBERED 17-7 AND BY REPEALING SECTIONS 17-2, 17-3, 17-4, 17-5, 17-6, 17-18, AND 17-19, THE NEW AND REPEALED SECTIONS RELATING TO THE REGULATION OF FENCES.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF LYNCHBURG:

1. That the Code of the City of Lynchburg, 1981, be and the same is hereby amended and reenacted by adding thereto a new section numbered Section 17-7 as follows:

Sec. 17-7. Height and placement of fences

For regulations concerning the height and placement of fences within the city, see Chapter 35.2 Zoning Ordinance of the City Code.

2. That the Code of the City of Lynchburg, 1981, be and the same is hereby amended by repealing Sections 17-2, 17-3, 17-4, 17-5, 17-6, 17-18, and 17-19.

3. That this ordinance shall become effective upon its adoption.

Adopted:

Certified: _____
Clerk of Council

009R

Chapter 17 - FENCES AND WALLS

Footnotes:

--- (1) ---

Charter reference— Authority of council to regulate the erection of party walls and fences, § 38(19).**Cross reference**— Building, Ch. 11; planning, Ch. 30; streets and sidewalks, Ch. 35; zoning, Ch. 35.1.**State Law reference**— Division fences, Code of Virginia, § 55-317 et seq.

ARTICLE I. - IN GENERAL

Sec. 17-1. - Definition.

For the purpose of this chapter, a "fence" shall be taken to mean any masonry wall, wire or wood pickets, woven wire or solid boards, constructed in a manner to enclose a lot or a plot of ground, or erected in a manner to separate the lot from another lot or from a street or alley.

(Code 1959, § 11-6(a))

Sec. 17-2. - Partition fences to be jointly erected and maintained.

All partition fences shall be made and kept in good repair by the proprietors of the ground on each side at their joint expense; provided, that the ground on each side shall be enclosed, used or occupied.

(Code 1959, § 11-1)

This appears to be unfair if one of the property owners does not desire to have a fence

Sec. 17-3. - When adjoining owner to contribute to existing fence.

If any person shall enclose ground adjoining that already enclosed, whereby he shall be benefited by any fence before erected, he shall pay therefor a just and reasonable compensation, regard being had to the condition of the fence at the time.

(Code 1959, § 11-2)

Property owners should have the ability to choose fence location within their property lines

Sec. 17-4. - Location of party fences; disputes as to location.

All party fences shall be erected on or as near the division line as possible. If any difference shall arise concerning the line on which a fence may have been or is about to be erected, either party may cause such line to be marked off by any licensed engineer, on giving at least 24 hours' notice to the other parties interested, or to their agents, and the licensed engineer shall measure and lay off the line in dispute, and mark the same by a ground mark, the expense whereof shall be equally borne by the parties interested.

(Code 1959, § 11-3)

Sec. 17-5. - Failure to maintain fences.

If any person, whose duty it shall be to make or keep in good repair any fence or part of a fence, shall refuse or neglect so to do for five days after request being made by the other party interested, or his agent, then it shall be lawful for the party so making request as aforesaid to make or repair the whole fence, or part of a fence, and to recover one-half the expense thereof from the person so refusing or neglecting; provided, that any fence erected under authority of this section shall conform to the provisions of chapter 11 and shall be at the expense of the party making such addition thereto; and, provided further, that the expense of making such fence shall not exceed \$0.50 per lineal foot, except by consent of the parties aforesaid.

(Code 1959, § 11-4)

Sec. 17-6. - Injury or destruction by part owner of fence.

If any person interested in any party fence shall take down, injure or destroy the same, or if the same be done by his tenants, servants or persons in his employ, without the consent of the other party interested, except as provided for in section 17-5, he shall replace such fence at his own proper cost; but, if he neglects or refuses to do so for five days after request being made by the other party interested, or his agent, then it shall be lawful for the party so making the request to make or repair the whole fence or part of a fence, and to recover the expense thereof from the person so neglecting or refusing.

(Code 1959, § 11-5)

Secs. 17-7—17-17. - Reserved.

ARTICLE II. - DANGEROUS, RESTRICTED FENCES

Sec. 17-18. - Height in front yards.

No fence over four feet in height shall be erected on the front yard of a residence or between the front yards of residences within the city unless the fence be of a nature that does not obstruct the view from either side.

(Code 1959, § 11-6(b))

This allows fences to be constructed to any height in front yards, most likely, chainlink. This conflicts with subsection a.1. in the zoning ordinance

Sec. 17-19. - Corner lots.

No fence shall be constructed on a corner lot when such fence will obstruct the view of traffic; provided, however, that this provision shall not apply to fences around business buildings or manufacturing or industrial plants when such fence is located in a business "B-5", manufacturing "M" or industrial "I" zone, as defined in the zoning ordinance.

(Code 1959, § 11-16(c))

subsection a.4. in the zoning ordinance already covers visibility at intersections

Sec. 17-20. - Barbed wire.

Barbed wire shall not be used in the construction of any fence unless such wire is at least seven feet above the adjacent ground level.

(Code 1959, § 11-6(d))

Sec. 17-21. - Pointed fences.

No pointed fence shall be erected within the city which shall be a hazard to the public safety.

(Code 1959, § 11-6(e))

Sec. 17-22. - Electrically charged fence.

No electrically charged fence shall be erected or maintained within the city.

(Code 1959, § 11-6(f))

Sec. 17-23. - Retaining walls.

Retaining walls shall be adequately designed and drained so as to resist all lateral pressure to which they may be subject.

(Code 1959, § 11-6(g))

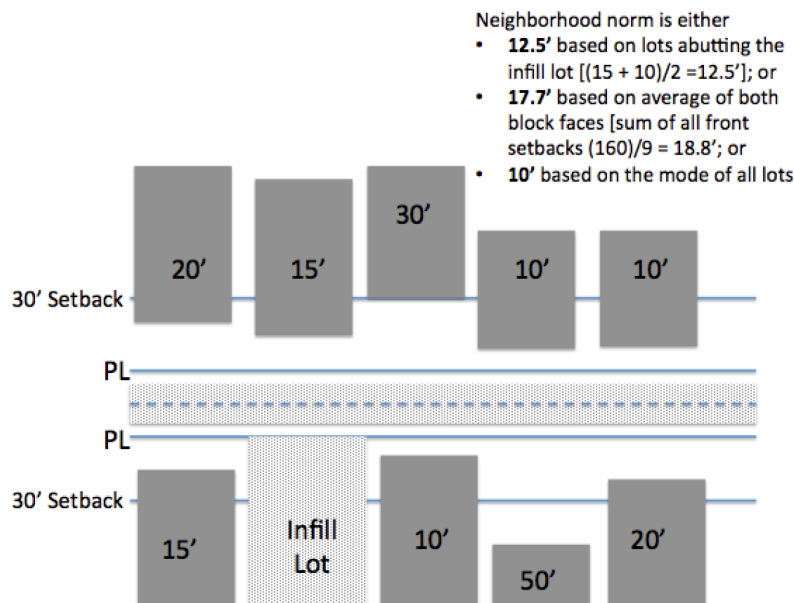
Sec. 35.2-61.3. - Setbacks.

- (a) *Measuring Setbacks.* Setbacks shall be measured as the shortest distance between the applicable property line (front, side or rear) and the nearest portion of the building, except as specifically provided in this section. For purposes of this measurement, the property line shall be considered a vertical plane and all distances shall be measured horizontally from that plane.
- (b) *Setbacks, Buffers and Open Spaces Unique to Lot.* No required setback, buffer or open space for any building or lot shall be considered to provide a required setback, buffer or open space for a building on any other lot.
- (c) *Corner Lots.* On a corner lot, the required side setback abutting a street (exterior side setback) shall be at least equal to a required front setback for other lots fronting on the side street. The Zoning Administrator shall determine the front, side and rear yards based on the predominant orientation of lots on the block on which the property is located.
- (d) *Interior Lots with Double Frontage.* Interior lots having frontages on two streets shall have a front setback on each street, except where all lots or existing dwellings are designed to face the same street.
- (e) *Authorized Encroachments.* The following structures may encroach upon minimum setback areas as provided herein:
 - 1. *Terraces.* A paved terrace shall not be subject to minimum setback or maximum lot coverage requirements; provided that such terrace is without roof, awnings, screens, walls, parapets or other forms of enclosure and is not more than three feet above grade. Such terrace, however, may have a guard railing, wall or fence not over four feet high with less than 50 percent opacity, and shall not be closer than five feet from any lot line.
 - 2. *Porches.* Unenclosed porches or decks may project not more than ten feet beyond the front, exterior side and rear walls of a building into the minimum front, exterior side or rear setback for the district. Any two story or enclosed porch, or one having a roof, shall be considered a part of the building in the determination of the required setback and amount of building coverage.
 - 3. *Projecting Horizontal Architectural Features.* Architectural features, such as windowsills, belt courses, chimneys, cornices, eaves or bay windows, may project not more than three feet into any required setback, but not closer than five feet to any lot line. The sum of any bay or bow window projections on any wall shall not exceed one-fourth of the length of said wall.
 - 4. *Fire Escapes.* Open fire escapes may extend into any required setback not more than five feet; provided, however, that such fire escapes shall not be closer than five feet at any point to any lot line.
- 5. *Fences and Walls.*
 - a. The setback requirements of this Zoning Ordinance shall not be deemed to prohibit any otherwise lawful fence or wall if:
 - 1. Each fence and/or wall does not exceed four feet in height in a front yard.
 - 2. Each fence and/or wall shall not exceed eight feet in height in side and rear yards in residential districts of ten feet in height in other districts.
 - 3. Fences and/or walls in required exterior side setbacks shall not exceed four feet in height.

4. Fences and walls do not conflict the standards for visibility at intersections established in section 35.2-66.4 (Visibility at Intersections)
5. On a corner lot, no fence and/or wall shall exceed four feet in height in the required exterior side or rear setback abutting a street when a front yard is required for any lot on the side street in any district.

(f) *Setback Reductions for Neighborhood Norms.* The following provisions are applicable to new development, additions or redevelopment in the R-1, R-2 or R-3 districts:

1. Subject to the provisions of paragraphs 3 and 4 of this section, the minimum front and side setbacks shall be reduced to match the lesser of:
 - a. The average setbacks on the block face on which the proposed building fronts and the block face opposite the front of the proposed building;
 - b. The average setback of the buildings located on either side of the proposed development;
 - c. The mode of setbacks on the block face of the proposed development and the block face opposite the front of the proposed development;



2. The minimum rear setback shall be reduced by 25 percent when a legally created lot is less than the minimum lot area for the applicable district.
3. When determining the average setbacks, the City shall determine the mean of all principal structure setbacks. For any structure set back further than the minimum required setback for the applicable zoning district shall be deemed to be set back to that minimum. The mode shall be the most frequently occurring setback on the applicable lot's block face and the block face across the street.
4. Regardless of the neighborhood norm, side and rear setbacks shall comply with minimum fire code requirements.

5. When the neighborhood norm provisions are not applicable, the Zoning Administrator may authorize a minor exception, not to exceed one foot required dimension, for a building setback for one and two-household dwellings to preserve existing vegetation or where other purposes of this Ordinance are achieved.
- (g) *Future Street Widening.* On any street where a street widening plan designating future right-of-way lines has been officially adopted by the City or Commonwealth of Virginia, the setbacks required by this Zoning Ordinance shall be measured from such lines rather than the existing street lines; and where no setback is otherwise required, a setback at the future right-of-way line is required.
- (h) *Setbacks from Limited Access Highways.* On any limited access highway (including ramps), there shall be provided a setback line of 50 feet from the right-of-way line for billboards.
- (i) *B-1 District Abutting and R-1, R-2 or R-3 District.* Where a B-1 lot abuts a R-1, R-2 or R-3 lot, the minimum front setbacks along block faces shall be the lesser of the neighborhood norm as provided in paragraph (f) of this section or 20 feet.
- (j) *R-4, B-3, B-5, IN-1 or IN-2 Districts Adjacent to R-1, R-2 or R-3 Districts.*
1. In all instances where a lot in a R-4, B-3, B-5, IN-1 or IN-2 district abuts a lot in a R-1, R-2 or R-3 district:
 - a. A buffer shall be established between the districts in compliance with section 35.2-63.10.
 - b. A 50-foot setback shall be provided.
 2. Where lot in a B-3, B-5, IN-1 or IN-2 district is on the same block as a residential district, the front and exterior side setback requirements of the residential district shall apply to the applicable business or institutional district.
 3. The buffer and setback requirements of paragraphs (j)1. and (j)2. of this section do not apply when the property within the R-1, R-2 or R-3 district is owned or leased by an institutional use.
- (k) *Industrial Districts Adjacent to Residential Districts.*
1. In all instances where a lot in an industrial district (I-1, I-2 or I-3) abuts a lot in a residential district (R-1, R-2, R-3 or R-4):
 - a. A buffer shall be established between the districts in compliance with section 35.2-63.10.
 - b. There shall be required a 100-foot minimum building setback on the lot in the industrial district.
 2. Where a lot in an industrial district is on the same block as a residential district, the front and exterior side setback requirements of the residential district shall apply to the applicable industrial district.
- (l) *Private recreational facilities.* Private recreational facilities such as swimming pools, tennis courts and basketball courts permitted as accessory uses located on residentially zoned land, shall not be located in any front yard and shall have the following setbacks:
1. If accessory to a single-household use or duplex, the edge of the facility shall be located not less than five feet from any lot line.
 2. If accessory to a residential use other than a single-household residence or duplex, the edge of the facility shall be located not less than 20 feet from any lot line.

3. Any private recreational facility with above ground lighting shall comply with minimum setback requirements for the principal structure in the adjacent location.
 4. In the event that a lighted facility is located less than 50 feet from any lot line, it shall be screened pursuant to section 35.2-63.9 (Utility Screening).
- (m) *Dedicated Street as Portion of Required Buffer.* When a dedicated street separates two districts requiring additional setbacks, one-fourth of the width of the dedicated right-of-way may be deducted from the required setback.

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM NO.: **13**

CONSENT: REGULAR: **X**

WORK SESSION:

CLOSED SESSION:
(Confidential)

ACTION: **X**

INFORMATION:

ITEM TITLE: **Use of Community Park Investment Fund for a Youth Remembrance Trail Along the James River**

KEY ELEMENTS:

☐ Economic Development ☐ Excellent Government ☒ Natural and Built Environment ☐ Safe Community ☐ Vibrant Community

RECOMMENDATION: Adopt a resolution approving the use of \$3,184 of the Capital Improvement Program Community Park Investment Fund to match funding for a Youth Remembrance Trail along the James River. The funds were appropriated in a previous fiscal year.

SUMMARY: Parks and Recreation is requesting City Council's approval for \$3,134 in Community Park Investment Funds from the Capital Improvement Program (CIP) for a Youth Remembrance Trail along the James River. The Community Park Investment is a fund in the CIP budget that was established to match funds raised by individuals and organizations for park and trail projects in the City of Lynchburg. Each project requires Council approval for use of the funds.

The "Youth Remembrance Trail along the James" is a project which includes benches and signs along the earthen trail on Percival's Island with viewsheds of the James River. The purpose of the project is to provide the general public a place of solitude, peace, and reflection to remember youth who have passed away in the Lynchburg area. In addition to the benches, two signs will be placed at the beginning and end of the trail and stepping stones along the way. The project creator, a Brookville High School student, has raised funds of more than \$3,100, cleared the trail, planted wildflowers, created three wooden forms, poured one concrete pad, and placed one bench. The project is a partnership with the project creator, James River Association, and Lynchburg Parks and Recreation. The funds being requested will help pay for heavy duty (powder coated steel) made-to-order benches, approved signage, and concrete pads that adhere to the Lynchburg Parks and Recreation park plan standards. The project is already underway with a project completion date of March 2020.

PRIOR ACTION(S): FY 2019 – 2023 Capital Improvement Program adopted by City Council, May 22, 2018

FISCAL IMPACT: \$3,184 in matching funds with resources from the Capital Improvement Program Community Park Investment Fund. These funds were appropriated in a previous fiscal year.

CONTACT(S): Jenny Jones, Director of Parks and Recreation, 455-5868
Jason Berger, Parks and Recreation, 401-9890

ATTACHMENT(S): Resolution

REVIEWED BY: bms

RESOLUTION:

#R-20-005

BE IT RESOLVED THAT the Lynchburg City Council approves the use of \$3,184 of the Capital Improvement Program Community Park Investment Fund to match funding raised in the community for a Youth Remembrance Trail along the James River.

Introduced:

Adopted:

Certified: _____
Clerk of Council

010R

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **14**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Parks and Recreation Fit and Strong Initiative

KEY ELEMENTS:

☐ Economic Development ☐ Excellent Government ☐ Natural and Built Environment ☐ Safe Community ☒ Vibrant Community

RECOMMENDATION: Adopt a resolution to amend the FY 2020 General Fund budget and appropriate \$11,462 from the Friends of Lynchburg Parks and Recreation to implement the new Fit and Strong program, a collaboration of organizations falling under the umbrella of Live Healthy Lynchburg.

SUMMARY: The Friends of Lynchburg Parks and Recreation (FLPR) is a 501c3 organized to support, promote, and enhance the parks and recreation opportunities in Lynchburg. The FLPR has supported numerous Lynchburg Parks and Recreation special events and served as a fiscal agent for various grant funding disbursements. These funds were made possible by a Centra Foundation Grant for the implementation of the Fit and Strong initiative implemented by the Lynchburg Parks and Recreation Department. The budget includes expenses such as instructor training and certification, materials and supplies, Fit and Strong instructor fees, Fit and Strong License and administrative costs.

Fit and Strong is an evidenced-based multi-component physical activity and behavior change program designed for people with osteoarthritis (OA) and lower extremity mobility issues. It meets three times per week for 8 weeks or 24 total sessions. Each session lasts 90 minutes. The first 60 minutes are devoted to physical activity, including flexibility, low-impact aerobics, strength training, and balance exercise focusing on lower body function. The remaining 30 minutes addresses health education. Participants meet with instructors to develop a personalized action plan. This program will focus on providing this health and wellness initiative to low-income OA Lynchburg citizens free of charge. It will start as a pilot project at one of two Lynchburg facilities –Neighborhood Center or Miller Center. Maximum capacity is 20-25 persons per program. Progress and results will be tracked to determine the success and need for program expansion. This program is a collaboration of several entities including Live Healthy Lynchburg, Lynchburg Parks and Recreation, Liberty University Community Health Department, YMCA, Virginia Department of Health and many other organizations falling under the umbrella of Live Healthy Lynchburg. This health and wellness initiative is part of the Play Healthy Pillar of Live Healthy Lynchburg.

PRIOR ACTION(S): Finance Committee, January 28, 2020

FISCAL IMPACT: None, the funding is provided from a donation made by the Friends of Lynchburg Parks and Recreation to the City of Lynchburg Parks and Recreation Department.

CONTACT(S): Jennifer Jones, Director of Parks and Recreation, 455-5868
John Ramsey, Parks and Recreation, 455-5869
Tamara Reynolds, Parks and Recreation, 455-5886

ATTACHMENT(S):
Resolution

REVIEWED BY: bms

RESOLUTION:

#R-20-006

BE IT RESOLVED that the FY 2020 General Fund budget is amended and \$11,462 is appropriated with resources from the Friends of Lynchburg Parks and Recreation to implement the new Fit and Strong program, a collaboration of organizations falling under the umbrella of Live Healthy Lynchburg.

Introduced:

Adopted:

Certified: _____
Clerk of Council

011R

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **15**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Next Generation 9-1-1 Budget Amendment and Appropriation

KEY ELEMENTS:

☐ Economic Development ☐ Excellent Government ☐ Natural and Built Environment ☒ Safe Community ☐ Vibrant Community

RECOMMENDATION: Adopt a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$631,921 with resources from the Virginia 911 Services Board to fund the City of Lynchburg Public Safety Answering Point's (PSAP) request for costs needed to implement Next Generation 9-1-1.

SUMMARY: Public Safety Answering Points (PSAPs) across the Commonwealth of Virginia are in the process of transitioning to Next Generation 9-1-1, which is an effort to address the evolution of communications technologies. Next Generation 9-1-1 will ensure that local PSAPs can accept information from new communications technologies, such as text messages and Voice over Internet Protocol devices (VoIP). This effort is being led by the Commonwealth's 9-1-1 Services Board per State Code § 56-484.13, which is providing funding to the localities to complete these efforts. This project will be completed in several phases that may stretch across multiple fiscal years.

PRIOR ACTION(S): January 28, 2020: Finance Committee review

FISCAL IMPACT: None, funds for the project are 100% reimbursable through the Virginia 9-1-1 Services Board.

CONTACT(S): Melissa Foster, Director, Emergency Services, (434) 455-4285
Amy McDaniel, Deputy Director, Emergency Services (434)455-4149

ATTACHMENT(S):
Resolution

REVIEWED BY: raw

RESOLUTION:

#R-20-007

BE IT RESOLVED THAT the FY 2020 City/Federal/State Aid Fund budget is amended and \$631,921 is appropriated with resources from the Virginia 9-1-1 Services Board to fund the City of Lynchburg Public Safety Answering Point's (PSAP) request for costs needed to implement Next Generation 9-1-1.

Introduced:

Adopted:

Certified:

Clerk of Council

012R

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **16**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund Grant to purchase three LifePak 15 cardiac monitors.

KEY ELEMENTS:

___Economic Development ___Excellent Government ___Natural and Built Environment **X**Safe Community ___Vibrant Community

RECOMMENDATION: Adopt a resolution to amend the FY 2020 City/Federal/State Aid Fund budget and appropriate \$103,953 with resources of \$51,976 from the Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund (RSAF) and \$51,977 from the FY 2020 General Fund Fire Department budget to purchase (3) LifePak 15 cardiac monitors for the Fire Department.

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

The Fire Department has been awarded RSAF grant funds to purchase (3) LifePak 15 cardiac monitors. The LifePak 15 cardiac monitors will replace three LifePak 12 in-service units purchased in 2008 and 2009. The monitors have remained in service through a preventative maintenance contract; however, they have significantly exceeded the useful life recommended by the manufacturer. The LifePak 12 monitors are no longer supported.

The grant requires a local match. The Fire Department applied for these funds under a Hardship Request, which would have required the locality to pay 20 percent and RSAF would have paid 80 percent. However, the RSAF funds were awarded with a required 50 percent match. One LifePak 15 cardiac monitor costs \$34,651. With a total cost of \$103,953, the required local match is \$51,977. The match will be funded from the FY 2020 Fire Department budget.

PRIOR ACTION(S): September 24, 2019: Finance Committee approved grant application
January 28, 2020: Finance Committee reviewed grant award

FISCAL IMPACT: \$51,977 in matching funds will be provided from the Fire Department's FY 2020 budget; no additional appropriation is required. Future funds will be needed for periodic maintenance of the equipment.

CONTACT(S): Fire Chief Greg Wormser, 455-6340
Deputy Chief Robert Lipscomb, 455-6352
Annette Pettyjohn, Fire Administrative Manager, 455-6368

ATTACHMENT(S):
Resolution

REVIEWED BY: raw

RESOLUTION:

#R-20-008

BE IT RESOLVED that the FY 2020 City/Federal/State Aid Fund budget is amended and \$103,953 is appropriated with resources of \$51,976 from the Virginia Office of Emergency Medical Services – Rescue Squad Assistance Fund (RSAF) and \$51,977 from the FY 2020 General Fund Fire Department budget to purchase (3) LifePak 15 cardiac monitors for the Fire Department.

Introduced:

Adopted:

Certified:

Clerk of Council

013R

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **17**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Adoption of the Revised Emergency Operations Plan

KEY ELEMENTS:

___ Economic Development ___ Excellent Government ___ Natural and Built Environment X Safe Community ___ Vibrant Community

RECOMMENDATION: Adopt the revised Emergency Operations Plan.

SUMMARY: The City's current Emergency Operations Plan (EOP) was originally adopted by City Council on April 23, 2002. It was revised and adopted on February 14, 2012, and January 26, 2016. The City is required to revise and adopt the plan every four years. Overall the plan has served the City well through numerous planned and unplanned events. The proposed EOP is an incorporation of best practices from the previous plan, input from the Emergency Policy Team, Emergency Support Functions (ESFs), and Department of Emergency Services staff. The new plan incorporates many of the lessons learned from previous events and lays the foundation for the City's response to planned and unplanned events.

The most noteworthy changes include:

- Damage Assessment and Long Term Community Recovery ESF responsibilities have been combined
- Volunteer and Donations Management ESF responsibilities transitioned from Communications and Marketing to Parks and Recreation
- Inclusion of newly formed City of Lynchburg Disaster Recovery Group
- Added Director of Information Technology to Emergency Policy Team and greater emphasis on cybersecurity
- Additional policies and information as a result of lessons learned since last update
- Updated descriptions of the Emergency Support Functions (ESFs).

The EOP was reviewed by the Emergency Policy Team and the Emergency Support Function Leaders during the revision process.

PRIOR ACTION(S): April 23, 2002: City Council adopted the original EOP
February 14, 2012: City Council adopted the revised EOP
January 26, 2016: City Council adopted the revised EOP

FISCAL IMPACT: Adoption of the EOP is required for the City to be eligible for various grants and funding opportunities.

CONTACT(S): Piper VanDePerre, Emergency Programs Specialist – 455-3886
Melissa Foster, Director, Emergency Services – 455-4285

ATTACHMENT(S):
Emergency Operations Plan

REVIEWED BY: raw

RESOLUTION:

#R-20-009

WHEREAS, on April 23, 2002 Lynchburg City Council originally adopted the Emergency Operations Plan 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, on February 14, 2012 February 10, 2016 City Council subsequently adopted a revised Emergency Operations Plan;

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 THAT the Lynchburg City Council hereby adopts the revised City of Lynchburg Emergency Operations Plan to guide the provision of public safety and municipal services in the event of a disaster in the community.

Introduced:

Adopted:

Certified:

Clerk of Council

014R



EMERGENCY OPERATIONS PLAN

*A Component Plan of the
Comprehensive Emergency Management Program*
Revised and Adopted January 2020



City of Lynchburg, Virginia
Emergency Operations Plan Record of Changes

<i>DATE CHANGE</i>	<i>DESCRIPTION</i>
February 14, 2012	City Council adopted the Emergency Operations Plan (January, 2012)
February 14, 2014	Kimball Payne, City Manager, approves administrative changes to the Emergency Operations Plan
January 26, 2016	City Council adopted the revised Emergency Operations Plan
January 28, 2020	City Council adopted the revised 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.”

Contact information:

Julia Fuller-Wilson, DCJS

During office hours: (804) 371-0386

After hours: (804) 840-4276

www.dcjs.virginia.gov/victims-services/report-campus-local-emergency

Criminal Injuries Compensation Fund

Kassandra Bullock, Director

During office hours: (804) 367-1018

Leigh Snellings, Assistant Director

During office hours: (800) 552-4007

After hours: (804) 212-4232

This document was prepared by the City of Lynchburg, Virginia

Department of Emergency Services

Department of Communications & Marketing

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Table of Contents

Executive Summary	1
Introduction	1
Team Roles and Responsibilities	1
Activation of the Emergency Operations Plan (EOP)	4
Colleges and Universities	4
Incident Management Organization Chart	5
Emergency Operations Plan	6
Introduction	6
Roles Responsibilities and Authorities	7
City Manager and City Council Roles and Responsibilities.....	7
Emergency Policy Team	8
Emergency Operations Team & Emergency Operations Center	9
Emergency Operations Center Planning Team.....	11
Emergency Support Functions	12
Emergency Support Functions Chart.....	13
City of Lynchburg Departments	14
Emergency Operations Center Plan.....	15
Operational Period Planning Cycle Chart	18
Additional Resources Coordinated by the EOC.....	19
Incident Management	21
Unified Incident Command.....	21
Transfer of Incident Authority	22
Strategic Management Team Staff Positions and Liaison Officers.....	22
Hazard Type/Lead Incident Command Agency Chart.....	23
City of Lynchburg EOP Unified Incident Command Team Chart.....	24
On-Scene Incident Command General Staff Positions.....	25
Operational Period Planning Cycle.....	25
Incident Action Plan Common Components Chart	30
City of Lynchburg Departments, Agencies and Non-Governmental Organizations.....	31
City of Lynchburg Activation of the Emergency Operations Plan.....	32
Consent to City Manager’s Declaration of Emergency Form.....	34
Emergency Support Functions Chart	35

Table of Contents Continued

Table of Contents

Emergency Support Functions

#1	Transportation	36
#2	Communications	40
#3	Public Works and Water Resources	44
#4	Fire Fighting	50
#5	Emergency Management	53
#6	Mass Care, Housing and Human Services	56
#7	Resource Support	60
#8	Public Health and Medical Services	63
#9	Urban Search and Rescue	67
#10	Oil and Hazardous Materials Response	69
#11	Agriculture and Natural Resources	72
#12	Energy	76
#13	Public Safety and Security	78
#14	Long-Term Community Recovery and Mitigation	83
#15	External Affairs	89
#16	Employee Support	93
#17	Volunteer and Donations Management	96

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 additional responsibilities become particularly important as incident command organizes beyond the initial response phase.

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

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

commonly recognized among federal, state and local jurisdictions.

The City Manager, as the Chief Administrative Officer and the senior management professional in the 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
- Strategic Management 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. During an emergency, the Mayor serves as spokesperson for the City and coordinates 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, Department of Emergency Services (serves as the Emergency Policy Team Planning Leader)
- Police Chief
- Fire Chief

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

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

Emergency Operations Team

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

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

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

the incident site. These responsibilities include:

1. *Directly support the Strategic Management 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 Strategic Management 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 Strategic Management Team and the City Manager and City Council.*

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

Emergency Support Functions (ESF)

Emergency Support Functions (ESF) operate out of the EOC and provide resources to support both the Strategic Management 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 Services Supervisor who will notify the Director of the Department of Emergency Services.

The Director of DES, or 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.

Strategic Management Team

The Strategic Management Team leads the incident response and defines the scope of the incident. This includes assigning the appropriate command and general staff personnel to an incident and ensuring that Unified Command is established for incidents that cross functional or jurisdictional boundaries.

The Strategic Management 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 that may be included as part of the Strategic Management Team. Those positions include:

- Liaison Officers
- Safety Officer
- Scribes
- Advisors
- Incident/Unified Commander

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 Organizational 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 additional responsibilities become particularly important as incident command organizes beyond the initial response phase.

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 that state:

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

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

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

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

The basic functional sections of the Incident Command System are:

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

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

The basic function teams in the Emergency Operations Center are:

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

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

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

Roles, Responsibilities and Authorities

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

- City Manager
- Emergency Policy Team
- Emergency Operations Team
- Strategic Management Team

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 Strategic Management Team to manage the incident itself.*
2. *Meeting legal requirements, such as declarations of emergency or curfew.*
3. *Providing a liaison with political bodies, including members of the City Council, and, as necessary, regional, state, and federal political authorities.*
4. *Informing the Emergency Operations Team and Strategic Management 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 Strategic Management Team meeting. City Manager participation is generally in the form of policy guidance to the Emergency

Operations Team as well as directives or guidance issued to City agencies and other organizations, as appropriate.

Emergency Policy Team

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

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

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

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

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

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

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

Emergency Operations Team & Emergency Operations Center

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

The Emergency Operations Team positions may include:

- Director of DES
- Deputy Director of DES
- Safety Officer
- Liaison
- Advisors
- EOC Watch Officer
- Planning & Finance Team Leaders
- 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 Strategic Management 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 Strategic Management Team. This may be determined geographically (outside a scene perimeter) or functionally (beyond the scope of the Strategic Management 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 Strategic Management Team and the City Manager and the City Council.*

More specifically, the Emergency Operations Team duties may include:

Strategic Management 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 Strategic Management 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 will 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 Strategic Management Team.

Events outside the scope of the incident itself.

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

Coordination with the State Government.

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

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

Emergency Operations Center Planning Team

The Emergency Operations Center Planning Team supports the Emergency Operations Center Director during the Emergency Policy Team meetings, documenting policy decisions that are resolved. They also provide the agenda and supporting documents for subsequent meetings.

The Emergency Operations Center Director receives the policy direction and other recommendations from the City Manager, conveying them to the Strategic Management Team for incident implementation, and overseeing their implementation through the Emergency Operations Center operations plan and Emergency Support Functions directives.

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

Emergency Support Functions

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

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

that is responsible for contacting their respective support agencies.

Support agencies are entities with specific capabilities or resources that support the lead City department in executing the mission of the ESF and can include other City departments or non-governmental emergency organizations.

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 to support the Emergency Support Function during activation.
 - Assuring that assigned tasks are completed and reported back to the appropriate Emergency Operations Center position.
 - Bringing difficult 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 lists the Emergency Support Functions and indicates lead and support agencies assigned to each.

	ESF1	ESF2	ESF3	ESF4	ESF5	ESF6	ESF7	ESF8	ESF9	ESF10	ESF11	ESF12	ESF13	ESF14	ESF15	ESF16	ESF17
CA														S			
CD			S			S			S		S			L			
CM	S		S												L/C		S
CMO					S										L		
CR														S			
DES		L		S	L	S	S		S	S				S			S
FD	S		S	L	S	S		L	L	L		S	S				
FS							L				S						
HR																L	
HS	S		S			L		S			S						
IT	S	S	S		S						S						
LCS	S		S			S		S			S				S		
OED											S			S			S
PD	S		S	S	S	S		S	S	S	S	S	L				
PR	S		S			S					L			S			L
PM	S																
PW	L		L/C	S			S	S		S	S	L		S			
WR	S		L	S					S	S	S	S		S			
L: LEAD S: SUPPORT C: ESF COORDINATOR (if more than one lead)																	

Emergency Support Functions

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

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
CR	Commissioner of the Revenue
DES	Department of Emergency Services
FD	Fire Department
FS	Financial Services
HR	Human Resources
HS	Human Services
IT	Information Technology
LCS	Lynchburg City Schools
OED	Office of Economic Development <i>(includes Museum System & Tourism)</i>
PM	Parking Management
PR	Parks and Recreation
PD	Police Department
PW	Public Works
WR	Water Resources

Emergency Operations Center Plan

The Emergency Operations Center Plan designates command and support staff positions to operate the Emergency Operations Center. Procedures for these support operations are established and maintained in the Emergency Operations Center Standard Operating 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 Services Communications 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 notified. The level of activation for each notified entity is also specified. If direct voice

communication does not occur with the notified 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 informational briefing to the primary agencies of the respective Emergency Support Functions that will be activated to assist with 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 Strategic Management Team.
- The Emergency Management Operations Plan primarily establishes objectives that focus on support to the Strategic Management Team and management of issues outside the scope of the Strategic Management 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 Strategic Management Team meetings so the Emergency Operations Center operations briefing is held after the Strategic Management Team operations briefing. (See Planning Cycle Chart Page 18)
- 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 Strategic Management 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 Strategic Management Team and incident responders.
 - c. Ensuring appropriate public emergency information and warning efforts.
 - d. Assisting the Strategic Management 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 on-scene Incident Command).
 - g. Protecting, controlling and allocating vital resources outside of the on-scene Incident Commander's area of supervision.
 - h. Conducting initial damage and needs assessments outside the Strategic Management 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

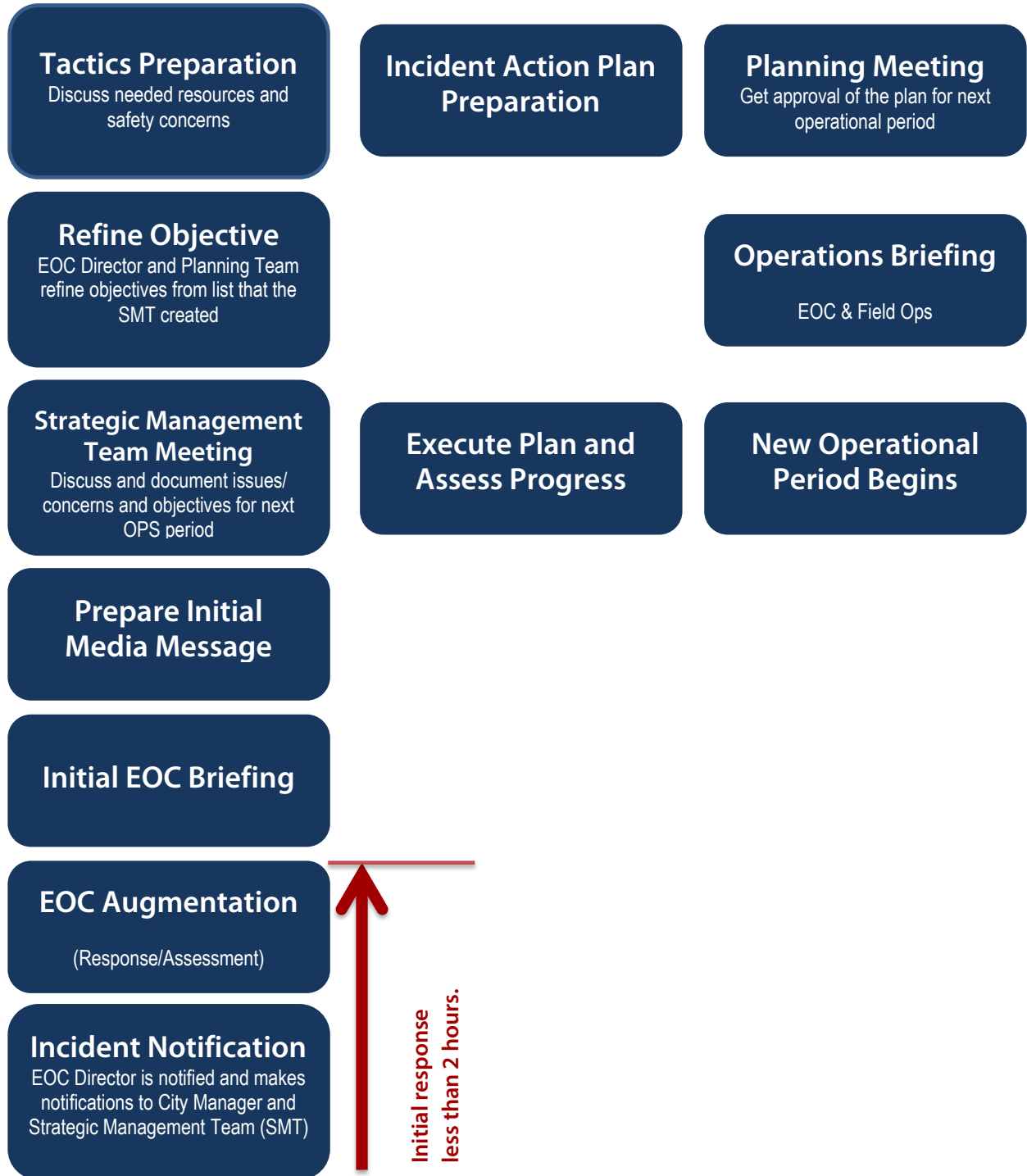
completed, the resources will be demobilized.

- The Emergency Operations Center Planning Team initiates the process early in this phase.
- The process for demobilization is developed and approved by Emergency 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 Strategic Management Team with the demobilization of incident assets.

5. Transition to Recovery Stage

- The Emergency Operations Center remains operational while the Strategic Management 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.

EOC Planning Period



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.

- Once it has been determined that State assistance is needed, the City Manager will ensure that the following procedures and requirements are observed:
 - 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. 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. During emergency situations, some state assistance may be provided to individual City of Lynchburg departments and agencies through other channels.
 - g. Any provision of state assistance through these mechanisms should be reported through the Strategic Management Team, or through the appropriate Emergency Support Function in the Emergency Operations Center, so it may be documented for accountability and planning purposes.
- 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.

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 Strategic Management 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, which includes established non-emergency programs.
- Any requests or provision of Federal assistance through these mechanisms should be reported through the Strategic Management 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 CSALTT: capability, size, amount, location, type and time.

Incident Management

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

The Strategic Management Team provides guidance to on-scene Incident Command, 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 Section Chief.

On-scene Incident Command will be staffed 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 various disciplines together during an incident to share information and to allow appropriate input into the development of a defined set of incident objectives. 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 incident 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 incident 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 Strategic Management 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 incident command includes:

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

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 incident command to a different agency. In this case, Strategic Management

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

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

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

Lead Agency designation for the Strategic Management Team, listed by hazard type. For some hazards, multiple lead agency possibilities exist, depending upon the specific incident circumstances.

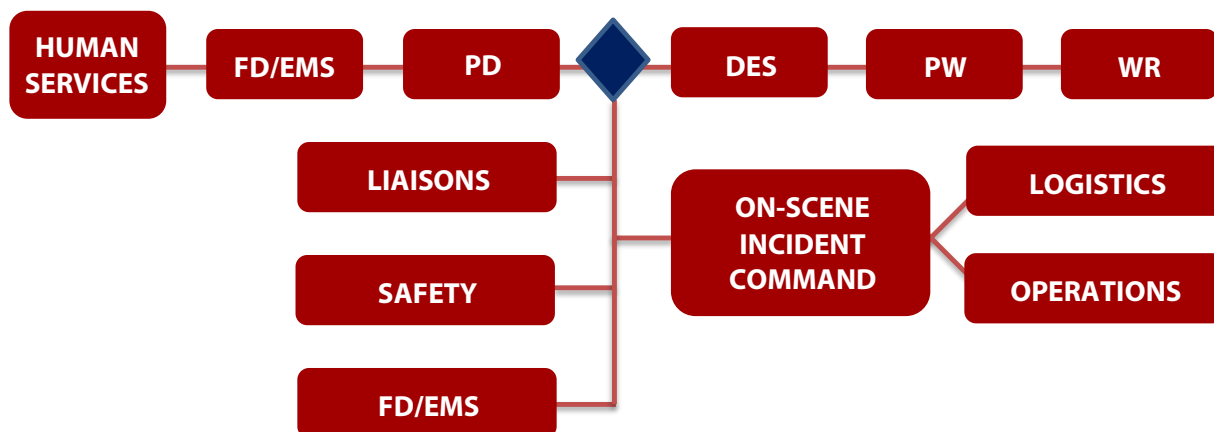
Hazard Type

Lead Incident Command Agency(s)

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

City of Lynchburg EOP

Strategic Management Team Organizational Chart



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 Strategic Management Team. Multiple aspects of safety must be addressed: scene workplace safety, personnel health and safety, and security. The agency that has lead authority in the Strategic Management Team 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 Strategic Management Team partner agencies.

Advisors

Advisors are experts appointed by the Strategic Management Team to provide technical advice for strategic decisions that the team must address. Advisors may

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

On-Scene Incident Command General Staff Positions

Operations Section Chief

Operations encompass all functions and established tactics that are directly responsible for accomplishing the strategic goals and objectives set by management.

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 areas (Logistics, Planning, Financial Services/

Administration) therefore encompass activities that support Incident Command and Incident Operations in the City of Lynchburg response.

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

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

Operational Period Planning Cycle

Incident Recognition

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

In an urgent situation, the senior authority from the designated lead agency involved in the hazard evaluation makes the determination. In a less obvious situation, a senior level manager from the Strategic Management Team may request a rapid conference call of all Strategic Management 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 Services Communications Supervisor notifies the Director of DES, who notifies all response agencies.
- Involved agencies, departments, and non-governmental emergency organizations notify their personnel and support agencies through their pre-established individual emergency call procedures.
- The Emergency Call-out 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 members of the Strategic Management Team initiating response operations as designated during 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 guided by the Emergency Operations Plan and individual agency annexes, and by reacting to incident circumstances. Initial incident command is established at an on-scene Incident Command Post if a scene exists, and primary incident command is designated. Throughout the incident response, incident command is tasked with problem-solving for issues not resolved at lower decision-making levels in the incident command system. As incident information is accumulated and

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

Incident Briefing

This meeting marks the transition of an incident response from reactive management to a proactive phase.

The transitional meeting brings together the leadership of key response elements, defines the primary Strategic Management Team, Incident or Unified Commanders, and Command and General Staff positions. Strategic Management Team members are briefed on incident parameters as they are known at that time.

If the authorized incident command determines that formal incident planning is warranted, the commander works with the Strategic Management Team to set initial incident objectives and the planning cycle process begins.

Designated representatives of the Strategic Management Team meet and determine the lead authority, or reconfirm if established earlier in the response. If command authority is not clear in an incident or event, lead authority in the Strategic Management 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 Strategic Management Team. For example, during a widespread disease outbreak involving multiple jurisdictions across the state, public health authorities might assume the incident

command function that coordinates the incident response across the affected local jurisdictions.

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

- Strategic Management Team assessment of situation: initial information on the event may be incomplete and pertinent information should be shared with all members of the Strategic Management 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 Strategic Management Team Planning Cycle to correspond with the operational cycles.
- Critical action planning tasks during the transitional management meeting include:
 - a. Establishing the parameters of the incident response;
 - b. Defining incident objectives and strategies;
 - c. Establishing criteria to evaluate the success of incident interventions.

Follow-up Actions for the Planning Cycle Include

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

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

- Map of impacted area
- Situation Summary

- Safety Message (reflecting the overall safety plan)
- Overall incident objectives and priorities
- Communications plan
- Employee rehab stations
- Special medical emergency procedures
- Command organizational chart
- EOC organizational chart

Incident Command Demobilization

Incident command 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 commanders implement demobilization strategies. The planning process, including contingency planning, long-range planning, and demobilization planning, delineates possible demobilization tactics. The demobilization process is executed by operations with the support of the Logistics Section and Financial Services/Administration Teams through the EOC.

Transition to Recovery

When the Strategic Management 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

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

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

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

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

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

Common Components:

1. *Incident Map/Situation Summary*
2. *Safety Message/Plan*
3. *Incident Objectives*
4. *Communications Plan*
5. *Employee Rehab Stations*
6. *Command Organization*
7. *EOC Organization*

Normally Prepared By:

Planning

Safety Officer

Strategic Management Team

Communications Unit

ESF #16 and Safety Officer

Planning

Planning

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.

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 Strategic Management 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 Services 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 guidance established by their

Preparedness Plan and delineated in the Emergency Operations Plan. Initiating and accomplishing 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 times 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 their absence, the deputy director, or in the absence of both the director and deputy director, any member of the governing body may declare the existence of a local emergency, subject to confirmation by the governing body at its next regularly scheduled meeting or at a special meeting within 45 days of the declaration, whichever occurs first. The governing body, when in its judgment all emergency actions have been taken, shall take appropriate action to end the declared emergency."

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 exceed the capacity of response resources operating under baseline procedures.

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

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

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



CONSENT TO CITY MANAGER'S DECLARATION OF EMERGENCY

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

1. That due to _____, the City of Lynchburg is facing dangerous _____ conditions;

2. That due to _____ condition of extreme peril to life and property necessitates the proclamation of the existence of an emergency;

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

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

_____ DATE

City Council, Lynchburg, Virginia

_____	_____
_____	_____
_____	_____
_____	_____

Attest: _____

Clerk of City Council
Lynchburg, Virginia

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

#1 Transportation

Lead: Department of Public Works

Support:

- Lynchburg Police Department
- Lynchburg Fire Department
- Virginia Department of Transportation
- City Schools
- Sheriff's Office
- Greater Lynchburg Transit Company (GLTC)
- Department of Information Technology
- Department of Communications and Marketing
- Department of Human Services
- Parks & Recreation
- Parking Management
- Department of Water Resources
- Contracted Services
- CSX Transportation
- Norfolk Southern Rail
- Private Utility Companies

I. Introduction

A. Purpose

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

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

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

II. Planning

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

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

III. Situations & Assumptions

- A. All Public Works personnel will be placed on emergency standby.
- B. A disaster may severely damage the transportation infrastructure and interrupt transportation services. Most localized transportation activities will be hampered by lack of surface transportation infrastructure.
- C. The damage to the transportation infrastructure may influence the means and accessibility level of 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, as needed, are responsible for coordinating resources needed to restore and maintain transportation routes necessary to protect lives and property during an emergency/disaster.
- B. The Director of Public Works or his/her designee is responsible for the operations of the transportation infrastructure within the City.
- C. The Department of Public Works will provide a representative to the Emergency Operations Center. This representative will serve as liaison and provide information on road closures, alternate routes, infrastructure damage, debris removal and restoration activities.

- D. Information pertaining to vital facilities and resources will be maintained by the Department of Public Works and will be accessible to the Lynchburg Emergency Operations Center.
- E. The Department of Public Works in conjunction with other support agencies and consultants will assess the condition of highways, bridges, traffic signals, rail and bus transit and other components of the transportation infrastructure and where appropriate:
 - 1. *Close infrastructure determined to be unsafe*
 - 2. *Post signage and deploy barricades*
 - 3. *Maintain and restore critical transportation routes, facilities and services.*
- F. Accurate emergency logs and expenditure records will be maintained from the onset of the disaster by the Public Works Department.
- G. 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 for 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

- *Assists in media relations and dissemination of public information of events and status of repairs.*

C. Law Enforcement

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

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

F. Department of Information Technology

- 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
- Lumos
- Carousel
- Segra

I. Introduction

The purpose of ESF2 is to provide technology support to public safety and other City agencies by maintaining continuity of information and telecommunication equipment and other technical resources. This section describes the City's emergency communications/notification and warning system.

II. Situation & Assumptions

A. Situation

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

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

- City of Lynchburg web site
 - Local radio and television stations
 - NOAA Weather Radio (National Weather Service)
 - CAP Channels
 - 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. Specifics

1. *Telephone Service*
 - Mobile telephone capability is provided by several companies in the area.
 - 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 and Emergency Medical Services
 - Emergency Services
 - Medical Facilities
 - 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
 - WebEOC
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. 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 originating in the city of Lynchburg.*
- 3. Ensure communications lines and equipment essential to emergency services are maintained by the appropriate vendor.*
- 4. Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

B. Department of Information Technology

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

C. Amateur Radio and Private Sector Agencies

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

V. Resource Requirements

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

#3 Public Works & Water Resources

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

Support:

- Department of Public Works
- Department of Water Resources
- Department of Parks & Recreation
- Department of Human Services
- Department of Community Development
- Police Department
- Fire Department
- Lynchburg City Schools
- Virginia Department of Transportation
- Virginia Department of Health
- Virginia Department of Environmental Quality
- Department of Information Technology
- Department of Communications & Marketing
- Region 2000 Services Authority
- Columbia Gas
- American Electric Power
- Virginia Department of Emergency Management
- Department of Homeland Security
- Virginia Department of Conservation & Recreation
- Centra Health
- VA Water/Wastewater Agency Response Network (VA WARN)

I. Introduction

A. Purpose

The purpose of ESF3 is to provide Public Works and Water Resources coordination and support services in support of emergency events in the City of Lynchburg. ESF3 will evaluate damage to City facilities and infrastructure, identify critical facilities, maintain water quality and systems, and coordinate emergency debris clearing of essential roads within the City of Lynchburg. ESF3 will also coordinate emergency contracting, temporary debris storage sites, building inspections, engineering services and demolitions related to emergency events and disaster recovery.

II. Situation and Assumptions

A. Situation

Most hazardous events which may affect Lynchburg have the potential for causing damage to City facilities and/or infrastructure (including utilities). Knowledge of critical/vital facilities as well as comprehensive damage assessment and debris management programs are essential for effective response and recovery operations.

B. Vital Facility Identification

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
- Storm Water Management 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. *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 debris storage sites 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.*
4. *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.*
5. *Knowledge of vital facilities will expedite damage assessment and loss estimation.*
6. *The identification of vital facilities allows for the prioritization of post-disaster areas for restoration.*
7. *In the beginning phases of an emergency event, all Public Works and Water Resources Department personnel will be placed on emergency stand-by in order to respond as necessary.*
8. *The condition of water infrastructure will be evaluated immediately.*
9. *Widespread power outages affecting treatment plants and pump stations and vital public facilities will be known.*
10. *Lynchburg will continue to be exposed to various hazards resulting in damage to both public and private property.*
11. *Damage to utility systems and widespread storm debris may hamper the recovery process.*

III. Operations

A. Public Works

1. *The 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 temporary storage sites will not be disposed of until after being viewed by Federal Damage Assessment personnel to facilitate reimbursement of removal and disposal costs.*
5. *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 debris storage sites for debris such as trees, branches and building materials.*

6. *When disaster conditions permit, and an estimate can be made as to the amount of debris to be contained, temporary debris storage sites will be selected and activated.*
7. *Temporary debris storage 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.*

B. Water Resources

1. *The Director of Water Resources or his/her designee is responsible for water, wastewater and stormwater operations in Lynchburg. He/she will direct water, wastewater and stormwater operations during an emergency/disaster situation.*
2. *The Director of Water Resources will work in conjunction with the Virginia Department of Health and/or the Virginia Department of Environmental Quality in the event of potential drinking water or surface water contamination.*
3. *Information pertaining to vital facilities and resources will be developed by the Department of Water Resources and Department of Emergency Services in the areas affected by the emergency/disaster and will be accessible to the Lynchburg Emergency Operations Center.*
4. *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. Knowledge of vital facilities allows for the implementation of planned mitigation approaches/projects in an attempt to reduce vulnerabilities.*
5. *Water Resources system infrastructure modeling will be kept updated and will be used to determine redundancy and impacts on service delivery to impacted areas.*
6. *The Director of Water Resources will work in conjunction with the appropriate regulatory entities to maintain a safe drinking water supply.*
7. *Continuous updates of critical facility inventory will be maintained such as levels of treatment chemicals, generator fuel and staffing levels.*
8. *Adequate staffing levels will be maintained to meet regulatory requirements.*

IV. Organizational Roles and Responsibilities

A. Public Works

1. *Assumes the role of coordinator of this Emergency Support Function.*
2. *Provides personnel, equipment, supplies and other resources to assist in emergency operations such as repairing roads, bridges, debris removal, flood management and other related tasks.*
3. *Provides assistance in conducting damage assessment of City facilities.*
4. *Makes emergency repairs to essential City facilities and infrastructure.*
5. *Provides personnel, equipment, supplies and other resources to assist in debris removal operations.*

6. *Identifies emergency debris storage sites.*
7. *Coordinates activities associated with emergency debris storage site operations.*
8. *Reports damage assessment data on City buildings and property to the EOC.*
9. *Maintains records of cost and expenditures and forwards them to the Financial Services/ Administration Team Leader.*

B. Water Resources

1. *Assumes the role of coordinator of the Emergency Support Function (ESF) when related to a water, wastewater or storm water emergency.*
2. *Performs damage assessment activities of water, wastewater and stormwater systems and determines necessary repairs.*
3. *Makes emergency repairs to water, wastewater and stormwater systems.*
4. *Evaluates water related problems for their impact on public health. The most serious threats to public health will be addressed first based on the following priorities: 1) Provision of safe drinking water; 2) Ensuring sanitary human waste disposal; 3) Management of flooding.*
5. *Activates and implements the Emergency Action Plans for College Lake Dam, the Abert Lagoon Dam, and Pedlar Dam.*
6. *Activates and implements the Waterworks Emergency Response Plan and/or Virginia Waterworks Emergency Management Plans for Water Shortages and Water Quality Violations.*
7. *Provides personnel, equipment, supplies and other resources to assist with providing water for human health needs and firefighting operations.*
8. *Maintains records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

C. Virginia Department of Health and Virginia Department of Environmental Quality

1. *Provide consultation services to assist in determining appropriate actions regarding regulatory requirements.*
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.*

D. Private Sector Companies

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, stormwater systems, debris removal, hazardous material disposal, flood management 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
- Department of Water Resources
- Department of Community Development
- Local Utility Companies

I. Introduction

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

II. Situation & Assumptions

A. Situation

1. *All fire stations are staffed 24 hours a day, seven days a week with career staffing.*
2. *Mutual aid agreements also exist with other jurisdictions throughout Central Virginia 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 Department of Emergency Services 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 scene control.*
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 Strategic Management Team Leader.
- 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 fires and other all-hazard emergencies.*
3. *Coordinate and manage the use of fire service resources responding to emergencies/disasters.*
4. *Develop operational procedures to support response to all-hazards emergencies including but not limited to:*
 - Employee and stakeholder notifications
 - Expenditure documentation
 - Operational checklists
5. *Provide the Emergency Operations Center with frequent updates as to the status of fire suppression activities.*
6. *Maintain records of costs and expenditures and forward them to the Financial Services Administration Team Leader.*

B. Mutual Aid (agencies providing mutual aid assistance will):

1. *Provide personnel, equipment, supplies and other resources necessary to assist in fire suppression activities and all-hazards emergencies unless the response would place their jurisdiction in jeopardy.*
2. *Shall not dispatch personnel or equipment to an emergency/disaster unless requested by the Department of Emergency Services.*
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, decontaminate, stabilize, treat and transport the injured, as appropriate.*
5. *Establish and maintain field communications and coordination with other responding emergency teams and hospitals.*
6. *Assist in the evacuation of patients from affected hospitals, nursing homes or other special needs facilities.*
7. *Maintain records of costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

#5 Emergency Management

Lead: Department of Emergency Services

Support:

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

I. Introduction

A. Purpose

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

B. Scope

Coordinate emergency information being released to the public through ESF15 External Affairs, maintaining accuracy and timeliness. Contact and maintain communications with the Commonwealth of Virginia Emergency Operations Center should state and/or federal assistance be required. The Emergency Operations Center works to support the Incident Command System if one is in place, and will set up the structure in the center using the appropriate Emergency Support Functions required to meet the incident needs.

II. Policies

- When activated, the Emergency Operations Center will provide coordination of resources.
- 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.
- To manage their operations, all Emergency Support Functions will collect and process information. The Emergency Operations Center will focus on collecting

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

III. Situation & Assumptions

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

IV. Operations

- A. Upon activation, the Director of the Department of Emergency Services will coordinate operations within the EOC.
- B. The Department Head of each agency involved in emergency/disaster response or recovery 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
 - Strategic Management Team
 - Emergency Operations Team
 - Planning Team
 - Financial Services and Administration Team
 - 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 and will maintain the City's WebEOC program for response/recovery situational awareness.

#6 Mass Care, Housing and Human Services

Lead: Department of Human Services

Support:

- Department of Emergency Services
- Salvation Army
- American Red Cross
- Lynchburg Sheriff's Office
- Department of Parks and Recreation
- Police Department
- Chief Animal Warden
- Fire Department
- Lynchburg City Schools
- Department of Community Development
- Humane Society of Lynchburg
- Virginia Department of Health
- Horizon Behavioral Health

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 any of the following:*
 - Provisions from the Salvation Army.
 - Existing agreements between the American Red Cross and area grocers and restaurants.

- Human Services funds to cover meals from local restaurants (with Human Services Director, Assistant Director or Shelter Management Team authorization).
 - Any food on-hand that was donated by the Virginia Department of Agriculture Services in the case that the President of the United States has declared a disaster.
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.*

C. Media

Lynchburg Department of Human Services follows the Red Cross protocol for media management. Additional guidance can be found in Red Cross Guidelines for Cooperating with Media Coverage and in the Disaster Public Affairs Activity Manual on the Red Cross intranet.

1. *Media are allowed access to shelters, and such access should be coordinated by Red Cross Public Affairs.*
2. *The first obligation of shelter staff is to protect confidentiality of shelter residents. Shelter residents who do not wish to be interviewed or identified shall have their confidentiality respected.*
3. *If residents choose to speak with the media, insure that their interview and any video taping occurs in an area free of other residents.*

D. Sex Offenders

Lynchburg Department of Social Services follows the Red Cross protocol for management of registered sex offenders should they present at an emergency shelter. It is the responsibility of the Shelter Manager to manage these situations.

1. *Individuals registered with the Sex Offender Registry are required to identify themselves when presenting at the emergency shelter. There is also a specific question on the registration form inquiring about sex offender registration status, and if this box indicates that an individual is required to register, this should be immediately referred to the shelter manager for private handling.*
2. *2019 HB 2303 and SB 1047 require that individuals on the sex offender registry identify themselves to shelter security staff immediately; failure to do so is a Class 3 misdemeanor.*
3. *The individual's situation will be assessed and they may be offered shelter in a separate location.*

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. The Department of Human Services will assist the American Red Cross in the registration and record keeping of citizens evacuating to an emergency shelter.
- E. The Shelter Manager will communicate with the Emergency Operations Center to disseminate pertinent information to shelter evacuees and workers.

III. Situation & Assumptions

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

IV. Organizational Roles & Responsibilities

- A. Department of Human Services
 - 1. *Assume the role of coordinator of this Emergency Support Function.*
 - 2. *Open designated shelter and/or place evacuees in local motels after appropriate notification from the City Emergency Operations Center.*
 - 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 ESF8 to ensure provision of emergency medical support at the shelter site.*
8. *Assist with the Red Cross in coordinating volunteer assistance, utilizing existing volunteers, recruiting from the shelter population and enlisting community relief programs as necessary.*
9. *During shelter operations, provide frequent updates as to the shelter status to the Emergency Operations Center.*
10. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*
11. *Assist in the development and maintenance of a shelter operations plan.*

IV. Shelter Locations (depending on the event)

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

V. Resource Requirements

Human Services has various supplies on-hand 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 Water Resources
- Department of Emergency Services
- Virginia Department of Emergency Management

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. *Coordinates the development and maintenance of a resource management plan.*
5. *Maintains records of cost and expenditures and forwards them to the Financial Services/ Administration Team Leader.*

B. Department of Emergency Services

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

C. Department of Public Works

1. *Provides personnel, equipment, supplies and facilities to assist in resource management operations.*
2. *Provides the Emergency Support Function coordinator with frequent updates during resource management operations.*
3. *Maintains records of cost and expenditures and forwards them to the Financial Services/ Administration Team Leader.*

D. Department of Water Resources

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 forwards them to the Financial Services/ Administration Team Leader.*

V. Resource Requirements

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

#8 Public Health & Medical Services

Lead: Lynchburg Fire Department

Support:

- Department of Human Services
- Department of Water Resources
- Department of Public Works
- Police Department
- Lynchburg Sheriff's Office
- American Red Cross
- Centra Health
- Lynchburg Humane Society
- Virginia Department of Health
- Horizon Behavioral Health
- Lynchburg City Schools
- Near Southwest Preparedness Alliance
- Fire Department Chaplain Services
- Medical Director

I. Introduction

A. Purpose

1. *Ensure comprehensive public health and medical response following an emergency/disaster.*
2. *Assure continuity of medical care services and the availability of medical supplies.*
3. *Ensure emergency medical services for disaster casualties.*
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. *Coordinate with partner agencies to mitigate food and water safety concerns and disease transmission.*

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 displace 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 health 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. *Assumes the role of coordinator of the Emergency Support Function.*
2. *Provide personnel, equipment, supplies and other resources necessary to ensure emergency medical services during emergencies and disasters.*
3. *Coordinate with hospital medical control on patient care issues and operations.*
4. *Follow established procedures and protocols in responding to emergency medical incidents.*
5. *Coordinate transportation of the sick and injured with area hospitals or receiving facilities and other EMS agencies.*
6. *Provide frequent updates to the Emergency Operations Center as to the status of Emergency Medical Services.*
7. *Record costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

B. Department of Health

1. *Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs for public health activities during an emergency/disaster.*
2. *Inspect and advise on general food handling and sanitation matters to ensure safe food supply at distribution, restaurants, and incident operation 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 and take measures for containment of harmful health effects related to disaster impact to include food borne and/or communicable disease.*
7. *Provide coordination of laboratory services.*
8. *Ensure water quality control assistance.*
9. *Coordinate the opening of temporary morgue space.*
10. *Assess behavioral health needs following an emergency/disaster considering both the immediate and cumulative stress resulting from the emergency/disaster.*
11. *Provide outreach to serve identified behavioral health needs.*
12. *Coordinate with Mass Care (ESF6) to identify shelter occupants that may require behavioral health assistance.*
13. *Provide frequent updates to the Emergency Operations Center as to the status of Public Health.*
14. *Record costs and expenditures and forward them to the Financial Services/Administration Team Leader.*

C. Department of Water Resources

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

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

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

E. 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. *Develop strategies for increasing health care system capacity and capability required for emergency and disaster response.*

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
- Virginia Department of Emergency Management

I. Introduction

A. Purpose

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

B. Scope

USAR is a multi-faceted, dynamic response involving several key rescue elements: extrication, swift water, trench, structural collapse, rope and confined space. These responses may necessitate emergency medical services.

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. Search and rescue must begin immediately due to increasing mortality rate as time elapses.

III. Operations

- A. The Lynchburg Fire Department will be the primary responder to the incidents involving USAR events.
- B. The Lynchburg Fire Department has a USAR rescue team that is self-sustaining for up to 72 hours, and is part of the Commonwealth of Virginia USAR response network.

- C. Evacuation or sheltering-in-place may be required to protect lives.
- D. Technical rescue emergencies may occur without warning, requiring immediate emergency response actions.
- E. Requests should be made to the Virginia Department of Emergency Management for additional Urban Search and Rescue USAR support if necessary.

IV. Organizational Roles & Responsibilities

A. Lynchburg Fire Department

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

B. Department of Emergency Services

1. *Coordinate the acquisition of personnel, supplies and administrative support necessary to conduct Urban Search and Rescue operations.*
2. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

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

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

D. Private Sector

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

#10 Oil & Hazardous Materials Response

Lead: Fire Department

Support:

- Department of Public Works
- Department of Health
- Department of Emergency Services
- Police Department
- Department of Water Resources
- Lynchburg Sheriff's Office
- Virginia State Police
- Virginia Department of Emergency Management
- Virginia Department of Environmental Quality

I. Purpose

This section provides information for a 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 areas of Lynchburg.*
4. *Victims of a hazardous materials incident may require unique or special medical treatment*
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 Lynchburg Fire Department Hazardous Materials Team must respond to the incident to establish the initial incident action plan including but not limited to control zones, tactical objectives, evaluation procedures and notifications.*

B. Assumptions

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

III. Operations

- A. There are several types of incidents involving hazardous materials: (1) incidents at fixed facilities, (2) roadway or rail transportation accidents, (3) incidents involving household hazardous materials and (4) incidents involving 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 isolation of the contaminated environment, sheltering in place and/or evacuation.
- D. Response procedures for each incident will be guided by local policies and procedures in compliance with worker safety standards.
- E. This plan recognizes that a hazardous materials incident can change with time and necessitate escalating the response or downgrading the response as the situation dictates.

- F. Specific hazardous materials facility information has been gathered and is available to the response community through the Lynchburg Fire Department and the Department of Emergency Services.
- G. Training programs for emergency responders in Lynchburg will be through the Virginia Department of Fire Programs, Virginia Department of Emergency Management, Department of Homeland Security, 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 as outlined in the Lynchburg Fire Department's Standard of Cover. 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.

#11 Agriculture & Natural Resources

Lead: Department of Parks and Recreation

Support:

- Department of Public Works
- Department of Finance, Procurement
- Lynchburg Police Department
- Department of Human Services
- Department of Community Development
- Department of Water Resources
- Department of Economic Development & Tourism
- Lynchburg Museum System
- Lynchburg City Schools
- Virginia Extension Office (VEO)
- Virginia Department of Agriculture and Consumer Services (VDACS)
- Virginia Department of Health
- Virginia Department of Game and Inland Fisheries (VDGIF)
- American Red Cross
- Salvation Army
- Blue Ridge Food Bank
- James River Association
- Amateur Radio Club
- Park View Community Mission

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 will:*

- 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 and 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 by destroying stored food.
- B. People with food items may not have the means to prepare the food in a safe manner.
- C. Response personnel will need to have food provided to support their efforts.

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

IV. Organizational Roles & Responsibilities

A. Department of Parks and Recreation

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

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

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. Department of Parks and Recreation 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 forward them to the Financial Services/ Administration Team Leader.*

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

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

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

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

#12 Energy

Lead: Department of Public Works

Support:

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

I. Introduction

A. Purpose

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

B. Scope

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

II. Situation & Assumptions

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

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

III. Organizational Roles & Responsibilities

- A. The Department of Public Works is 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 Department of Public Works 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 Department of Public Works will provide personnel, equipment, supplies and other resources to restore various infrastructures, in conjunction with other support agencies and consultants who will assess the condition of the infrastructures.
- E. Accurate emergency logs and expenditure records will be maintained from the onset of the disaster by the Department of Public Works and forwarded to appropriate departments and agencies.
- F. 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
- Department of Public Works
- Other Regional Law Enforcement Agencies (by Mutual Aid Agreements)
- Virginia Department of Transportation
- Centra Security
- College and University Law Enforcement

I. Introduction

A. Purpose

ESF13 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 ESF13.*
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 Emergency Support Function.*

2. *Staff control points in order to:*
 - ensure orderly vehicular and /or pedestrian traffic flow at shelters donation and distribution centers;
 - to facilitate evacuations and to prevent reentry into evacuated areas.
3. *Provide perimeter control, traffic control, law enforcement and security services at criminal incident scenes, hazard scenes, at-risk City property or infrastructure.*
4. *Provide security at shelter facilities, donation and distribution centers.*
5. *Assist the Fire Department with evacuations and the coordination of needed equipment in support of evacuations.*
6. *Develop and maintain mutual aid agreements with regional law enforcement jurisdictions.*
7. *Provide the Emergency Operations Center with timely and regular updates as to the status of ESF13 functions.*
8. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

B. Lynchburg Sheriff's Office

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

C. Blue Ridge Regional Jail Authority

1. *Provide care and security for inmates in detention centers and relocation facilities.*
2. *Identify appropriate shelter locations and relocate jail inmates if relocation is necessary.*
3. *Provide the Emergency Support Function Coordinator with timely and regular updates as to the status of Blue Ridge Regional Jail ESF13 functions.*

4. *Assist in securing, processing and transporting persons detained in mass arrest situations.*
5. *Maintain records of costs and expenditures and forward them to the Financial Services/ Administration Team Leader.*

D. Lynchburg Fire Department

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

E. Virginia State Police

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

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

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

...Continued

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 operating procedures.*
3. *Each involved agency's command staff will be responsible for ensuring that an agency's standard operating 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 and Tourism
- Department of Parks and Recreation
- Department of Public Works
- Department of Water Resources
- Lynchburg Fire Department
- Lynchburg City Schools
- City Assessor's Office
- Commissioner of the Revenue's Office
- Department of Emergency Services
- City of Lynchburg Disaster Recovery Group (CLDRG)
- Virginia Department of Historic Resources
- Regional Business and Nonprofit Community
- Business Partnership Organizations
- Lynchburg Museum System
- Private Utilities

I. Introduction

A. Purpose

To facilitate long-term recovery and mitigation efforts during and after an emergency or large scale disaster response. This ESF will serve as the central repository for information regarding post-disaster damage by coordinating damage assessment and reporting functions and estimating the nature and extent of the damage.

B. Scope

Coordinate operations in the following areas:

1. *Identify areas of extensive damage to improve coordination/communication among first responders and the public.*
2. *Evaluate public and privately held structures, infrastructure and property and estimate the value of the damage.*

3. *Survey businesses and regional economic drivers to determine operational impacts.*
4. *Evaluate the economic impact of an emergency or large scale disaster.*
5. *Protect historic resources prior to, during and/or after an emergency/disaster.*
6. *Bring Lynchburg Government back up to full pre-disaster operating levels.*
7. *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 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 and/or various partners throughout the City.*
2. *Any disaster or emergency has potential to damage buildings and infrastructure – publicly or privately held – to the extent that they will be uninhabitable or in a condition requiring stabilization and general repair before renovation/rehabilitation can be initiated. If damage assessment activities are required, they will occur in multiple phases:*
 - Vital and special needs facility assessments, as determined by the Strategic Management Team.
 - Rapid Needs Assessments, including windshield surveys to determine ALL affected areas, identify damage clusters [i.e. “hot-spots”], road/travel obstructions, ongoing threats, etc.
 - Initial Damage Assessments to assign damage condition to affected structures, determine if structures are habitable, evaluate publicly owned roads, infrastructure, facilities and equipment and estimate value of loss, etc.
 - Follow up inspections and/or Community Inventory inspections, including coordination of construction efforts, permitting assistance, regular inspections of repair work (as applicable), historic resources inventory, etc.
3. *The City of Lynchburg’s Comprehensive Plan, Lynchburg Historic District Design Guidelines, National Flood Insurance Program maps and other supporting documents will provide policy guidance for the recovery and reconstruction as needed. City Code and 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, utility infrastructure, communications networks, and transportation infrastructure may hamper the recovery process and have an economic impact on individuals, businesses and the City.*

3. *Some areas of the City may be initially inaccessible to damage assessment teams. In these instances, neighborhood contacts and first responders will be utilized as much as possible to make initial assessments.*
4. *Routine government operations may be postponed, or limited, after a disaster in order to allow personnel and resources to assist in assessment and recovery.*
5. *External partners, including non-profit organizations and business partnerships, may be necessary for communication, case management and long-term recovery.*

III. Damage Assessment Operations

A. Situation

1. *Responsibility for Rapid Needs Assessments and Initial Damage Assessment reports lies with local government.*
2. *Emergency and recovery operations will initially be coordinated from the Emergency Operations Center (EOC). Accurate emergency logs and expenditure records must be kept from the onset of the disaster by each response agency/organization.*
3. *Rapid Needs Assessments and Initial Damage Assessment surveys will be conducted by Task Forces comprised of representatives from the City's departments of Community Development, Public Works, Water Resources, Parks and Recreation, Schools, City Assessor's office, Commissioner of the Revenue's office and the Fire Department.*
4. *The Director of Community Development, 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. A Rapid Needs Assessment should be submitted to the EOC director within 48 hours of the disaster and the Initial Damage Assessment within 72 hours of the disaster, with appropriate discretion based on the scope of the event.*
5. *The EOC director will review, with the City Manager's office, the directors (or their designee) of Community Development, Public Works, Water Resources and Parks and Recreation, as well as the Fire Chief, Police Chief, City Schools, Public Utilities and other appropriate officials, the damage assessment reports to determine if any outside assistance will be necessary to recover from the disaster.*
6. *The EOC director will forward damage assessment reports and any requests for assistance to the Virginia Department of Emergency Management.*
7. *Based upon the local damage assessment reports, the State Emergency Operations Team will determine what recovery capabilities are available to meet the anticipated requirements.*

IV. Organizational Roles & Departmental Responsibilities

A. Department of Community Development

1. *Assume the role of coordinator of this Emergency Support Function (ESF).*
2. *Coordinate data collection/reporting for vital and special needs facilities as determined by the Strategic Management Team to ensure facilities are adequate for operation of associated support*

functions (ESF 3: Public Works & Water Resources; ESF 6: Mass Care, Housing & Social Services; ESF 8: Public Health & Medical Services; ESF 12: Energy; ESF 16: Employee Support, etc.); report findings to ESF 3 lead.

- 3. Coordinate Rapid Needs Assessment and Initial Damage Assessment inspections with other departments (i.e. City Assessor's Office, Commissioner of the Revenue's Office, Fire Department, Parks & Recreation, Public Works, Water Resources and City Schools).*
- 4. Record and maintain assessment information throughout the disaster and ensure necessary documentation is forwarded to the Emergency Operations Center with 48 and 72 hours of the peak event, respectively (with appropriate discretion based on the scope and severity of the event).*
- 5. Maintain department records of staff time, costs, and expenditures spent in support of recovery activities and forward them to Financial Services/Administration Team Leader.*
- 6. Assess impacts of the disaster and provide land use policy guidance to facilitate reconstruction and/or redevelopment efforts of buildings and infrastructure.*
- 7. Coordinate repair, stabilization and/or demolition of structures, including but not limited to:*
 - Identification of nonconforming buildings to confirm the construction and repair efforts are in keeping with requirements of the City's Zoning Ordinance and the Uniform Statewide Building Code.*
 - Identification of damaged buildings that are located within local historic districts and/or listed on the State/National Historic Register to ensure construction efforts are consistent with Zoning, Uniform Statewide Building Code and Virginia Department of Historic Resources requirements.*
 - Identify those damaged buildings that are located within the limits of the 100-year floodplain to ensure corrective actions address improvements in accordance with the Uniform Statewide Building Code and National Flood Insurance Program.*

B. Office of Economic Development and Tourism

- 1. Provide personnel and other resources as directed by the ESF lead to support response and recovery operations.*
- 2. Survey regional economic drivers and gauge preliminary impacts to businesses, institutions, utilities, etc. Report findings to the ESF lead (or designee) within 96 hours of the peak event (with appropriate discretion based on the scope of the event).*
- 3. Maintain department records of staff time, costs and expenditures spent in support of recovery activities and forward them to the Financial Services/Administration Team Leader.*
- 4. Using survey information gathered during the Damage Assessment and related resources, evaluate the need for specific partnerships and/or outside assistance to prepare an economic impact analysis.*
- 5. Oversee preparation of the economic impact analysis covering the following areas, as appropriate:*
 - 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.)

**C. Department of Parks and Recreation, Department of Water Resources,
Department of Public Works and Lynchburg City Schools**

1. *Provide personnel, equipment, supplies and other resources to assist with vital and special needs facility inspections, as requested by the Strategic Management Team, to ensure facilities are adequate for respective operation.*
2. *Provide personnel, equipment, supplies and other resources to assist with Rapid Needs Assessments of public infrastructure and facilities and report finds to ESF lead (or designee) within 40 hours of the peak event (with appropriate discretion based on the scope of the event).*
3. *Coordinate Initial Damage Assessment inspections of City facilities and infrastructure with other departments (i.e. Parks & Recreation, Public Works, Water Resources and City Schools) to minimize redundancy.*
4. *Conduct Initial Damage Assessment inspections of City facilities and infrastructure and submit findings and cost estimates to ESF lead (or designee) within 68 hours of the peak event (with appropriate discretion based on the scope of the event).*
5. *Maintain department records of staff time, costs and expenditures spent in support of recovery activities and forward them to the Financial Services/Administration Team Leader.*
6. *Using survey information gathered during damage assessment activities and related land use policy resources, coordinate the repair, stabilization and/or demolition impact of public buildings, infrastructure and cultural resources*

D. City Assessor's Office and Commissioner of the Revenue's Office

1. *Provide personnel, equipment, supplies and other resources to assist with inspections and cost estimations associated with Initial Damage Assessments. Report findings to the ESF lead within 68 hours of the peak event (with appropriate discretion based on the scope of the event).*
2. *Maintain department records of staff time, costs and expenditures spent in support of recovery activities and forward them to the Financial Services/Administration Team Leader.*

E. Fire Department (Fire Marshal's Office), pending availability; deference provided based on lead responsibilities for ESF 4: Fire Fighting, ESF 8: Public Health and Medical Services, ESF 9: Urban Search & Rescue and ESF 10: Oil & Hazardous Materials Response

1. *Provide personnel, equipment, supplies and other resources to assist with vital and special needs facility inspections, as requested by the Strategic Management Team, to ensure facilities are adequate for respective operation.*
2. *Provide personnel, equipment, supplies and other resources to assist with Rapid Needs Assessments and Initial Damage Assessments as needed. Report findings to the ESF lead (or designee) within 40 and 68 hours of the peak event respectively (with appropriate discretion based on the scope of the event).*
3. *Maintain records of staff time, costs and expenditures spent in support of recovery activities and forward them to the Financial Services/Administration Team Leader.*

#15 External Affairs

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

Support:

- Lynchburg City Schools Public Information Officer/Superintendent's Office
- 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. *Disseminate information to the public by using appropriate means to include Lynchburg Alerts, media outlets, the City's cable channel, the City's website, City School's alert system and any other potential means of broadcast.*
3. *Disseminate information internally by utilizing Lynchburg Alerts when appropriate.*
4. *Manage rumor control and misinformation during an emergency.*
5. *Quickly relay critical and potentially lifesaving information to those at risk.*
6. *Provide timely, consistent information on the status of emergency operations.*
7. *Coordinate the release of public information from all responding agencies.*
8. *Assure the public that government is responding effectively to the emergency.*
9. *Make credible and consistent information available to answer citizen inquiries.*
10. *Provide ongoing and useful information regarding recovery activities.*
11. *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.

C. Policy Governing the Use of the Lynchburg Alerts Emergency Notification System

It is the policy of the City of Lynchburg that the Lynchburg Alerts system will be used for three different purposes:

1. *External Mass Notification – To alert citizens regarding significant emergency incidents and events where the timely notification of an affected population or geographic area of the city will assist in preventing and/or avoiding personal injury or property damage;*
2. *External Subscription Based – To allow citizens to subscribe to information that is not of an emergency nature;*
3. *To alert and/or communicate with City employees on an organizational and/or departmental basis.*

Public Emergency Notifications

1. *In an emergency situation in which there is the potential for imminent danger to the public, the Police and/or Fire Incident Commander is authorized to initiate the use of the Emergency Notification System through the Department of Emergency Services (DES). DES will send the initial broadcast following standard procedures. Subsequent broadcasts concerning the incident may be sent by DES or the Department of Communications and Marketing.*
2. *When possible, the appropriate chiefs as well as the City Manager or his/her designee shall be notified before a city-wide notification is made. However, if this is not practical, the aforementioned parties will be notified as soon as possible following the notification.*
3. *When it is desirable to utilize the system to send a message to citizens concerning a serious event that is not of an immediate nature, the Incident Commander or Department Director may request that the Department of Communications and Marketing use the emergency notification system to send the message to citizens. An example of this type of event may be the need to send a Boil Water Notice. Before the message is sent, the City Manager or his/her designee will be notified.*

City Employee Notifications

1. *Lynchburg Alerts may be used to communicate with employees on both an organization-wide basis and/or departmentally. Employee notifications may be emergency or non-emergency in nature. Organization-wide notifications shall be approved by the City Manager or his/her designee. This type of notification will be sent by the Department of Communications and Marketing, Department of Human Resources or the City Manager's Office.*
2. *Department notifications may be sent at the discretion of the Department Director or his/her designee.*
3. *Examples of the types of employee notifications include but are not limited to:*
 - Call out for emergencies

- Important departmental messages
- Imminent danger situations in a City facility

II. Assumptions

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

III. Organizational Roles & Responsibilities

A. Joint Information Center (JIC)

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

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

2. *Direction and control:*

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

#16 Employee Support

Lead: Department of Human Resources (HR)

Support:

- Assigned staff from HR and other City departments including:
 - City Attorney's Office
 - Department of Human Services
 - Department of Financial Services
 - City Libraries
 - Department of Parks & Recreation
- Police Department
- Fire Department
- Chaplain Services
- All Points Employee Assistance Program (All Points EAP)
- Centra Health
- Healthworks

I. Introduction

A. Purpose

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

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

B. Scope

This ESF will coordinate the delivery of on-scene mental health intervention as requested, and will coordinate delivery of post-incident mental health intervention, as requested. In addition, this ESF will coordinate delivery of tangible support such as food, water, etc. Employee/family reunification assistance would also fall under this ESF if necessary.

II. Situation & Assumptions

A. Situation

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

B. Assumptions

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

III. Operations

1. *The HR Department is the lead for this Emergency Support Function and will be supported by other administrative staff and All Points EAP.*
2. *During incidents where the complexity and/or the scope of the incident make it obvious that responding employees will need support, the ESF Coordinator or his/her designee must report to the Emergency Operations Center.*
3. *The Emergency Operations Center Command Staff or the Strategic Management Team Staff may initiate this support function based on the needs of the responding employees.*
4. *The staff assigned to Employee Support will typically operate in several places. These may include but are not limited to:*
 - Incident scene(s)

- Incident scene(s) rehabilitation areas
 - Off-site rehabilitation areas
 - Emergency Operations Center
 - Incident Command Post (if different location than the incident itself)
 - Fire Stations and Police Station
 - Hospital Emergency Department (as needed for the emergency medical crews)
5. *Coordinate with other Emergency Support Functions to establish necessary communication links with employees' families when needed.*
 6. *Monitor the other Emergency Support Functions, and assist them as well as focusing on the responders.*
 7. *Request assistance from those agencies outside the City that can assist if the magnitude of the incident makes it necessary.*
 8. *Coordinate early with the other Emergency Support Functions to establish appropriate food and lodging for employees engaged in the response and recovery operations.*
 9. *Plan for the long-term needs early in the response and establish communications with all employees allowing them to have ample opportunity to reach out and use the program. The types of information that may be shared:*
 - The on-scene location(s) of the Employee Assistance Program staff.
 - The availability of the Employee Assistance Program at the off-site rehabilitation area.
 - Establish procedures for employees needing assistance communicating with their families.
 - Available assistance from the Human Resource staff to support the employees. Establish procedures for long-term employee support.
 10. *Maintain records of costs and expenditures and forward them to Financial Services/ Administration Team Leader.*

#17 Volunteer and Donations Management

Lead: Department of Parks and Recreation

Support:

- Libraries
- Department of Emergency Services
- Department of Economic Development and Tourism
- Department of Communications & Marketing

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 non-profit 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 Parks and Recreation

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

5. *Coordinate with Communications and Marketing to send appropriate information to the public about ongoing efforts to solicit and receive volunteers and donations.*
6. *Communicate with other ESFs, non-profits and other community organizations to assess their needs for volunteers and/or donations.*
7. *Ensure coordination with other local, regional and state volunteer management and donations efforts.*
8. *Maintain records of costs and expenditures, and forward them to the Financial Services/ Administration Team Leader.*

B. Libraries

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

C. Department of Emergency Services

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

IV. Resource Requirements

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

LYNCHBURG CITY COUNCIL

Agenda Item Summary

MEETING DATE: **January 28, 2020**

AGENDA ITEM #: **18**

CONSENT:
ACTION: **X**

REGULAR: **X**
INFORMATION:

WORK SESSION:

CLOSED SESSION:
(Confidential)

ITEM TITLE: Endorsement of *The Lynchburg Plan*

KEY ELEMENTS:

☐ Economic Development ☒ Excellent Government ☐ Natural and Built Environment ☐ Safe Community ☐ Vibrant Community

RECOMMENDATION: Adopt a resolution endorsing the framework identified in *The Lynchburg Plan* for Fiscal Years 2020-2024.

SUMMARY: Over the last year, City Council and staff have worked to develop, clarify, and operationalize the City's priorities in order to create an actionable plan that meets the needs of our community. The result of several City Council retreats and many Leadership Team discussions, *The Lynchburg Plan* serves to clearly communicate the actions that the City will undertake to make continual progress in three priority areas:

1. The City's Growing and Redeveloping Economy
2. Exceptional Neighborhoods and Strong Families
3. A Resilient, Agile, and Innovative Organization

Each of the priorities has a number of associated goals and operational initiatives. Operational initiatives are each assigned to a fiscal year and to a key owner, typically one of the four inter-departmental Collaboratives. Additionally, each goal has a number of long-term metrics that are intended to track progress over time. Progress on initiatives and metrics will be reported to City Council twice annually.

In addition to the three priority areas identified above, City Council also identified Exceptional Public Schools as a priority. Prior to the completion of *The Lynchburg Plan*, City Council and the Lynchburg City Schools jointly formed the *Task Force on the Future of Education in the City of Lynchburg: PreK-12 and Beyond*. Rather than including an additional set of goals for public schools, *The Lynchburg Plan* identifies the Task Force as the conduit to develop future goals for "Exceptional Public Schools" education in our community.

The actions taken as a result of the goals identified in the Plan will have impacts throughout the planning period, but more importantly, will greatly affect the long-term success of our community.

PRIOR ACTIONS: August 28, 2018: City Council retreat - initial discussions of Council priorities
November 1, 2018: City Council retreat - formalized priorities
September 24, 2019: City Council retreat - reviewed draft of *The Lynchburg Plan*
November 7, 2019: City Council retreat - reviewed final draft of *The Lynchburg Plan*

FISCAL IMPACT: On January 14, 2020, City Council appropriated \$1.2 million to support the future funding requirements related to the recommendations of Task Force on the Future of Education in the City of Lynchburg: PreK-12 and Beyond.

CONTACT(S): Bonnie Svrcek, City Manager, 455-3990
Reid Wodicka, Deputy City Manager, 455-3990
John Hughes, Assistant City Manager, 455-3990

ATTACHMENT(S):
Resolution
The Lynchburg Plan (with highlighted edits from the November 7, 2019 Council Retreat)

REVIEWED BY: bms

RESOLUTION:

#R-20-010

BE IT RESOLVED that the City Council for the City of Lynchburg hereby endorses the framework presented in The Lynchburg Plan for Fiscal Years 2020 through Fiscal Year 2024.

Introduced:

Adopted:

Certified: _____
Clerk of Council

015R



The Lynchburg Plan

FISCAL YEARS 2020-2024

A work plan focused on City Council's Goals & Priorities





The Lynchburg Plan

FISCAL YEARS 2020 - 2024

A work plan focused on City Council's Goals & Priorities

City Council

Treney Tweedy, Mayor
MaryJane Dolan, Vice Mayor
Jeff Helgeson
Turner Perrow
Randy Nelson
Sterling Wilder
Beau Wright

Leadership Team

Bonnie Svrcek, *City Manager*
Reid Wodicka, *Deputy City Manager*
John Hughes, IV, *Assistant City Manager*
Walter Erwin, III, *City Attorney*
Jeffrey Bandy, *City Assessor*
Robin Craig, *Clerk of Council*
Chuck Cramer, *Director of Fleet Services*
Melissa Foster, *Director of Emergency Services*
Michael Goetz, *Chief Information Officer*
Gaynelle Hart, *Director of Public Works*
Jennifer Jones, *Director of Parks and Recreation*
Andrew LaGala, *Director of Lynchburg Regional Airport*
James Lowe, *Director of Human Resources*

David Malewitz, *Parking Manager*
JoAnn Martin, *Director of Communications and Marketing*
Marilyn Martin, *Director of Libraries*
Timothy Mitchell, *Director of Water Resources*
Tamara Rosser, *Director of Human Services*
Ashley Tare, *Chief Talent Development Officer*
Marjette Upshur, *Director of Economic Development and Tourism*
Kent White, *Director of Community Development*
Donna Witt, *Chief Financial Officer*
Greg Wormser, *Fire Chief*
Ryan Zuidema, *Chief of Police*

EXECUTIVE SUMMARY

Every successful organization needs a plan for it what it wants to achieve. Cities are no different and developing a roadmap for how a community will proactively achieve its goals is vital to finding the success that it desires. Lynchburg has a long history as a successful community in many ways, but like every City, we also have challenges. Through hard work, determination, good planning and perseverance, will make our already exceptional City even greater.

The Lynchburg Plan is a roadmap for how the City of Lynchburg will accomplish the goals that support City Council priorities. This document will be used over the next several years as a guidepost for activities that we undertake. But, the impacts from this plan will not just be felt within the next several years. We are charting the path to the Lynchburg of the future and the plan's impacts will be felt for decades. Throughout this document, we define what we hope for the future City of Lynchburg—a community with a bustling private sector economy where everyone has the opportunity to thrive, neighborhoods throughout the City where people want to live and can contribute to their long-term well-being, and a City government organization that has prepared itself to be resilient, agile and innovative.

While it is exciting to discuss future projects and intended outcomes, the first and most vital step is to have an honest and self-reflective conversation about the strengths and challenges that we have today. During 2018 and 2019, several conversations with City Council and department heads have led to the identification of areas of needed focus, the development of ideas for how we move forward, and robust consideration of how we determine our progress. This plan is the outcome of months of conversations and thought about what our organization needs to do support City Council priorities of: The City's Growing and Redeveloping Economy; Exceptional Neighborhoods, Strong Families; A Resilient, Agile, and Innovative Organization and Task Force on the Future of Education in the City of Lynchburg; PreK-12 and Beyond.

To be sure, there are quite a number of initiatives in this plan that will require significant resources over the next several years. If assigned to individuals or to single departments, it is likely that it would be nearly impossible to achieve many of the goals that have been outlined in this document. For that reason, and with the goal of increasing collaboration and coordination between various departments, City leadership has organized City departments into four *Collaboratives*: **Organizational Support**, **Livable Lynchburg**, **Building Human Capital**, and **Resiliency**.





The organization of departments into the four Collaboratives can be seen in the graphic to the left. However, what is most important about the graphic is that it is intended to demonstrate a focus around our thriving community—pointing out that every action and activity of the City of Lynchburg should be focused on doing what is best for the benefit of our entire community.

In each of the initiatives that make up the eight goals outlined within this plan, each has an assignment, typically to one or more Collaboratives. This encourages departments and individuals to pool the resources that are already found throughout the organization so that no one part of our organization is completely responsible for success of any initiative. While it would be naïve to suggest that our whole organization will buy into the success of every initiative, giving Collaboratives responsibility encourages large sections of our organizations to get behind highly important initiatives, reducing our organizational silos, and improving our collective commitment.

Finally, for each of the goals, we identify a number of metrics that help us to understand our long-term impact. These are designed to be a tapestry of information that seeks to assess the overall health of our community within the context of our stated goals.

In addition to the creation of our Collaboratives, this plan envisions creating an approach to work that values a culture of innovation. In order to do so, we will create three organization-wide structures that seek to advance transformational thought processes about how we do business.

We envision the creation of:

- The Training Cooperative, which is a team designed to create and support an integrated internal training program for supervisors and staff throughout the organization, allowing us to be more intentional about the culture we create.
- The Center for Urban Design is a guidance structure for a series of internal teams that seek to work across departments to design and create Lynchburg’s built environment.
- The Center for Urban Analysis will consist of a set of multi-disciplinary evaluation teams that integrate publicly available and City-generated data to create data collection and integrity standards and conduct needed analysis to evaluate neighborhood needs.

By improving our own internal working environment through training, providing structure to the teams improving our built environment, and ensuring that we are accurately analyzing data, we will use this structure to make our organization even more effective than it is today.

The work that we will undertake as a result of this plan will, in many cases, be very challenging and require significant focus. However, when we are successful in our initiatives, we will be setting the course for the City of Lynchburg to continue its tradition of success, address challenges where they exist, and actively create the future community that we all want and know that Lynchburg can be. We should all have incredible pride in our community, and following this plan will make a great City into something even greater.



THRIVING CITY

*A Great Place to Live,
Work and Play*

PRIORITIES



GOALS



INITIATIVES



METRICS



PRIORITY 1:

The City's Growing and Redeveloping Economy

*Focus: A thriving, diverse and resilient local economy
that is accessible to and works for everyone*



GOAL 1

Expanding & Coordinating Workforce

In order to increase median household income, reduce poverty and support the workforce needs of the City’s existing and future businesses, we will proactively encourage, develop and support local workforce initiatives that meet the diverse needs and capabilities of residents at all levels of employment. Through community partnerships and utilizing existing assets (ex: neighborhood centers) with PreK-12 education, post-secondary training programs, institutions of higher learning and the business community, we will create an inclusive and thriving economic development environment.

OUR DEFINITION OF SUCCESS

A successful workforce development and redevelopment atmosphere is simple to navigate, is coordinated among partners and truly leads to improving the ability of our workforce to meet the needs of employers in the region. Expanding opportunities is important, but before we do that, it is important to ensure that all workforce functions are coordinated so we can take advantage of the capacity in the already-existing organization and programs. We envision serving as a model for other communities in Virginia for identifying ways that we have driven the result of workforce development. In order to create clear talent pipelines for local residents, our educational environment, private companies, and workforce professionals must join together to form targeted, data-driven programs with a focus on family wage jobs.

EVALUATION OF PRESENT CONDITIONS

Lynchburg is extremely fortunate that there is considerable interest in workforce development from a variety of groups. However, like much of Virginia, workforce development in our community has a tendency to be disjointed, with many partners working in diverging directions. This leads to a lack of clarity, potential opportunities for uncoordinated duplication of services and ultimately, frustration among those we intend to serve, which yields results inconsistent with expectations.

INTENDED COMMUNITY OUTCOMES

- Through the coordination of all aspects of workforce development, any point of entry to the workforce development environment can lead to access to all components.
- Members of our community will have a clear understanding of the workforce development services available and how to access them, reducing barriers to developing marketable skills.
- More people will be working and will have a stable income, leading to higher overall wages and more disposable income.
- More businesses will have access to qualified, capable and willing employees, improving Lynchburg’s retention, expansion and attraction of businesses.

LONG-TERM METRICS OF SUCCESS

METRIC	SOURCE	INTENDED TREND
Unemployment Rate	Bureau of Labor Statistics	Decreasing rate over time, particularly in historically challenged socioeconomic groups
Labor Participation Rate	Bureau of Labor Statistics	Increasing rate over time across all socio-economic groups
High School Graduation Rate	Virginia Department of Education	Increasing
Average Wage	Bureau of Labor Statistics	Increasing
Supplemental Nutrition Assistance Program Eligibility by census tract	US Census and Virginia Department of Social Services	Declining numbers of individuals meeting economic eligibility requirements
Median Household Income	US Census and American Community Survey	Increasing

OPERATIONAL INITIATIVES

INITIATIVE	TIME FRAME	KEY OWNER
1.1 - Research and produce a white paper identifying leading practices in community workforce development; identify areas of strength and weaknesses in our existing workforce functions; develop a plan to streamline and clarify responsibilities and to align goals with employer needs	2nd Half; FY 2020	Collaborative for Building Human Capital + Office of Economic Development
1.2 - Develop an inventory and gap analysis of current workforce development programs initiatives and practitioners available in the City/Region. (Navigrid); track participants/graduate of current programs and Virginia Initiative for Education and Work (VIEW)	2nd Half; FY 2020	Collaborative for Building Human Capital
1.3 - Develop a defined City internship program for high school and college students and VIEW participants	FY 2021	Collaborative for Building Human Capital
1.4 - Conduct an evaluation of best practices and how effectively City government can facilitate achieving workforce goals in its own employment practices	FY 2021	Human Resources
1.5 - Conduct an evaluation of Lynchburg's structural unemployment and identify a plan to pivot human capital to meet Lynchburg's workforce needs and address employment gaps for the next 10-20 years	FY 2022	Office of Economic Development + Collaborative for Building Human Capital



GOAL 2

Investing in Infrastructure & Connectivity

Utilizing contemporary urban planning practices and effective asset management, we will make thoughtful and planned investments into our physical infrastructure, enabling the economy and members of our community to flourish.

OUR DEFINITION OF SUCCESS

The reality is that infrastructure investment is never complete and, as a result, pinpointing a final point of success is difficult. In fact, the infrastructure needs of the City will outlive this plan and everyone associated with it. We envision the City having very clear plans to guide investments in public infrastructure. All newly constructed infrastructure should have clearly defined standards for maintenance and preservation to reduce potential for deterioration. Further, we will be successful if we are able to integrate contemporary design principles such that new and revitalized infrastructure will stand the test of time and will be preserved and properly maintained for use by future generations. Infrastructure should positively affect the quality of life of people living in the City.

EVALUATION OF PRESENT CONDITIONS

Like most old cities throughout the United States, Lynchburg's physical infrastructure is aging. The City has put considerable effort into improving infrastructure conditions in the last few decades, and there remains considerable work to be done to prepare for the future. Older infrastructure and legacy design standards have resulted in decreased quality of life for people living throughout the City and has made responsible growth difficult to achieve. Additionally, many City-owned facilities have reached the end of their useful lives or have deteriorated to the point that they are no longer salvageable.

INTENDED COMMUNITY OUTCOMES

- Improvement of our core infrastructure will provide greater opportunity for the utilization of existing assets for economic potential.
- Reduced vulnerability of infrastructure will lead to a better ability for residents and businesses to recover from natural and industrial hazards.
- Quality of life in neighborhoods throughout the City will be improved with continual updates to vital infrastructure, enhancing our resident experience.
- Long-term environmental impacts resulting from urbanization will be reduced, ensuring the resilience of the City for generations to come.
- **The City and community will be well-positioned to be resilient against the long-term effects of climate change. Additionally, City operations will reflect sustainable practices.**

LONG-TERM METRICS OF SUCCESS

METRIC	SOURCE	INTENDED TREND
Average commute time	US Census	Decreasing commute time, even as population increases
Infrastructure investment vs. assessed value by census tract	City Departments of Public Works, Water Resources and City Assessor's Office	Infrastructure spending is distributed across census tracts based on capital needs assessment
Average age of infrastructure vs. rate of replacement	City Departments of Public Works and Water Resources	Decreasing average age and increasing rate of replacement
High speed internet access	US Census and Provider Data	Increasing internet access and affordability

OPERATIONAL INITIATIVES

INITIATIVE	TIME FRAME	KEY OWNER
2.1 - Implement a plan that complements the goals envisioned in the Downtown 2040 Master Plan	Beginning FY 2020	Collaboratives for Livable Lynchburg; Resiliency; Building Human Capital
2.2 - Develop and update capital improvement prioritization practices to include City-administered projects using a triple bottom line methodology including social, environmental and financial impacts while considering the geographic locations of future growth areas in the City and emergency management considerations	FY 2020 and Beyond	Collaboratives for Livable Lynchburg + Resiliency
2.3 - Develop a comprehensive evaluation and financial impact of remediation of consistent problem areas during storm events, particularly considering increasing storm intensities and flooding potential	FY 2020	Collaboratives for Resiliency + Livable Lynchburg
2.4 - Develop a comprehensive, actionable and affordable Capital Improvement Plan based on condition assessments, existing plans, and based on a priorities-driven project evaluation	FY 2021	Organizational Support Collaborative
2.5 - Invest in a City-specific long-range vehicular traffic plan, taking into account regional traffic pressures	FY 2021	Center for Urban Design
2.6 - Develop a strategy to identify capital projects contained in various master plans and create a strategy for implementation	FY 2021	Center for Urban Design
2.7 - Coordinate the National Flood Insurance Program Community Rating System with the Regional Hazard Mitigation Planning efforts to evaluate the potential to lower flood insurance premiums in the City	FY 2021	Collaborative for Resiliency
2.8 - Create a multi-decade utility infrastructure asset management program and establish a financial plan to make it feasible	FY 2021	Collaboratives for Resiliency + Livable Lynchburg
2.9 - Evaluate the opportunity for the deployment of wireless 5G broadband internet access throughout the City	FY 2021	Information Technology
2.10 - Develop a coherent strategy to invest in forward thinking technology throughout the City	FY 2021	Collaboratives for Livable Lynchburg + Resiliency
2.11 - Develop a long-range plan to connect all parks with a trail system and create a feasible financial plan for implementation	FY 2022	Center for Urban Design
2.12 - Complete the long-term Combined Sewer Overflow Plan and subsequent post construction monitoring	By FY 2027	Water Resources



GOAL 3

Developing & Growing Partnerships

By growing our relationships with small businesses, private employers, public agencies and non-profit partners, we will leverage the community's capabilities and resources to improve employment opportunities, support families and increase local revenues to support core public services. We will specifically focus on efforts to build and further our relationships with anchor institutions in the City.

OUR DEFINITION OF SUCCESS

When City departments and employees are able to partner with public, private and non-profit partners, we demonstrate that we are interested in improving our service delivery and the quality of life for the people and businesses of our City. We will increase the number of partnerships and projects **as appropriate** and evaluate the most productive partnerships with specific goals and will promote partner support for work-based learning experiences.

EVALUATION OF PRESENT CONDITIONS

The City has a strong history of leveraging partnerships. While the City has been able to find much success through partnerships, our commitment to working with others must continue and grow. One specific area of growth we are well-positioned to address is the creation of student work-based learning opportunities throughout the community, a need identified by the Virginia Board of Education's *Profile of a Virginia Graduate*.

INTENDED COMMUNITY OUTCOMES

- The City and other organizations will collectively achieve their goals by leveraging each other's resources and reducing overlap of efforts.
- Key community goals (health, redevelopment opportunities, access to greater air travel) will be achieved more quickly through public-private partnerships.
- Community partners will play a stronger role in directing the community's future.

LONG-TERM METRICS OF SUCCESS

METRIC	SOURCE	INTENDED TREND
Total number of active business licenses with more than \$10,000 in gross revenues annually	Commissioner of the Revenue's Office	Increasing
Airport market capture	Lynchburg Regional Airport	Increasing
Changes in total taxable real estate value by census tract	City Assessor's Office	Increasing, particularly in areas where there is the most opportunity for improvement
City-level health outcomes	Centers for Disease Control's Annual 500 Cities: City-Level dataset	Improving outcomes relative to other cities in various measures
Number of organizations with formal work plan agreements with local colleges and universities, high schools, etc.	Various City Departments	Increasing number of formal work plans

OPERATIONAL INITIATIVES

INITIATIVE	TIME FRAME	KEY OWNER
3.1 - Create annual and multi-year work plan agreements with partner agencies, such as the Lynchburg Regional Business Alliance, Small Business Development Center, Business Development Center, Downtown Lynchburg Association, etc.	FY 2020	City Manager's Office + Office of Economic Development
3.2 - Create an annual list of opportunities for public-private partnerships through "blue sky" evaluation and design of Economic Development Authority (EDA) and City-owned properties	Beginning FY 2020	Center for Urban Design
3.3 - Document and develop a set of partnership opportunities with the City of Lynchburg Disaster Recovery Group in preparation for future disasters	1st Half FY 2020	Collaboratives for Resiliency + Building Human Capital
3.4 - Continually advocate the City's position to the existing coalition to expand air service to the northern United States	FY 2020 and beyond	Collaborative for Livable Lynchburg
3.5 - Develop a relationship with Centra and Partnership for Healthy Communities to develop proactive preventive health programs infrastructure . Utilize Live Healthy Lynchburg in an advisory capacity regarding health policy and programs when there is a need	FY 2021	Collaborative for Building Human Capital
3.6 - Create a plan to promote support throughout the community for student work-based learning experiences as envisioned by the Profile of a Virginia Graduate.	FY 2021	Collaborative for Building Human Capital
3.7 - Create an online business licensing portal with wrap-around resources to streamline processes	FY 2021	Commissioner of Revenue; Community Development, Office of Economic Development; Information Technology; Finance
3.8 - Explore capacity/interest in providing CO-STARTER graduates access to vacant properties at reduced rates for new businesses	FY 2021	Office of Economic Development
3.9 - Develop relationships with businesses and non-profits to assist with planning for capacity within these organizations to handle economic, weather, disease and manmade disasters	FY 2022	Collaboratives for Resiliency + Livable Lynchburg
3.10 - Build a relationship with local realtors to encourage advocacy for investment in the City	FY 2023	Collaborative for Livable Lynchburg
3.11 - Evaluate the existing naming rights policy and promote the opportunity for the public to purchase	FY 2024	City Manager's Office
3.12 - Conduct a market analysis for potential development opportunities at the Lynchburg Regional Airport	FY 2024	Collaborative for Livable Lynchburg; Campbell County



PRIORITY 2:

Exceptional Neighborhoods, Strong Families

Focus: Neighborhoods that support the people who live there



GOAL 4

Assessing & Understanding Neighborhood Strengths & Challenges

Through the analysis of the robust outcomes-based data sets created by City government, integrated with the expertise of community members, we will develop an understanding of the human (social, health and mental health care, transportation, education/training, etc.) needs of all neighborhoods, allow the community to design solutions that improve quality of life. Creating economic drivers within or accessible to neighborhoods will help us improve quality of life.

OUR DEFINITION OF SUCCESS

We will develop an ability to objectively assess the strengths and challenges found in the unique neighborhoods throughout the City. This will allow residents of neighborhoods, the City, and other partners to develop a quantitative and qualitative understanding of the unique attributes and opportunities in every neighborhood. From this process, we will utilize data that we collect about quality of life to inform a conversation with neighborhoods about how to best solve community problems. Neighborhood improvements will be achieved by relying on information gained from both data analysis and from the neighborhood relationships we build. We will build on strengths and help find the best resources to address challenges.

EVALUATION OF PRESENT CONDITIONS

Great examples of strong neighborhoods that have been stable for many years exist throughout the City. We also have neighborhoods that experience significant challenges that affect the quality of life of people who live in those neighborhoods. Data about challenges faced by neighborhoods have not been comprehensively evaluated. The City has a variety of data collection (both quantitative and qualitative data) efforts, but there is no central coordination, making robust and comprehensive analysis of neighborhood conditions very difficult. As a result, it can be challenging to make plans that have substantial value.

INTENDED COMMUNITY OUTCOMES

- The City and other organizational partners will have an improved and objective “on the ground” perspective of challenges and strengths of neighborhoods throughout the City.
- City departments and various partners will have access to knowledge about the neighborhoods we serve so that better decisions about service delivery can be made.
- Members of the community will have more data to help inform how they can make their own neighborhoods stronger.
- With more information, the City, partners and community members can leverage a neighborhood’s strengths and address challenges.
- When neighborhoods are stronger, there is a City-wide positive impact on opportunity on economic development, property values and median household income.

LONG-TERM METRICS OF SUCCESS

METRIC	SOURCE	INTENDED TREND
Percent of census tracts with vacant property exceeding 10%	City Department of Community Development	Decreasing, particularly in areas with higher concentrations
Private, public, and non-profit property investment by census tract	City Department of Community Development, Public Works, Water Resources, and non-profit partners	Increasing, particularly in higher poverty areas
Poverty rate by census tract	US Census	Decreasing, particularly among highest poverty census tracts
Violent and property crime rate by census tract per 1,000 residents considering both juveniles and adults	Lynchburg Police Department	Decreasing
Emergency Medical calls for service by census tract per 1,000 residents	Lynchburg Fire Department	Decreasing
Percent of water customers experiencing water cutoff in the prior rolling 12 months by census tract	City Department of Financial Services	Decreasing due to on-time payment
Percent of neighborhood center program goals & objectives met	Department of Parks and Recreation	Increasing

OPERATIONAL INITIATIVES

INITIATIVE	TIME FRAME	KEY OWNER
4.1 - Create a partnership with the Virginia Department of Health to research and support the implementation of the Virginia Family and Fatherhood Initiative and the Delayed Responsible Child Bearing program	FY 2020	Collaborative for Building Human Capital
4.2 - Define goals to expand affordable housing options; create an action to address concerns	FY 2020	Collaborative for Livable Lynchburg; Housing Collaborative
4.3 - Establish the Lynchburg Center for Urban Analysis; a set of multi-disciplinary evaluation teams to integrate publicly available and City-generated data to evaluate neighborhood conditions and needs; evaluate missing data sets	FY 2021	City Manager's Office
4.4 - Conduct a parks and recreation needs assessment to evaluate existing programs, facilities, parks and services to improve quality of life	FY 2021	Collaborative for Building Human Capital
4.5 - Create a community dialogue on the state of the family	FY 2021	Collaborative for Building Human Capital
4.6 - Create neighborhood statistical areas to guide the use of publicly available and City-generated data, calibrated to community members' knowledge of neighborhood identity and boundaries	FY 2021	Collaborative for Livable Lynchburg
4.7 - Create a clearinghouse to track investment in neighborhoods by government, non-profits, and other partners. Create a heat map and track why, how, by whom investments are made; evaluate success as appropriate.	FY 2021	Collaborative for Livable Lynchburg
4.8 - Implement an annual Board and Commission report to City Council with an overview of annual goals for the following year	Beginning FY 2022	City Manager's Office
4.9 - Refresh work-plans and programming objectives to increase opportunities in neighborhood centers to address ongoing neighborhood challenges	FY 2022	Collaborative for Building Human Capital
4.10 - Define goals to maintain the character of City neighborhoods	FY 2022	Collaborative for Livable Lynchburg + Neighborhoods
4.11 - Partner with community organizations to create a matrix to assist elderly and disabled residents of various neighborhoods with access to volunteer assistance.	FY 2022	Collaborative for Building Human Capital
4.12 - Identify leading practices on how the City can support aging in place for elderly and disabled citizens	FY 2022	Collaborative for Building Human Capital
4.13 - Develop a plan to hold property owners accountable for the condition of properties within the rental inspection district and conduct leading practices research on policy opportunities and advocacy at the state level	FY 2023	Collaborative for Livable Lynchburg



GOAL 5

Creating & Reimagining Beautiful Neighborhoods

In partnership with neighborhoods, we will leverage our internal urban planning and design expertise, coupled with formal and informal interactions with residents of neighborhoods, to improve the physical characteristics of neighborhoods throughout the City. We will implement existing neighborhood master plans and create new ones.

OUR DEFINITION OF SUCCESS

All neighborhoods are vibrant and beautiful. We see a growing tax base created by the programs provided through public-private partnerships. Neighborhoods will have independent character and identity. We see Lynchburg as a leader for older cities in revitalized neighborhoods, all while ensuring housing continues to be affordable.

EVALUATION OF PRESENT CONDITIONS

Lynchburg has a variety of incredibly beautiful neighborhoods, many of which have significant historical context. However, some neighborhoods have fallen into disrepair and are in need of investment from both public and private sources. Fortunately, the City has a number of existing programs to assist with the redevelopment of neighborhoods, correcting problems where they exist and prevent existing stable neighborhoods from declining in the future.

INTENDED COMMUNITY OUTCOMES

- Neighborhood improvements are made through a collaborative process with both City government and community representation, improving the outcomes of projects and making the best use of public dollars while leveraging private investment.
- Assurance that public investment is equitable throughout the City will improve property values, pride in neighborhoods and the quality of life for people throughout the City.
- Lynchburg neighborhoods will re-emerge as the preeminent residential destination in the region.

LONG-TERM METRICS OF SUCCESS

METRIC	SOURCE	INTENDED TREND
Public dollars expended on beautification efforts by census tract considering need and a cost-benefit analysis	City Department of Public Works	Increasing in targeted census tracts with the most challenging socioeconomic conditions
Number of founded code compliance enforcement actions	City Department of Community Development	Decreasing over time due to higher natural compliance
Average walking distance to a defined public space by census tract	City Department of Information Technology	Decreasing
Results of citizens survey questions considering quality of life	City Department of Communications and Marketing	Increasing percentage of residents feeling positive about their neighborhoods
Pavement condition assessment scores by census tract	City Department of Public Works	Improving

OPERATIONAL INITIATIVES

INITIATIVE	TIME FRAME	KEY OWNER
5.1 - Establish the Lynchburg Center for Urban Design – a multi-disciplinary and agile design framework utilizing existing resources and expertise; develop first year work plan	FY 2020	Collaborative for Livable Lynchburg
5.2 - Coordinate resources to apply for lead abatement grant in August 2020	FY 2020	Collaborative for Livable Lynchburg; Lynchburg Redevelopment and Housing Authority; Virginia Department of Health
5.3 - Create and update neighborhood master plans for all neighborhoods utilizing structured feedback from neighborhood residents while considering: 1. Neighborhood identity and history 2. Findings from Center for Urban Analysis neighborhood assessments 3. Missing public services (such as sidewalk, sewer, etc.) 4. Access to vital private services (medical care, grocery stores, etc.) 5. Realistic availability of public transportation 6. Preservation of viewsheds and tree canopy 7. Access to acceptable publicly available open space (either City or community organization-owned) 8. Potential infill and redevelopment opportunities 9. Access to Parks and Recreation amenities	Beginning FY 2020	Center for Urban Design
5.4 - Conduct a review of the Future Land Use Map as a component of the Comprehensive Plan review to protect neighborhoods	FY 2021	Collaborative for Livable Lynchburg
5.5 - Create an inventory of public art throughout the City and identify opportunities for public-private partnerships to grow public art throughout the City.	FY 2022	Collaborative for Livable Lynchburg + Non-profit Partner
5.6 - Identifying appearance standards in City-owned public spaces in neighborhoods; develop a plan to bring sub-standard spaces to standard	FY 2022	Public Works; Parks and Recreation (BHC)
5.7 - Develop a neighborhood coordinator program for working collaboratively with the City to address public asset blights such as trash in right-of-ways, damaged or impassable sidewalks, derelict City-owned property, etc.	FY 2022	Collaborative for Livable Lynchburg; Collaborative for Resiliency; Police Department
5.8 - Create a long-term City park revitalization and redevelopment plan	FY 2023	Center for Urban Design
5.9 - Explore adopting the National Parks and Recreation Association’s 10-minute walk initiative to promote healthy active living	FY 2023	Center for Urban Design



GOAL 6

Creating a Culture of Exceptional Public Service Delivery

We will set the standards for public service delivery in the region by consciously and proactively assessing operational outcomes, utilizing industry best practices, developing direct service delivery plans, and maintaining and improving our direct service delivery functions.

OUR DEFINITION OF SUCCESS

The City of Lynchburg has a strong history and reputation for providing exceptional service delivery to residents and businesses. We see a future where service delivery functions are continuously and intentionally improving. We see a future in which City services are consistently re-evaluated from an objective perspective in which challenges are seen as positive opportunities for improvement and growth. We will establish a culture of quality firmly focused on exceptional service delivery that has a meaningful and positive impact on our residents’ quality of life. In the future, our personnel will have the resources (financial, human and capital) to do their work more effectively.

EVALUATION OF PRESENT CONDITIONS

The City is changing, and in the last 20 years it has experienced moderate growth that has stretched resources. As a result, some service delivery areas have suffered. While we are highly concerned with City-wide initiatives and resources that can be provided throughout the community, we are particularly interested in how the City’s public services are directly affecting community members.

INTENDED COMMUNITY OUTCOMES

- The City’s ability to provide effective and efficient service delivery will be refocused towards the needs of 21st century Lynchburg.
- The delivery of high quality service will build a strong connection and high-value relationship between local government and our community.
- Underserved neighborhoods, as defined by our baselines service delivery outcomes expectation initiative, will experienced improve service delivery.

LONG-TERM METRICS OF SUCCESS

METRIC	SOURCE	INTENDED TREND
Results of citizens survey questions regarding direct service delivery	City Department of Communications and Marketing	Increasing percentage of residents with positive feelings about City services
Average length of time for brush and bulk pickup by Ward	City Department of Public Works	Decreasing
Average Fire and EMS response time by census tract and call type	Lynchburg Fire Department	Decreasing, particularly for high priority responses
Average Police response time by census tract and call type	Lynchburg Police Department	Decreasing, particularly for high priority responses

OPERATIONAL INITIATIVES

INITIATIVE	TIME FRAME	KEY OWNER
6.1 - Incorporate leading practices in performance measurement into the FY 2021 Operating Budget	FY 2020	Organizational Support Collaborative
6.2 - Create a review team to log and evaluate trends in community complaints and create a strategy to address highest trending concerns	FY 2020	Organizational Support Collaborative
6.3 - Implement a plan to improve brush and bulk refuse collection	FY 2020	Collaborative for Livable Lynchburg
6.4 - Evaluate the findings of the Citizens Survey to identify trends and make an action plan to address concerns	FY 2020	Collaboratives
6.5 - Conduct an assessment of the public safety departments' staffing levels to determine if and what level of right-sizing is necessary	FY 2021	Collaborative for Organizational Support, Police, Fire, and Emergency Services
6.6 - Integrate the findings of the Center for Urban Analysis by developing baseline service delivery outcome expectations.	FY 2021	Collaboratives
6.7 - Create a plan to improve service delivery where there are deficiencies identified.	FY 2022	Collaboratives



PRIORITY 3:

A Resilient, Agile,
and Innovative Organization

Focus: Lynchburg's local government is positioned for success for the next generation



GOAL 7

A Competitive and Innovative Employer

Attracting employees committed to building a stronger community is a cornerstone to recruitment and retention. By engaging and cultivating employee performance, the City of Lynchburg will be the employer of choice in the region for public service employees. This will allow the City to become more agile in our use of human resources.

OUR DEFINITION OF SUCCESS

The City of Lynchburg continues to be an employer of choice in the region for persons committed to building a stronger community. While some employee turnover is healthy in order to have the opportunity to infuse new ideas, we plan to reduce voluntary resignations and lateral movements to other organizations by creating an environment in which employees feel supported, challenged and valued. We want employees to thrive. Organizational success will be achieved if the best, brightest and most committed employees regard the City of Lynchburg as a great place to work.

EVALUATION OF PRESENT CONDITIONS

Traditionally, the City of Lynchburg has been an employer of choice in the region, with a stable employee base and many team members who spent their entire careers with the organization. Employees and potential employees have migrated to other area employers. As a result of the City’s budgetary and growth challenges, coupled with a changing workforce perspective, the City has re-evaluated its employment practices, from compensation to alternative opportunities for growth to alternative working options.

INTENDED COMMUNITY OUTCOMES

- City employees will be happier and will feel more fulfilled with their jobs, thus improving quality of work and increasing tenures.
- Improving the environment for our employees will result in improved service delivery for residents and businesses.
- Costs of continual turnover (both financial and operational) will be reduced.
- The City will be an employer of choice, attracting more City residents to become City employees and improving labor force participation.

LONG-TERM METRICS OF SUCCESS

METRIC	SOURCE	INTENDED TREND
Full time employee voluntary and involuntary turnover rate measured annually	City Department of Human Resources	Decreasing, particularly in roles with traditionally higher turnover rate
Percent of employees voluntarily leaving City employment for another public agency	City Department of Human Resources	Decreasing, particularly in roles with traditionally higher turnover rate
Number of incidents of reportable workplace injuries	City Attorney’s Office; Risk Management	Decreasing
Average number of qualified applications received for vacant positions	City Department of Human Resources	Increasing, particularly in traditionally difficult to fill positions
Number of qualified City-residents applying for positions in the City	Human Resources	Increasing

OPERATIONAL INITIATIVES

INITIATIVE	TIME FRAME	KEY OWNER
7.1 - Develop a supervisor training program to improve communication between supervisors and employees, reinforcing a supportive culture, effective feedback and relationship building	FY 2020	Training Cooperative
7.2 - Identify best practices and conduct an evaluation of needed improvement for how the City can be a veteran friendly employer	FY 2020	City Department of Human Resources & Fleet Management
7.3 - Conduct a research project identify and implement leading practices associated with recruiting and retaining high quality employees	FY 2021	Organizational Support Collaborative
7.4 - Restructure the City's employee performance management system, incentivizing high performing employees and improving or removing low performers	FY 2021	Organizational Support Collaborative
7.5 - Develop a "tools of the trade" assessment to determine the quality of equipment employees must use and create and plan to improve where needed	FY 2022	City Manager's Office
7.6 - Develop cross training programs that allow employees to support one another and improve services to citizens	FY 2022	Collaboratives
7.7 - Implement a recurring market compensation analysis for employees every five years	Beginning FY 2024	Organizational Support Collaborative



GOAL 8

Intentional Long-Term Viability

Many cities are struggling in Virginia, frequently because of an inability to adapt to changing circumstances. By engaging in long-term financial and organizational planning, protecting and growing our revenue sources, maintaining a diverse tax base and developing an internal discipline, the City will ensure its long range viability and its rightful place as the leading community of the region and as a Virginia First City.

OUR DEFINITION OF SUCCESS

The success of our community relies on having a City organization with sustainable financial structure, neighborhoods that are thriving and are a place a diverse mix of people want to live and, a business environment that encourages and supports investment.

EVALUATION OF PRESENT CONDITIONS

Lynchburg has had the fortunate experience of growing in the last couple of decades due to both public and private investment. While growth cycles will revolve over time, the City must prepare to be viable for the long run and be able to respond to changes in the economic environment in which we operate.

INTENDED COMMUNITY OUTCOMES

- The City will be able to foresee and plan for financial, macroeconomic and other challenges that will emerge, improving our ability to respond and reducing the impact to members of our community.
- City government in the long term will be stable, reliable and resilient and community members can go about their lives as they see fit and not worry about whether core services are provided.
- Residents will have more flexible opportunities to pay City bills, providing more diverse collections opportunities.

LONG-TERM METRICS OF SUCCESS

METRIC	SOURCE	INTENDED TREND
Percent of General Fund expenditures dedicated to debt service	City Department of Financial Services	Stable or decreasing
Deferred maintenance liability value for City-owned properties	City Department of Public Works	Decreasing with increasing investments
Tax and fee collection rates	City Department of Financial Services	Stable or increasing
City-wide real estate property value change compared with inflation	City Assessor	Exceed the inflation rate
Change in total collections of top three revenue sources relative to inflation	City Department of Financial Services	Exceed the inflation rate
Percent of account payers utilizing off-site or alternative payment options (online, kiosks, etc.)	City Department of Financial Services	Increasing

OPERATIONAL INITIATIVES

INITIATIVE	TIME FRAME	KEY OWNER
8.1 - Review the Government Finance Officer's Association policies for long-range planning and identify the City's opportunities for improvement	FY 2020	Organizational Support Collaborative
8.2 - Explore a fraud hotline to allow citizens and staff a safe space to report potential concerns	FY 2020	Organizational Support Collaborative
8.3 - Evaluate the General Fund Balance Policy to determine if additional funds are needed to strengthen fund balance and if so, identify a phased implementation strategy	FY 2020	Organizational Support Collaborative
8.4 - Create a capital projects rating system and review team to guide funding decisions and review ongoing appropriations	FY 2021	Collaborative for Livable Lynchburg
8.5 - Create a formal and comprehensive long-term financial plan	FY 2021	Organizational Support Collaborative
8.6 - Evaluate the City's workers compensation claims experience and create a strategy to reduce exposure; focus on departments with the highest safety risk	FY 2021	Organizational Support Collaborative
8.7 - Evaluate alternative payment options (kiosks, prepayment, etc.)	FY 2021	Organizational Support Collaborative
8.8 - Conduct an annual procurement audit on a rotating schedule of services to determine if outsourcing of present internal operations, or insourcing of presently contracted services would result in cost savings and operational improvements	FY 2021	Organizational Support Collaborative
8.9 - Conduct an evaluation participation of small, women, or minority-owned businesses in City contracts	FY 2021	Organizational Support Collaborative
8.10 - Develop a strategy to address the long-term loss of retail revenue in the City	FY 2022	Organizational Support Collaborative
8.11 - Evaluate the potential to implement a Business Improvement District to fund specific area projects	FY 2024	Organizational Support Collaborative

SCHOOLS TASK FORCE:

Task Force on the Future of Education in the
City of Lynchburg: PreK-12 and Beyond

*Focus: Strong public schools that meet the needs of our children,
now and in the future*

A. ENROLLMENT TRENDS AND DEMOGRAPHICS

Will study trends related to socioeconomic characteristics, educational and support needs, and other school, home, and community factors that affect the School System’s strategic and programmatic decisions. In particular, this subcommittee will collaborate with the Operations, Facilities, and Consolidation subcommittee and the City’s Planning Division to determine both how many students the school division is anticipated to serve, and where in the City they are likely to reside. Additionally, this subcommittee will evaluate reasons parents choose to use options other than City public schools.

Deliverable: This subcommittee is tasked with providing empirical information to other subcommittees to inform their recommendations.

B. OPERATIONS, FACILITIES AND CONSOLIDATION

Will study the present conditions, capacity, and longevity of school buildings, evaluate opportunities to streamline support functions, evaluate the opportunity to consolidate existing facilities if appropriate, and explore options to build new school facilities that support educational programs. Additionally, this subcommittee will consider opportunities and implications for transportation operations.

Deliverable: This subcommittee will provide a report evaluating opportunities for re-engineering of operations and consolidation of existing facilities.

C. LEADING PRACTICES IN URBAN EDUCATION

Will study emerging trends in PreK-14 urban education and identify opportunities for Lynchburg to expand and enhance current practice and to take advantage of successes of other school systems. In particular this subcommittee will collaborate with the Programming and Collaboration Opportunities subcommittee to address the existing opportunity gap. This subcommittee will also review research on best and leading practices in preparing school personnel on how to achieve positive outcomes for students in an urban educational environment.

Deliverable: This subcommittee will create a report outlining strategies that may assist with specific challenges identified by the Task Force that the City’s urban educational environment faces.

D. PROGRAMMING AND COLLABORATION OPPORTUNITIES

Will study strengths and opportunities in the School System’s programmatic structure in the areas of academic opportunities, athletics, arts, career technical training, after school programs, and other areas. Additionally, this subcommittee will identify opportunities for collaboration with City departments and outside partners to enhance the programmatic offerings and, ultimately, outcomes for children who attend Lynchburg City Schools. The subcommittee will identify opportunities to sustainably coordinate public and private sector resources to help reach benchmarks identified by the Leading Practices in Urban Education subcommittee.

Deliverable: This subcommittee will make recommendations regarding future programmatic opportunities and eliminate practices that may not yield impactful results.

E. FINANCE

Will study the School System’s financial structure and long-range financial sustainability and will consider the financial impact of the recommendation of other subcommittees. Additionally, this subcommittee will be responsible for studying opportunities for the alignment and complimentary nature of the School System’s and the City’s budget process and exploring opportunities for continued and future financial investment in the Lynchburg City Schools.

Deliverable: This subcommittee will evaluate the financial feasibility of various initiatives proposed by those subcommittees and inform a fifteen-year operating and capital improvement program forecast.

F. TALENT MANAGEMENT

Will study current and potential efforts to recruit, retain, train, and support talented educators and administrators through professional development in order to ensure that the Lynchburg City Schools is able to maintain educational standards consistent with the goals and recommendations that are developed by this Task Force. Pay issues will be addressed.

Deliverable: This subcommittee will evaluate current recruitment and retention efforts and make specific recommendations regarding efforts to improve and consistently maintain highly effective educators and staff.



The Lynchburg Plan

FISCAL YEARS 2020 - 2024

A work plan focused on City Council's Goals & Priorities