

# **City Council Meeting Packet**



**April 2, 2019**

## AGENDA

Norton City Council

April 2, 2019

6:00 P.M.

1. Roll Call
2. Invocation – Rev. Roger Sloce
3. Pledge of Allegiance
4. Approval of Minutes
  1. Meeting of March 19, 2019
5. Audience for Visitors
6. New Business
  - A. Update from US Forest District Ranger Michelle Davalos.
  - B. Adoption of the City of Norton Emergency Operation Plan.
  - C. Resolution Declaring the Month of April 2019 as Child Abuse Prevention Month.
  - D. Resolution Declaring the Month of April 2019 as Autism Awareness Month.
  - E. Confirmation of a Check/Transfer in Excess of \$100,000.
7. Comments by the City Manager, City Attorney, and City Council.
8. Adjournment.

The regularly scheduled meeting of the Norton City Council was held Tuesday, March 19, 2019, at 6:00 p.m., in the Municipal Council Chambers with Mayor Joseph Fawbush presiding.

Present: William Mays, Robert Fultz, Jr., Joseph Fawbush, and Mark Caruso

Also Present: Fred L. Ramey, Jr., City Manager, and William Bradshaw, City Attorney

Absent: Delores Belcher

The invocation was given by the city manager and was followed by the Pledge of Allegiance led by Police Chief James Lane.

At this time, Mayor Fawbush asked council members to amend the agenda to include under Item 6-D-1 a Resolution to Authorize the City Manager to Submit a Grant Application to the Virginia Department of Health – Office of Drinking Water’s Water Supply Assistance Grant Program.

It was the consensus of council to amend the agenda to include under Item 6-D-1 a Resolution to Authorize the City Manager to Submit a Grant Application to the Virginia Department of Health – Office of Drinking Water’s Water Supply Assistance Grant Program, as stated above.

Upon a motion by Councilman Mays, seconded by Councilman Caruso, and passed by the following vote: YES – Mays, Fultz, Fawbush, Caruso, NO – None, ABSENT – Belcher, council moved to adopt the minutes of the March 5, 2019, meeting as presented.

There was no response to the Mayor’s Call for Visitors.

The next agenda item was an update on the purchase of a new ambulance by Norton Rescue Squad (NRS).

Norton Rescue Squad Chief Operating Officer (COO) Todd Lagow said the purchase of the new ambulance has taken over a year and the final cost, including equipment, was approximately \$250,000. He said the purchase of the new ambulance was made possible by a grant, city contribution, and NRS Bingo funds. Mr. Lagow said there is a balance owed of \$6,000 and NRS should be in position to pay the remaining balance. He informed council about the upgraded features on the new ambulance and advised the Virginia Department of Health Office of Emergency Medical Services (VAEMS) inspected and permitted the ambulance today. Prior to the meeting, council members toured the new ambulance with squad members in attendance.

Councilman Mays said Chief Lagow and Buddy Cash are to be commended for obtaining the grant and their hard work.

Councilman Caruso congratulated NRS and said the new ambulance will be an asset to the community.

Mayor Fawbush thanked Chief Lagow and members of the NRS for their hard work and noted that the new ambulance is the result of their efforts.

Included in council's packets for consideration was a draft copy of the City of Norton Emergency Operations Plan (EOP).

Mr. Ramey advised that the city is obligated by the Virginia Department of Emergency Management to have an Emergency Operations Plan and it must be reviewed and adopted every four years. He said the draft EOP included in packets is similar to the last two plans adopted by city council. Mr. Ramey said Councilman Caruso has submitted some suggested changes and corrections to the EOP since receiving his packet last week. He explained the city's Emergency Management Coordinator Todd Lagow produced the original draft by using a template provided to local governments by the Virginia Department of Environmental Quality. Mr. Ramey then handed out a second draft EOP that included some of Councilman Caruso's suggested changes and corrections for members to review. He suggested council review the updated EOP along with additional documents he provided members that are utilized to design an EOP. Mr. Ramey said he would place the updated draft EOP on council's April 2<sup>nd</sup> agenda for discussion. Mr. Ramey advised members to contact him or Chief Lagow if they had any questions or would like to discuss the draft EOP prior to the April 2<sup>nd</sup> meeting.

After a brief discussion, it was the consensus of council to place the updated draft of the City of Norton Emergency Operations Plan on the April 2<sup>nd</sup> agenda.

Council had been presented in their packets with a Proclamation Declaring March as American Red Cross Month.

Mr. Ramey said he received a request from the Red Cross asking the city to declare March as American Red Cross Month to recognize the various services their organization provides to the citizens of Norton and across the Commonwealth of Virginia.

Upon a motion by Councilman Caruso, seconded by Councilman Mays, and passed by unanimous vote, council moved to adopt the Proclamation Declaring March as American Red Cross Month. (Insert)

Mr. Ramey told council he wanted to provide an update on several city projects.

Via a PowerPoint presentation, he shared with council that the city is replacing waterlines in Josephine and Clear Creek. He said the two projects are funded through the Virginia Department of Health Office of Drinking Water's Water Supply Assistance Grant and the work will be done in phases. He said construction for both waterline replacement projects should start within the next 30 days and be completed within four months.

The next update focused on a series of projects connected to the city's downtown revitalization. Mr. Ramey said city crews are providing streetscape improvements as part of the city's revitalization efforts by replacing sidewalk, installing paver bricks, antique lights, and tree wells. He said city crews will work on other areas downtown that have not been updated but their primary focus in the next few weeks will be 815 Park Avenue, S.W., known as the Norton Friends and Farmers Market building, and the Gateway Project located on the corner of Park Avenue and Route 74 across from Dairy Queen. Mr. Ramey said the downtown revitalization project will be sent to various news outlets this week to advertise for bids.

Another project area city administration plans to continue streetscape improvements in as part of downtown revitalization is at 11<sup>th</sup> Street, N.W., beginning at the corner of Park Avenue. If funding allows, improvements would begin at the Holiday Inn and continue across the viaduct to John I. Burton High School and would include replacing sidewalk, as

well as, installing new antique lights on the viaduct and in front of the high school. The goal of this project is to connect High Knob and U.S. Route 23 to downtown. Mr. Ramey said when bids are received city administration will know if funding is available to complete this project.

Mr. Ramey said included in the Downtown Revitalization Program is façade improvements for which council appropriated \$40,000. He said some business owners have met with architects and either have or will participate in the Façade Improvement Program, while others have requested information packets. Mr. Ramey noted the program is a matching grant program and business owners can apply for up to \$7,500 to make improvements to their storefront.

Another part of the overall Master Plan for the city was to make the downtown area and up to High Knob more bicycle friendly. The concept that was chosen to reinforce the city as a bike friendly community was the installation of sharrows (painting a cyclist with arrows) on road lanes. The idea is that the sharrows will remind motorists that cyclist could be in those lanes and increase safety. Also as part of downtown revitalization, if funds are available, the installation of a Wayfinding System is another item city administration would like to include in the project to connect people to High Knob, the destination center, hospitals, and other locations of interest.

An additional downtown project getting ready to start is the Virginia Department of Transportation (VDOT) Pedestrian Safety Action Plan (PSAP) grant project. This project will upgrade pedestrian crosswalks at 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> Street intersections with ramps and audible signalization at a cost of \$469,000, which is entirely funded by the PSAP grant. The city will install stamped crosswalks at 6<sup>th</sup>, 7<sup>th</sup>, and 8<sup>th</sup> Streets along Park Avenue downtown to match those intersections that have already been upgraded. VDOT wants this project completed this year so work will begin this summer.

Project Apple, which is Sugar Hill Cidery, is currently under construction and will be located in the front portion of the Norton Friends and Farmers Market building located at 815 Park Avenue, S.W. The city received grant funding totaling \$530,000 for the development of the building and construction of the cidery and restaurant which could be completed by the end of July.

Well over a year ago, the city received grant funds in the amount of \$1,178,350 from the Appalachian Regional Commission (ARC) and \$50,000 from the Virginia Tobacco Commission to construct a visitor center at the entrance to High Knob, assist with the Devils Bathtub Project in Scott County, and to make improvements to the High Knob Lake area. Mr. Ramey said the Visitor Center and the High Knob Lake projects are on hold until approved environmental assessments are completed.

Mr. Ramey said the city received \$2.8 million dollars from the Federal Land Access Program (FLAP) Grant to construct a pedestrian access trail to connect John I. Burton High School to the visitor center by extending the sidewalk from the school to the visitor center. He said the sidewalk will enhance safety for citizens who live in that area that currently walk along the road and it will also connect downtown to the mountain. Also a trailhead will be located at the base of the mountain which will connect to the city's trail system and ultimately up to High Knob Tower. Mr. Ramey said the city is under contract with an engineering firm to start design of the project and city administration is working with the Virginia Department of Transportation (VDOT) on this project. He said the grant will also allow exhibits to be created for the visitor center and hopefully improvements can be made to Route 619. In addition, the grant will pay for a Trail Master Plan connecting city trails with United States

Forest Service lands, and potentially in the future connect property owned by the Town of Big Stone Gap officials should they decide to move forward with their ideas.

The last and most important project for the city and the region is Project Intersection. The project has received grant funds totaling \$7.5 million dollars from the Virginia Tobacco Commission, The Virginia Department of Mines, Minerals and Energy (DMME), The Appalachian Regional Commission, and a Power Grant. Mr. Ramey said property located at the intersection of U.S. Route 23 and U.S. Route 58 above the Virginia-Kentucky Shopping Center will be purchased for a regional industrial park that will be owned by Wise, Lee, Scott, and Dickenson Counties and the City of Norton. Mr. Ramey said the plan is to first remove the highwall and then regional partners want to construct a facility up to 175,000 square feet for manufacturing or advanced manufacturing jobs. He said the city has been authorized to begin environmental assessments and to design a plan to remove the highwall on U.S. Route 23.

Finally, although it is not a city project, Mr. Ramey said he wanted to mention the feasibility study and development of an overall master plan for the Powell River Trail North Project, which is a potential rails to trails development, because it is important to the city. He said the former Louisville and Nashville Railroad (L&N Railroad) is vacated from Norton to Appalachia and from Appalachia to Big Stone Gap. Mr. Ramey said currently the Towns of Big Stone Gap and Appalachia are almost connected through the abandoned rail system. He said Lenowisco Planning District received grant funding to study the feasibility of connecting Norton and Appalachia through the abandoned rail system and this project is currently ongoing and is important with communities.

On behalf of council, Mayor Fawbush commended city administration, employees, and all agencies that are working together to bring these projects to completion. He said the city has a great deal to be proud of and citizens will see things changing over the next several months.

Added to council's agenda for consideration was a Resolution to Authorize the City Manager to Submit a Grant Application to the Virginia Department of Health Office of Drinking Water's Water Supply Assistance Grant Program.

The city manager said this application is for Phase III, which is the final grant submission the final grant submission for the Clear Creek Water Project.

Upon a motion by Councilman Mays, seconded by Councilman Fultz, and passed by unanimous roll call vote, council moved to Authorize the City Manager to Submit a Grant Application to the Virginia Department of Health Office of Drinking Water's Water Supply Assistance Grant Program.

Also in packets for council consideration was a transfer to Norton City Schools, dated January 28, 2019, in the amount of \$150,000, to cover January 2019 payroll expenditures.

Upon a motion by Councilman Caruso, seconded by Councilman Mays, and passed by unanimous roll call vote, council moved to confirm the transfer to Norton City Schools, as stated above.

In comments from the city manager:

Mr. Ramey provided council with a copy of a new brochure printed by the Town of Abingdon that includes Norton as a "day trip" for tourists using Abingdon as a base camp.

He informed council that city administration entered into a contract with Pearson Appraisal's Service for the city's 2019 Real Estate Reassessment.

Mr. Ramey provided members with a copy of the March Retail Sales Tax Report.

He reminded council the city next tentative budget workshop is scheduled for 8:30 a.m., Saturday, April 6<sup>th</sup> in council chambers.

Mr. Ramey said he anticipates the school board will present its budget to council on April 16<sup>th</sup>.

He said another tentative budget workshop is scheduled for 8:30 a.m., Saturday, April 20<sup>th</sup> and city administration expects to present the city budget to council on May 7<sup>th</sup>.

The following comments were made by council members:

Councilman Fultz, echoing the update on city projects and grant funding, said this morning he counted seven different projects that are ongoing downtown. He commented the city center will look like a construction zone for the next several months and it will be inconvenient but it is necessary for progress.

Councilman Caruso thanked the city manager for the update on city projects.

He congratulated John I. Burton Basketball Coach Aaron Williams and the Boys Basketball Team for their success during the 2018-2019 season.

Councilman Caruso noted the city needs to keep the public informed on construction timing downtown.

He said he would like to include a crime brief at one of the budget workshops.

Councilman Caruso reminded members of the retirement dinner for Wise County Sheriff Ronnie Oaks scheduled this Friday, March 22<sup>nd</sup>.

He asked that a brief description of city boards be added to the city's website.

Councilman Caruso said the Tourism Committee would like council's views of the city's Litter Control Plan, so he asked members to review the plan at their convenience.

Mayor Fawbush noted the city celebrates its 125<sup>th</sup> anniversary in 2019, and is going through a resurgence with the many projects going on downtown and throughout the city.

Mayor Fawbush thanked the city clerk for an accurate account of council meetings.

There being no further business to come before council, the meeting adjourned.

CITY OF NORTON, VIRGINIA

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Joseph Fawbush, Mayor

ATTEST:

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Rebecca K. Coffey, Clerk of Council



# Inter-Office Memo

**To:** Mayor and City Council  
**From:** Fred L. Ramey, Jr., City Manager *FR*  
**CC:**  
**Date:** March 29, 2019  
**Re:** Update from the US Forest Service

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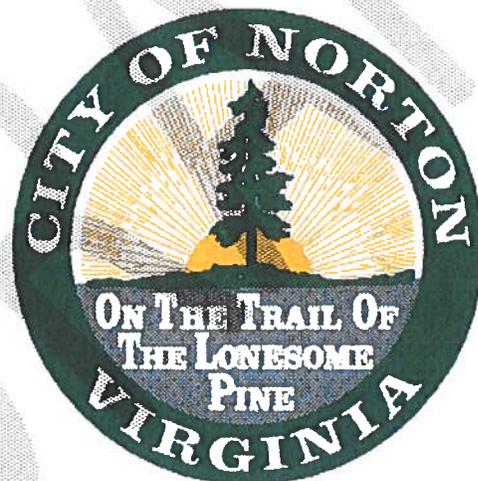
At this meeting, US Forest District Ranger Michelle Davalos, plans to provide City Council with an update on a few ongoing and planned project and activities.

Thank You.

# **EMERGENCY OPERATIONS PLAN (EOP)**

**FOR**

**The City of Norton, Virginia**



April 2019

# APPROVAL AND IMPLEMENTATION

**WHEREAS**, the City Council of the City of Norton, Virginia recognizes the need to prepare for, respond to, and recover from natural and manmade disasters; and

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

**WHEREAS**, **The City of Norton** has established and appointed a Director of Emergency Management and an Emergency Management Coordinator;

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Norton, Virginia, this Emergency Operations Plan as revised is officially adopted, and

**IT IS FURTHER RESOLVED AND ORDERED** that the Director of Emergency Management, or his/her designee, is tasked and authorized to maintain and revise as necessary this document during the next four (4) year period or until such time it be ordered to come before this board.

Adopted this the 2<sup>nd</sup> day of April, 2019

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Joseph Fawbush, Mayor  
**The City of Norton**

Commonwealth of Virginia

# PROMULGATION

Government is responsible for ensuring the health safety and welfare of its citizens. The welfare and safety of citizens is never more threatened than during disasters. The goal of emergency management is to ensure that mitigation, preparedness, response, and recovery actions exist so that public welfare and safety are preserved.

The City of Norton has updated its Emergency Operations Plan (EOP) to ensure effective allocation of resources during an emergency to protect life, property and the environment. This plan supersedes any previous plans promulgated for this purpose.

The EOP provides a comprehensive framework for the City of Norton emergency management program. It addresses the roles and responsibilities of government organizations and provides a link to local, State, Federal, and private organizations and resources that may be activated to address disasters and emergencies in the City of Norton.

The City of Norton Emergency Operations Plan ensures consistency with current policy guidance and describes the interrelationship with other levels of government. The plan will continue to evolve, responding to lessons learned from actual disaster and emergency experiences, ongoing planning efforts, training and exercise activities, and Federal guidance.

Therefore, in recognition of the emergency management responsibilities of the City of Norton government and with the authority vested in me as the City Manager and Director of Emergency Management of the City of Norton, I hereby promulgate the City of Norton Emergency Operations Plan.

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Fred Ramey

City Manager / Emergency Management Director, City of Norton

# NIMS RESOLUTION

## NIMS RESOLUTION

BE IT RESOLVED by the City Council of The City of Norton as follows:

WHEREAS, the President in Homeland Security Directive (HSPD)-5, directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS), which provides a consistent nationwide approach to Federal, State and Local governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity; and

WHEREAS, the collective input and guidance from all Federal, State, Territorial, Tribal, and local partners has been and will continue to be vital to the development, effective implementation and utilization of a comprehensive NIMS; and entities involved in emergency response to adopt NIMS; and

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

WHEREAS, to facilitate the most efficient and effective incident management it is critical that Federal, State and local organizations utilize standardized terminology, standardized organization structures interoperable communications, consolidated action plans, unified command structures, uniform personnel qualifications standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters; and

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

WHEREAS the Governor of the State of Virginia has similarly endorsed NIMS by proclaiming it the official basis for management of incident response in Virginia; and

WHEREAS, the NIMS will enable responders at all levels to work together more effectively and efficiently to manage domestic incidents no matter what the cause, size or complexity, including catastrophic acts of terrorism and natural disaster; and

WHEREAS, the City of Norton Department of Emergency Management currently uses the Incident Command System (ICS) as referred to in NIMS; and

WHEREAS, the City of Norton Department of Emergency Management recognizes the need for a single Incident Management System to be used by all local agencies and disciplines;

BE IT THEREFORE RESOLVED, that the City of Norton adopts the National Incident Management System. That this system will be used at all incidents and drills, taught in all City of Norton local DEM training courses, and reflected in all DEM emergency mitigation, preparedness, response and recovery plans and programs.

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Joseph Fawbush, Mayor  
Norton City Council

# RECORD OF CHANGES

## RECORD OF CHANGES

| <b>Change Number</b> | <b>Date of Change</b> | <b>Page or Section Changed</b> | <b>Summary of Change</b> | <b>Name of Person Authorizing Change</b> |
|----------------------|-----------------------|--------------------------------|--------------------------|--|
| 1                    |                       |                                |                          |  |
| 2                    |                       |                                |                          |  |
| 3                    |                       |                                |                          |  |
| 4                    |                       |                                |                          |  |
| 5                    |                       |                                |                          |  |

# RECORD OF DISTRIBUTION

The City of Norton EOP will be distributed to each agency and organization that has a role in the plan and noted in the table below. Copies will be available to the public at 618 Virginia Ave. NW. Norton, Va.

| <b>Agency/Department</b> | <b>Title of Recipient</b> | <b>Format: electronic or hard-copy</b> | <b>Date Distributed</b> | <b>Date Acknowledged</b> |
|--------------------------|---------------------------|--|-------------------------|--------------------------|
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# INTRODUCTION

The City of Norton is committed to the protection of life, the environment, and property. This Plan provides the basis for response and recovery operations in Norton, Virginia. The success of this Plan depends on the collaboration of the departments and agencies responsible for the development and maintenance of these plans and annexes.

Successful emergency planning utilizes a comprehensive approach to prepare for and plan for all-hazards. The City of Norton is vulnerable to a variety of natural hazards including [Insert Hazards]; technological hazards including [Insert Hazards]; and human-caused events such as [Insert Hazards]. The threat of major disasters and events necessitates this Plan's all-hazards approach.

To respond effectively to any emergency of a size or complexity beyond the routine response system, it is critical that all City of Norton public officials, departments and agencies, non-governmental emergency organizations and the public understand their roles and responsibilities. These non-routine responsibilities begin when an incident is recognized and response ensues. As an incident develops and command organizes beyond the initial reactive phase of first responders the roles and responsibilities highlighted in this Plan become more critical.

Per the *Commonwealth of Virginia Emergency Services and Disaster Law of 2000* (Code of Virginia, § 44-146.13 to 44-146.28:1), State and local governments are charged with developing and maintaining current Emergency Operations Plans (EOP) in order to be prepared for such events.

This EOP serves as the baseline, by which the City of Norton prepares for, mitigates against, responds to, and recovers from natural disasters/emergencies. It is the primary responsibility of Emergency Management Coordinator of the City of Norton to develop the City of Norton EOP, update the plan, and maintain a record of changes. This plan seeks to address the City of Norton's emergency response procedures, roles and responsibilities of local departments, and other private organizations during emergencies/disasters.

## PURPOSE

The purpose of this plan is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. The overall plan establishes an emergency organization to direct and control operations during the emergency situation by assigning responsibilities to specific entities. All essential entities are to utilize any and all available resources when mitigating against, preparing for, responding to, and recovering from a natural or man-made emergency.

## SCOPE

This EOP and all of its contents apply to the entire jurisdiction and its citizens including populations with access and functional needs. The EOP applies to any extraordinary emergency associated with any natural, technological or human-caused incident, which may affect the City of Norton and result in the need for a planned, coordinated response by multiple departments and/or supporting agencies. The EOP establishes an emergency organization and defines responsibilities for all staff and individuals (public and private) having roles in the phases of emergency management to include prevention, protection, mitigation, response, recovery in the local government.

This EOP is compliant with the National Incident Management System (NIMS) and employs a multi-agency operational structure based on the principles of the Incident Command System (ICS) to manage, coordinate, and direct resources committed to an incident. The City of Norton is a practitioner of NIMS and is committed to ensuring that the required trainings are provided to all persons with direct responsibility for implementing the plan and critical functions within the plan. Supporting plans for disasters set forth the concepts and procedures whereby the City of Norton can effectively apply available resources to ensure that casualties and property damage will be minimized and those essential

services will be restored as soon as possible following an emergency or disaster situation.

The City of Norton includes all residents, governmental entities and departments, businesses and non-profit organizations within the bounds of the City of Norton and/or those individuals and entities operating or transiting through the City of Norton.

The City of Norton contracts key services that have a direct bearing on its emergency management organization; specifically, debris monitoring, and sheltering. Close planning and coordination with these agencies and organizations is essential to the preparedness and response capabilities of the City of Norton.

During emergencies, the Emergency Management Coordinator serves as the lead emergency management representative for the City of Norton. The City of Norton submits requests for additional support to the state through WebEOC. If the needs cannot be fulfilled at the state level, the request will be sent on to the Federal level in accordance with NIMS.

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

- Establish the local government's policies and procedures to respond to emergencies;
- Describe the local government's emergency management organization;
- Identify the roles and responsibilities of local government staff during an emergency;
- Identify lines of authorities and relationships; and
- Describe the local EOC.

## SITUATION

Based on a hazard analysis of the area, the primary hazards (in priority) in the City of Norton and the LENOWISCO Planning District are Flooding, Winter Storms, Dam Failure, Drought, High Winds / Windstorms, Wildfire, Biological, Chemical, Transportation Incident, Earthquakes, Karst & Sinkholes, Thunderstorms / Lightning, Tornadoes / Hurricanes, Aircraft Incident, Radiological, Water Supply Contamination.

The geographic features that could affect the plan implementation include:

- Mountainous Terrain

- Steep Mountain Roads
- Remote areas with limited road access
- Areas of Wildland urban interface

Population factors that could affect plan implementation include:

- Size of household
- Average age of residents
- Percentage of population <18 years old
- Percentage of population with pets
- Percentage of populations with access and functional needs, including those who reside in their own home
- Percent of adults 65 years or older
- Congregate and long-term care facilities
- Colleges and universities

### **Summary Hazardous Identification and Risk Analysis**

In addition to natural hazards identified in and analyzed in the LENOWISCO Hazard Mitigation Plan, the Plan takes into account the increasing risks related to natural, technological, and human-caused hazards. The most prominent of the hazards impacting the City of Norton are weather related.

## ASSUMPTIONS

Planning assumptions used in the development of this plan include:

- Citizens of the City of Norton are prepared to be independent for 3 days after the onset of a disaster.
- Norton Department of Emergency Management has effective emergency plans and MOUs to provide for services that will be needed during an emergency.

## CAPABILITY ASSESSMENT

### **Summary of the Assessment**

The capability assessment was developed during the planning process. The planning team assigned a representative of each agency or organization the task of reporting on the capabilities as part of developing the plan for their section. This information was recorded as each organization discussed their roles and responsibilities.

### **Prevention**

#### Capabilities

- The City of Norton receives intelligence information from the Virginia Fusion Center and passes the information on to local law enforcement officials and relevant state, local, and private sector partners as appropriate.
- The City of Norton Police Department reports suspicious activity that could be related to terrorist activity or potential future terrorist activity to the Virginia Fusion Center.

#### Limitations

- The City of Norton citizens may not report suspicious activity to the local law enforcement in a timely manner.

- The City of Norton has a limited number of law enforcement staff and this may delay the reporting of suspicious activity to the Virginia Fusion Center.

## **Protection**

### Capabilities

- The City of Norton implemented new security policies at large public events
- Wise County has staffed government buildings with armed security personnel at public entry points.

### Limitations

- When there is more than 1 special event taking place in the City of Norton at the same time, additional support may need to be requested through MAAs with Wise, Scott and Lee Counties as well as from other localities across the Commonwealth of Virginia.

## **Hazard Mitigation**

### Capabilities

- The City of Norton tracks repetitive loss properties for mitigation in declared and undeclared events.
- The City of Norton is not a storm ready community but has submitted an application for designation.
- The City of Norton has a certified flood plain manager on staff.

### Limitations

- The City of Norton only has the ability to purchase flood prone properties with hazard mitigation funding.
- The City of Norton citizens do not widely participate in the hazard mitigation process, in spite of the local government's efforts to notify the public of the process.

## **Response**

### Capabilities

- All fire fighters in the City of Norton are trained in hazardous material response.
- Twenty five percent of the fire fighters in the City of Norton are certified in basic life support.
- The City of Norton does not have a dedicated Public Information Officer.

### Limitations

- The City of Norton does not have the capability to respond effectively to a large scale emergency in the City of Norton without support from emergency service agencies in Wise County through local mutual aid agreement (MAA).

### **Recovery**

#### Capabilities

- The City of Norton does not have contracts in place with trucking companies to remove heavy debris from an areas impacted by a disaster.

#### Limitations

- There are relatively few opportunities for affordable housing and accessible housing in the City of Norton and this situation could be exacerbated by a disaster.

**Planning, public information and warning, and operational coordination** support all five mission areas and are important elements of the emergency management program:

#### Capabilities

- The City of Norton takes a whole community approach to planning and emergency preparedness which includes individuals with access and functional needs.
- The City of Norton's emergency operations plan is exercised at least once per year.
- The City of Norton has a public outreach program and has the ability to notify and educate citizens with access and functional needs.
- The City of Norton has a dedicated local community-based website.
- The City of Norton provides information to the local community on preparing go kits and family plans.

#### Limitations

The City of Norton does not have a landfill inside the jurisdictions limits, but contracts with Wise County.

# CONCEPT OF OPERATIONS (CONOPS)

The ultimate goals of the City of Norton emergency management program are to:

- Provide effective life safety measures, reduce property loss, and protect the environment;
- Provide for the rapid resumption of impacted businesses and community services;
- Provide inclusive emergency policies that ensure persons with disabilities can evacuate, use emergency transportation, stay in shelters and participate in emergency and disaster-related programs together with service animals; and
- Provide accurate documentation and records required for cost recovery efforts.

The City of Norton Department of Emergency Management has the primary responsibility for emergency management activities within the City of Norton. The Emergency Management Director has the authority to declare a local emergency with approval of the Norton City council; the local governing board has the legal authority for approving the EOP and declaring a local emergency.

During an emergency, the Director and the Coordinator of Emergency Management, or the Director's Deputies will work with all appropriate agencies, boards, and departments within the City of Norton to effectively respond to the incident. When an emergency exceeds the local government's capability to respond, assistance will be requested from surrounding jurisdictions, and state and federal government. In any case, incident command and response operations remain with the local jurisdiction.

## **Implementation of the National Incident Management System (NIMS)**

The City of Norton adopted the NIMS as its operating structure by resolution of the Norton City Council on 10/03/2006. The basic framework of NIMS incorporates the use of the Incident Command System (ICS) and the Multi-Agency Coordination System (MACS). This EOP is based on NIMS. The City of Norton will implement the Incident Command System (ICS) for all incidents and

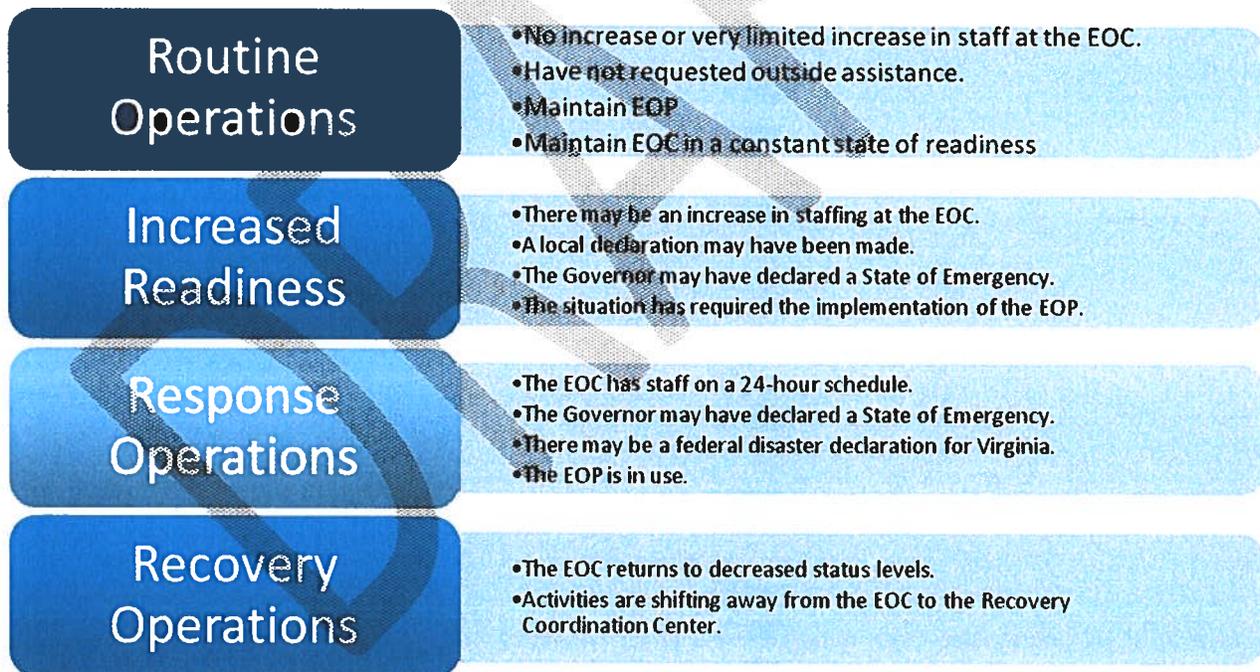
events within the City of Norton. ICS will be used as a standardized systematic approach for the development of the Emergency Operations Plan (EOP). ICS is required for all on-scene and Emergency Operations Center (EOC) activations under the all-hazards incident management approach.

**Utilization of the ICS:**

- Allows for the integration of facilities, equipment, personnel, procedures and communications operating within a common organizational structure.
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private.
- Establishes common processes for planning and managing resources.

**Emergency Response Levels**

The City of Norton has four levels of EOC activation. The level to which the EOC is activated will be a decision made by the Emergency Management Director or their representative based on the size, scale, and complexity of a given incident or set of circumstances.



## **Declaration of a Local Emergency 44-146.21**

A local emergency may be declared by the Director of Emergency Management with the consent of City Council. In the event the governing body cannot convene due to the disaster or other exigent circumstances, the director, or in his absence, the Mayor, Vice Mayor or a member of council, in that order, may declare the existence of a state of emergency, subject to confirmation by a quorum of Council at its next regularly scheduled meeting or at a special called meeting within 14 days of the declaration, whichever occurs first. In the event no members of Council are available to declare the existence of an emergency, the Emergency Management Coordinator may declare a local emergency. The City Council, when in its judgment all emergency actions have been taken, and the emergency no longer exists shall take appropriate action to end the declared emergency. A declaration of a local emergency as defined in § [44-146.16](#) shall activate the local Emergency Operations Plan and authorize the furnishing of aid and assistance.

The Emergency Management Director as well as the Emergency Management Coordinator will maintain a copy of the declaration for the City of Norton record.

### **EOC Activation**

The Emergency Operations Center (EOC) is the coordination point for successful response and recovery operations. Coordination of activities will ensure that all tasks are accomplished, minimizing duplication of efforts. The Emergency Management Director, and/or their designee may activate the EOC if the following conditions exist:

- There is an imminent threat to public safety or health on a large scale.
- A multi-department or multi-agency response is required to resolve or recover from the emergency or disaster event.
- The local emergency ordinances are implemented to control the major emergency or disaster event.

Upon activation of the EOC, representatives from the Lead Departments will staff the EOC.

In addition, there may be a virtual activation of the EOC, if staff has adequate capabilities to accomplish this such as internet connectivity, cell phone and other requirements and can fulfill the mission of the EOC.

The City of Norton will support the whole community including populations which were identified during the plan development process and referenced in the Situation

### **Request for State Assistance/Recommendation for State Declaration of Emergency**

When local resources are insufficient to cope with the effects of a disaster, the City of Norton will coordinate with VDEM regional staff to request assistance through the VEOC.

- The Emergency Management Director, or their designee, or regional staff will submit a request through WebEOC to VDEM.
- The report/request will include all information requested by the VEOC such as:
  - A local emergency has been declared and the EOP has been implemented;
  - All available resources have been committed, and;
  - Additional assistance from the county/state/etc. is being requested and the resources being requested will be described in detail using the C-SALTT<sup>1</sup> method.

The City of Norton has the overall responsibility to provide an effective emergency response. The City of Norton uses NIMS for incident management. This emergency management system provides for on-scene management of an incident and also provides the coordination of response activities between the City of Norton and other jurisdictions.

The City of Norton emergency management structure and organization covers all emergency management phases – preparedness, response, mitigation, and recovery.

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<sup>1</sup> C-SALTT stands for Capability, Size, Amount, Location, Type, and Time

# ORGANIZATION & ASSIGNMENT OF RESPONSIBILITIES

The Norton City Council, through the Director of Emergency Management and the Emergency Management Coordinator, oversee the City of Norton Emergency Management organization. The Department of Emergency Management and the Emergency Management Coordinator are empowered to review and develop emergency mutual aid plans and agreements, disaster mitigation, preparedness, response and recovery plans. The City Council shall approve such ordinances, resolutions, rules and regulations as are necessary to implement emergency plans, agreements, disaster mitigation, preparedness, response and recovery plans.

## **City of Norton Emergency Management Organization**

The City of Norton Emergency Management Organization consists of the following entities:

- City Council
- City Manager / Director of Emergency Management
- Coordinator of Emergency Management
- Local Government Agencies and Staff with emergency responsibilities
- Nongovernmental and Volunteer Organizations
- Private Sector Partners
- Citizens

## **City Council**

- Convene at the EOC or a nearby location.
- Help determine what positions need to be filled at the EOC.
- Make policy level decisions.
- Develop the strategic policy and direction for recovery and resumption of normal operations.
- Review public information statements and releases.

## **Director of Emergency Management**

- Determine the appropriate level of activation based on situation.
- Mobilize appropriate personnel for the initial activation of the EOC.
- Respond immediately to EOC site and determine operational status.

- Obtain briefing from any sources that are available.
- Monitor general staff activities to ensure that all appropriate actions are being taken.
- In coordination with the PIO, conduct news conferences and review media releases for final approval.
- Ensure that the Liaison Officer is providing for and maintaining effective inter-agency coordination.
- Establish initial strategic objectives for the EOC.
- Convene the initial Action Planning meeting.
- Once the Action Plan is completed by the Planning/Intelligence Section, review, approve, and authorize its implementation.
- Conduct periodic briefings with general staff to ensure strategic objectives are current and appropriate.
- Authorize the demobilization of sections.

### **Emergency Management Coordinator/EOC Manager**

- Assess incident situation.
- Ensure the EOC is properly set up and ready for operations.
- Ensure that an EOC organization and staffing chart is posted and completed.
- Prepare EOC objectives for the initial Action Planning Meeting
- Activate elements of the EOC organization as appropriate.
- Conduct initial briefing for Command and General staff.
- Ensure planning meetings are conducted.
- Approve and authorize implementation of the Incident Action Plan.
- Determine information needs and inform command personnel of needs.
- Coordinate staff activity.
- Manage incident operations.
- Approve requests for additional resources and/or the release of resources.
- Brief relief at shift change.
- Authorize the release of information to the news media.
- Approve plan for demobilization.

### **Operations Section Chief**

- Gather information necessary to assess incident assignment and determine immediate needs and actions.
- Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- Collect information from outgoing Operations Section Chief prior to your arrival.
- Plan and activate section and units within each section that needs to be activated.

- Identify kind, type and number of resources required to achieve objectives.
- Supervise and adjust operations organization and tactics as needed, based on changes in incident situation and resource status.
- Evaluate resource status and tactical needs to determine if resource assignments are appropriate.
- Interact and coordinate with all other command staff, general staff, and appropriate Unit Leaders.
- Ensure effective use and coordination of all assigned resources.
- Coordinate with on the ground responders (e.g. law enforcement, public health, fire).
- Prepare for and participate in strategy meetings.
- Participate in the preparation of the IAP.
- Report special events.
- Complete and submit ICS 214, Unit Log to the Documentation Unit.
- Assist in the design and development of the Incident Demobilization Plan.

### **Planning Section Chief**

- Gather information necessary to assess incident assignment and determine immediate needs and actions.
- Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- Collect information from outgoing Planning Section Chief prior to your arrival.
- Plan and activate section and units within the section that need to be activated.
- Establish priorities and coordinate units within the section.
- Ensure staff uses appropriate ICS forms
- Establish and maintain incident planning cycle.
- Ensure planning staff completes required elements of the Incident Action Plan (IAP) within required timeframes.
- Ensure the incident strategic plan is appropriate.

### **Logistics Section Chief**

- Gather information necessary to assess incident assignment and determine immediate needs and actions.
- Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- Collect information from outgoing Logistics Section Chief prior to your arrival.
- Plan and activate section and units within the section that need to be activated.

- Determine logistics section current capabilities and limitations (i.e. ordering timeline, available equipment, resources on hand, facilities capabilities, etc.).
- Interact and coordinate with all command and general staff.
- Coordinate with unit leaders and provide Planning Section Chief a list of excess personnel, contact equipment, crews, miscellaneous personnel and other resources.
- Complete ICS Form 214, Unit Log.
- Ensure all personnel and equipment time records are complete and have been submitted to the Time Unit Leader/Equipment Time Recorder.
- Participate in the preparation of the IAP.
- Assist in development, approval, and implementation of Demobilization Plan and/or Transition Plan.
- Act as the authorized representative of local agency specific contracts.

### **Finance/Admin Section Chief**

- Gather information necessary to assess incident assignment and determine immediate needs and actions.
- Attend all applicable briefings and obtain incident information and incident guidelines/policies.
- Collect information from outgoing Finance/Admin Section Chief prior to your arrival.
- Plan and activate section and units within the section that need to be activated.
- Provide initial operating instructions to section personnel.
- Ensure reports and forms are complete, accurate, and timely.
- Maintain Unit Log, ICS 214
- Ensure all financial documents are completed and submitted in a timely manner.
- Consolidate incident financial package.
- Provide financial summary information on the current incident.
- Participate in the preparation of the IAP.
- Assist in the development and approval of the Incident Demobilization Plan.

The transfer of management authority for actions during an incident is done through the execution of a written delegation of authority from an agency to the incident commander. This procedure facilitates the transition between incident management levels. The delegation of authority is a part of the briefing package provided to an incoming incident management team. It should contain both the delegation of authority and specific limitations to that authority.

## MUTUAL AID AGREEMENTS

During an emergency, the City of Norton may need to activate mutual aid and shared resources quickly. Emergency assistance may be made available from neighboring jurisdictions in accordance with mutual aid agreements. Such assistance will be in accordance with existing mutual aid agreements or, in the absence of official agreements, directed by the Emergency Management Directors or, in their absence, the Emergency Management Coordinators when it is determined that such assistance is necessary and feasible.

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 by the City Council or appropriate official and local resources fully committed, with anticipated or actual unmet needs, before state and federal assistance is requested. The EOC coordinates the request for outside assistance.

## DIRECTION, CONTROL AND COORDINATION

Norton City Council develops policy governing emergency management in the City of Norton. The Director of Emergency Management and the Coordinator of Emergency Management implement City of Norton policy and operational coordination for domestic incident response. The response structure can be partially or fully implemented in response to a potential/actual threat, in anticipation of a significant event, or in response to an incident. Selective implementation allows for a scaled response, delivery of the exact resources needed, and a level of coordination appropriate to each incident.

## **On Scene Incident Command and Management**

The on-scene Incident Commander is responsible for all response activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

When multiple command authorities are involved, the incident may be led by a unified command comprised of officials who have jurisdictional authority or functional responsibility for the incident under an appropriate law, ordinance, or agreement. The unified command provides direct, on-scene control of tactical operations. At the tactical level, on-scene incident command and management organization are located at an Incident Command Post (ICP), which is typically comprised of local and mutual aid responders.

## **Emergency Operations Center**

An Emergency Operations Center or EOC serves as the central coordination hub for an incident response and recovery. Information flows into the EOC from the field and out of the EOC to relevant stakeholders and response partners.

During an incident, the EOC supports field operations when resources that are traditionally acquired through mutual aid agreements amongst response partners, are no longer sufficient to handle the incident response.

The City of Norton and nongovernmental organizations report threats, incidents, and potential incidents using established communications and reporting channels. Once a threat of incident has occurred, local government, through the Emergency Management Director, makes an initial determination to initiate the coordination of information sharing and incident management activities.

If the incident necessitates the opening of the EOC, the EOC will serve as the hub of information collection, analysis and dissemination relating to an incident or event. During an event or incident information will be collected using a variety of methods.

## **Essential Elements of Information**

Each incident has critical or essential information that should be shared during operations. Essential Elements of Information or EEIs include:

- Lifesaving needs including evacuation and search and rescue,

- Information on critical infrastructure including determining the status of transportation, utilities, communication systems, and fuel and water supplies
- Gathering information on critical facilities including determining the status of police and fire stations, medical providers, water and sewer treatment facilities, and media outlets
- Information on the risk of damage to the community from imminent hazards
- Information on the number of individuals who have been displaced because of the incident.

### **Situational Awareness**

During an incident, information should flow freely from the field to the EOC. As information comes into the EOC it should be collected and recorded. This information will be collected and disseminated as a Situation Report and disseminated to the VDEM Regional Coordinator as needed throughout the incident. This information can also be shared with the Virginia Emergency Operations Center (VEOC) and other state and federal partners via conference calls, WebEOC, and email correspondence.

## **COMMUNICATIONS**

### **Communication between Incident Commander and EOC**

Timely communication amongst first responders and local government officials working within the EOC is critical during an event. The City of Norton has a wide variety of emergency communications equipment available to communicate internally and externally including, radio, pagers, telephones, cell phones, fax machines, emails, etc.

First responders will maintain operational communication throughout incident response and recovery operations using their communication centers and radio channels. All functions operating outside of the EOC will maintain contact with the EOC through redundant communications such as telephone, radio, fax, or WebEOC. All staff operating within the EOC are responsible for bringing their City of Norton issued technology including laptops, iPads, portable radio, HAM radio, charger, batteries, headsets, and cellular phones.

**Public Information Officer (PIO)**

The Public Information Officer ensures that all official information coming from the City of Norton during an emergency is timely and reliable. PIOs get their message out by communicating directly with the public, working through the traditional news media and through social media. PIOs serve an important role in communicating routine emergency information during non-emergency times and emergency public information during an incident.

During an incident the PIO is also responsible for monitoring local news media and social media for rumors. If the various outlets are spreading rumors regarding the incident, the PIO should make every attempt to set the record straight and dispel the rumors.

**Communications to the Public**

During emergencies and disasters the public needs detailed information regarding protective actions, which need to be taken to minimize the loss of life and property. Every effort should be made to provide emergency information through conventional news media sources, social media sites (e.g. Facebook and Twitter) and the City of Norton's Webpage, as well as a community outreach program of public education for responding to, recovering from and mitigating hazards that pose a threat to a community to ensure necessary protective measures can be employed.

**Joint Information Center (JIC)**

The JIC is a physical location where public affairs professionals from organizations involved in incident management activities work together to provide critical emergency information, crisis communications, and public affairs support. The JIC serves as a focal point for the coordination and dissemination of information to the public and media concerning incident prevention, preparedness, response, recovery, and mitigation. The JIC will normally be collocated with EOC.

**Communications with the VEOC**

The City of Norton EOC integrates into the larger emergency management network at the state-level by using WebEOC and telephone communications with regional liaisons. VDEM regional staff facilitates communications between the City of Norton and the VEOC. The City of Norton will submit daily or twice daily situation reports to the VEOC via WebEOC or fax.

**Notification of Virginia Criminal Injuries Compensation Fund (CICF) and Virginia Department of Criminal Justice Services (DCJS)**

The EOC will immediately contact the DCJS and the VCICF to deploy, if there is an emergency in which there are crime victims involved as defined by §19.2-11.01 of the Code of Virginia. Both entities will serve as the lead for coordinating services and assistance to the victims. The local government is required by the Code of Virginia § 44-146.19 to make these notifications and maintain current contact information for each organization in the EOP.

Contact information for both organizations is maintained on the DCJS website: <https://www.dcjs.virginia.gov/victims-services/report-campus-local-emergency>

Regional staff may assist with this process. Local EOC will make requests for resource to the VEOC with coordination of VDEM Regional Staff  
If the City of Norton needs to communicate with Federal partners, communication will first come from state partners at the VEOC.

DRAFT

# ADMINISTRATION, FINANCE, AND LOGISTICS

## **Administration**

In an incident, City of Norton staff may fulfill roles within the Finance and Administration and Logistics Section of the EOC. The Director of Finance will serve as the Lead Department for the Finance and Administration Section.

The Director of Finance in the Finance Department will serve as a lead department for the Logistics Section. Other departments may serve as supporting departments.

Documentation is a key administrative process that must be used by the City of Norton to document the response to and recovery from a disaster. Documenting actions taken during response and recovery is essential for creating historical records of incident, applying for recovery costs, addressing any insurance needs, and developing future mitigation strategies.

At a minimum, the City of Norton EOC will maintain the following types of reports:

- Damage Assessment sheets
- Incident Action Reports

Detailed procedures for the Administration section such as Animal Control, Damage Assessment and Debris Management may be found in the Support Annexes as developed.

## **Financial Management**

The Finance & Admin Section manages all financial, administrative and cost analysis aspects of an emergency. Disaster-related expenditures and obligations of state agencies, local jurisdictions and organizations may be reimbursed under a number of federal programs (i.e. Small Business Administration (SBA), etc.)

## **Logistics**

Risk analysis and capabilities assessments help the City of Norton identify what resources are needed for a response to a defined hazard. Based on past incident critiques, the City of Norton has worked to identify and procure additional resources to improve capability for future events.

The incident commander can activate tactical-level mutual aid agreements at the incident-level. Needs that cannot be met via mutual aid agreements at the tactical-level will be escalated to the EOC.

At the EOC, the Logistics Section will provide guidance for coordinating resources needed to support the incident. Logistics primarily addresses protocols, processes, and systems for requesting, utilizing, tracking and reporting resources that are outside the standard practices of pre-existing discipline-specific mutual aid agreements (e.g., law enforcement, public works, and fire department). When local resources are not sufficient the Logistics Section will coordinate mutual aid agreements and work with private resources. Purchasing resources for an incident response is done by the Logistics Section Chief as needed throughout the incident response.

## PLAN MAINTENANCE

Code of Virginia, [§44-146.19E](#), requires each jurisdiction to prepare and keep current a local emergency operations plan. The Emergency Management Directors, assisted by the Emergency Management Coordinators, have overall responsibility for maintaining and updating this plan. It should be updated based on lessons learned and republished following an actual or threatened emergency situation. The Coordinator will have the EOP readopted every four (4) years by the Local Governing Board. Guidance and assistance is provided by the Virginia Department of Emergency Management. The City of Norton should conduct a comprehensive plan review, revision, and exercises prior to formal adoption to ensure the plan remains current. Guidance and assistance is provided by the Virginia Department of Emergency Management.

The EOP should also be updated and republished following an actual or threatened emergency situation to reflect lessons learned. It is also suggested that plans be updated and reviewed following training, exercises and/or drills, changes in government structure, or if individuals and officials recommend improvements and changes as needed through the Emergency Management Directors or Coordinators.

The plan review team should include representatives from all internal departments. External group representatives may be included as needed.

### **Training and Exercises**

Trained and knowledgeable personnel are essential for the prompt and proper execution of the City of Norton EOP. The Emergency Management Coordinator will ensure all response personnel have a thorough understanding of their assigned responsibilities in a disaster or emergency situation, as well as how their role and responsibilities interface with the other response components of the City of Norton EOP. All personnel will be provided with the necessary training to execute those responsibilities in an effective and responsible manner.

The Emergency Management Coordinator is responsible for the development, administration, and maintenance of a comprehensive training and exercise program customized to the needs of the City of Norton. This program will be designed to attain an acceptable level of emergency preparedness.

All training and exercises conducted in the City of Norton will be documented. Training needs will be identified and records maintained for all personnel assigned emergency response duties in a disaster.

### **After Action Reports (AARs)**

After any major disaster response or exercise of the EOP, an AAR should be developed in compliance with the procedures outlined in the Homeland Security Exercise and Evaluation Program (HSEEP). An AAR results from an administrative process used by the City of Norton to review and discuss the response in order to identify strengths and weaknesses in the emergency management and response program.

The AAR should:

- Review actions taken;
- Identify equipment shortcomings;
- Improve operational readiness;
- Highlight strengths/initiatives; and
- Identify areas for improvement.

### **Corrective Actions**

AARs are essential for identifying issues that impeded operations or innovative approaches that were introduced during the response and recovery that may be applicable to future incidents. In order for issues to be addressed, these issues need to be identified and documented. The City of Norton Department of Emergency Management will coordinate AARs, as appropriate, and provide documentation, disseminations, and archiving of findings. The results of the AAR will be provided to the City Manager for documenting, tracking, and corrective action processes. Through a collaborative and objective process with incident organizations a corrective action plan will be developed and established for

further incident/event response, mitigation, strategies/actions, and corrective action plans. Corrective actions will be taken directly from the AAR process and associated documents.

The Emergency Management Coordinator will develop, plan, and conduct at least one tabletop, functional, and/or full-scale exercises annually. These exercises will be designed to not only test the City of Norton EOP, but to train all appropriate officials and personnel, and to improve the overall emergency response organization and capability of the City of Norton. Quasi-public and volunteer groups and/or agencies will be encouraged to participate. Exercises will be conducted in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP). The City of Norton may also participate in regional HSEEP exercises, as appropriate.

The Emergency Management Coordinator will maintain the training and exercise schedule and assure that the appropriate resources are available to complete these activities. Following each exercise or actual event a hot wash and AAR will take place. Strengths and areas for improvement will be incorporated into the updated EOP.

# AUTHORITIES AND REFERENCES

The following provides emergency authorities for conducting and/or supporting emergency operations:

## City of Norton

- City of Norton Emergency Operations Plan and supporting annexes
- City of Norton Continuity of Operations Plan
- City of Norton Land Use or Comprehensive Plan

## Commonwealth of Virginia

- Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended
- Commonwealth of Virginia Emergency Operations Plan (COVEOP)
- Code of Virginia § 44-146.19
- Code of Virginia §19.2-11.01

## Federal

- Developing and Maintaining Emergency Operations Plans Comprehensive Preparedness Guide (CPG) 101, Version 2.0 (November 2010)
- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelter (November 2010)
- A Whole Community Approach to Emergency Management: Principles, Themes and Pathways for Action (December 2011)
- Disability, Access and Functional Needs Emergency Management Planning Guidance (June 2015)
- Americans with Disabilities Act (1990)
- ADA Amendments Act (2008), P.L. 110-325, and those associated with them
- Rehabilitation Act (1973), Sections 501, 503, 504 and 508
- Older Americans Act (1965), Title III
- Emergency Management Assistance Compact (EMAC) (1996)
- Executive Order 13407 - Public Alert and Warning System
- 1995 Presidential Memorandum "Emergency Alert System (EAS) Statement of Requirements"
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, 42 U.S.C. 5121, et seq., as amended
- Homeland Security Presidential Directive 5, Management of Domestic Incidents (February 2003)
- Homeland Security Presidential Directive 8, National Preparedness (December 2003)
- The Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency (October 2007)
- Post Katrina Emergency Management Reform Act of 2006
- National Response Framework (As revised)
- National Incident Management System (NIMS)
- Presidential Decision Directive (PDD) [39](#) (*U.S. Policy on Counterterrorism*) and [62](#) (*Combating Terrorism*): terrorism investigations delegated to U.S. Dept. of Justice/FBI

# ACRONYMS

|       |   |
|-------|---|
| APHIS | Animal and Plant Health Inspection Service      |
| CERT  | Community Emergency Response Team               |
| CFO   | Chief Financial Officer                         |
| CR    | Community Relations                             |
| DSCO  | Deputy State Coordinating Officer               |
| DHS   | Department of Homeland Security                 |
| DRC   | Disaster Recovery Center                        |
| DMME  | Department of Mines, Minerals, and Energy       |
| DRM   | Disaster Recovery Manager                       |
| EAS   | Emergency Alert System                          |
| EEI   | Essential Element of Information                |
| EOC   | Emergency Operations Center                     |
| ESF   | Emergency Support Function                      |
| EPA   | Environmental Protection Agency                 |
| FEMA  | Federal Emergency Management Agency             |
| ICS   | Incident Command System                         |
| JIC   | Joint Information Center                        |
| JFO   | Joint Field Office                              |
| MACC  | Multi-agency Command Center                     |
| MOA   | Memorandum of Agreement                         |
| MOU   | Memorandum of Understanding                     |
| NAWAS | National Warning System                         |
| NCR   | National Capital Region                         |
| NGO   | Nongovernmental Organization                    |
| NIMS  | National Incident Management System             |
| NOAA  | National Oceanic and Atmospheric Administration |
| NRC   | Nuclear Regulatory Commission                   |
| NRP   | National Response Plan                          |
| NWS   | National Weather Service                        |
| PDA   | Preliminary Damage Assessment                   |
| PIO   | Public Information Officer                      |
| POC   | Point of Contact                                |
| RACES | Radio Amateur Civil Emergency Services          |
| SAR   | Search and Rescue                               |
| SCC   | State Corporation Commission                    |
| SOP   | Standard Operating Procedures                   |
| USACE | U.S. Army Corps of Engineers                    |
| USCG  | U.S. Coast Guard                                |
| USDA  | U.S. Department of Agriculture                  |
| VEOC  | Virginia Emergency Operations Center            |
| VOAD  | Voluntary Organizations Active in Disaster      |
| WMD   | Weapons of Mass Destruction                     |

# GLOSSARY

**Amateur Radio Emergency Services**

A public service organization of licensed amateur radio operators who have voluntarily registered their qualifications and equipment to provide emergency communications for public service events as needed

**Command Post**

That location at which primary command functions are executed; usually co-located with the Incident Base, also referred to as the Incident Command Post.

**Command Section**

One of the five functional areas of the Incident Command System. The function of command is to direct, control, or order resources, including people and equipment, to the best possible advantage.

**Decontamination**

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

**Emergency**

Any occurrence, or threat, whether natural or man-made, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property or natural resources and may involve governmental action beyond that authorized or contemplated by existing law because governmental inaction for the period required to amend the law to meet the exigency would work immediate and irrevocable harm upon the citizens or the environment of the Commonwealth or clearly defined portion or portions thereof.

**Emergency/Disaster/Incident**

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

**Emergency Alert System**

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

**Emergency Management**

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

**Emergency Operations Center**

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

**Evacuation**

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

**Exercise**

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

**Federal Disaster Assistance**

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

**Geographic Information System**

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

**Hazardous Materials**

Substances or materials that may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of,

which may include materials that are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

### **Hazardous Materials Emergency Response Plan**

The plan was developed in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act (Title III) of Superfund Amendments and Reauthorization Act of 1986. It is intended to be a tool for our community's use in recognizing the risks of a hazardous materials release, in evaluating our preparedness for such an event, and in planning our response and recovery actions. This plan is separate from the county's Emergency Operations Plan.

### **Hazard Mitigation**

Any action taken to reduce or eliminate the long-term risk to human life and property from natural hazards.

### **Incident Command System**

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

### **Incident Commander**

The individual responsible for the management of all incident operations.

### **Initial Damage Assessment Report**

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

### **Integrated Communications Plan**

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

### **Joint Field Office**

The central coordination point among federal, state and local agencies and voluntary organizations for delivering recovery assistance programs.

### **Local Emergency**

The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the

Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

### **Local Emergency Planning Committee**

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

### **Mitigation**

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

### **Mobile Crisis Unit**

A field response team staffed and operated by mental health professionals specially trained in crisis intervention. The Mobile Crisis Unit is available to provide on-scene crisis intervention to incident victims and to follow up work with victims and formal critical incident stress debriefings for service providers after the incident has been brought under control.

### **Mutual Aid Agreement**

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

### **National Response Framework**

Is a guide to how the nation conducts all-hazard response. It is built upon scalable, flexible and adaptable coordinating structures to align key roles and responsibilities across the nation.

### **National Weather Service**

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

**Preparedness**

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

**Presidential Declaration**

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

**Situation Report**

A form which, when completed at the end of each day of local Emergency Operations Center operations, will provide the jurisdiction with an official daily summary of the status of an emergency and of the local emergency response. A copy should be submitted to the VEOC via WebEOC or fax.

**Span of Control**

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

**Special Needs Populations**

Populations whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who are older adults, who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation dependent

**State of Emergency**

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

**Superfund Amendments and Reauthorization Act of 1986**

Established federal regulations for the handling of hazardous materials.

**Unified Command**

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

**Victim**

A person who has suffered physical, psychological or economic harm as a direct result of the commission of a felony, assault and battery, stalking in violation, sexual battery, attempted sexual battery, maiming or driving while intoxicated in violation (Source §19.2-11.01B).

**Weapons of Mass Destruction**

Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921).

# SUCCESSION OF AUTHORITY

Continuity of Government is critical to the successful execution of emergency operations. The Director of Emergency Management or, in his/her absence, the Emergency Management Coordinator, with support from designated local officials, will exercise direction and control from the EOC during disaster operations.

All levels of government are required to provide for the continuity of government in the event that current officials are unable to carry out their responsibilities. As such, the following lines of succession are specified in anticipation of any contingency which might result in the unavailability of the ranking member of the response hierarchy.

| <b><u>Organization/Service Function</u></b> | <b><u>Authority in Line of Succession</u></b> |
|---|---|
|---|---|

City Council

|                               |               |
|-------------------------------|---------------|
| Emergency Management Director | 1. Fred Ramey |
|-------------------------------|---------------|

|                                  |               |
|----------------------------------|---------------|
| Emergency Management Coordinator | 1. Todd Lagow |
|----------------------------------|---------------|

|                 |                                |
|-----------------|--------------------------------|
| Law Enforcement | 1. James Lane 2. Baird 3. Mays |
|-----------------|--------------------------------|

|                 |                 |
|-----------------|-----------------|
| Social Services | 1. Sara Ring 2. |
|-----------------|-----------------|

|                  |                               |
|------------------|-------------------------------|
| Public Utilities | 1. Steve McElroy 2. Tim Couch |
|------------------|-------------------------------|

|              |                                   |
|--------------|-----------------------------------|
| Public Works | 1. Steve McElroy 2. Carlos Fields |
|--------------|-----------------------------------|

|             |                              |
|-------------|------------------------------|
| Fire Chiefs | 1. Todd Lagow 2. Asst. Chief |
|-------------|------------------------------|

|                       |                        |
|-----------------------|------------------------|
| Local Health Director | 1. Dr. Sue Cantrell 2. |
|-----------------------|------------------------|

Norton City Council as well as the Director of Emergency Management and the Emergency Management Coordinator, oversees the City of Norton Emergency Management organization. Norton City Council is empowered to review and approve emergency mutual aid plans and agreements, disaster mitigation, preparedness, response and recovery plans, and such ordinances, resolutions, rules and regulations as are necessary to implement them.

## Resolution

**WHEREAS**, the health and safety of all Virginians is important to the prosperity and well-being of our Commonwealth's families and communities; and

**WHEREAS**, our children are our most valuable resource and will shape the future of the Commonwealth; and

**WHEREAS**, child abuse is considered to be one of our nation's most serious public health problems, with scientific studies documenting the link between the abuse and neglect of children and a wide range of medical, emotional, psychological, and behavioral disorders; and

**WHEREAS**, the majority of child abuse cases stem from situations and conditions that are preventable in an engaged and supportive community; and

**WHEREAS**, all citizens should contribute to a safe, nurturing environment to support families raising children; and

**WHEREAS** effective child abuse prevention programs succeed because of partnerships created among families, social services agencies, schools, faith communities, civic organizations, law enforcement agencies, and the business community; and

**WHEREAS**, we acknowledge that we must work together as a community to increase awareness about child abuse and how we can prevent it, because prevention remains the best defense for our children; and

**WHEREAS**, displaying a pinwheel during the month of April will serve as a positive reminder that together we can prevent child abuse and neglect and keep children safe;

**NOW, THEREFORE, BE IT RESOLVED** that the Norton City Council does formally proclaim April 2019 as Child Abuse Prevention Month and call for this observance to the attention of all our citizens in the City of Norton, Virginia.

ADOPTED this 2<sup>nd</sup> day of April, 2019.

CITY OF NORTON, VIRGINIA

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Joseph Fawbush, Mayor

ATTEST:

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Rebecca K. Coffey, Clerk

## **Resolution**

**WHEREAS, autism, the fastest growing developmental disability in the United States, affecting more than three million people, is an urgent public health crisis that demands a national response; and,**

**WHEREAS, autism is the result of a neurological disorder that affects the normal functioning of the human brain, and can affect anyone, regardless of race, ethnicity, gender, or socioeconomic background; and**

**WHEREAS, symptoms and characteristics of autism may present themselves in a variety of combinations and can result in significant lifelong impairment of an individual's ability to learn, develop healthy interactive behaviors, and understand verbal as well as nonverbal communication; and**

**WHEREAS, the effort to address autism continues, doctors, therapists, and educators can help persons with autism overcome or adjust to its challenges and provide early, accurate diagnosis and the resulting appropriate education, intervention, and therapy that are vital to future growth and development; and**

**WHEREAS, ensuring that persons living with autism have access to the lifelong care and services needed to pursue the full measure of personal happiness and achieve their greatest potential; and**

**WHEREAS, the City is honored to take part in the annual observance of Autism Awareness Month and World Autism Awareness Day in the hope that it will lead to a better understand of disorder; and**

**NOW, THEREFORE, BE IT RESOLVED that the Norton City Council does formally proclaim April 2019 as Autism Awareness Month and April 2, 2019 as World Autism Day in the City of Norton to raise awareness of autism and myriad of issues surrounding autism, as well as to increase knowledge of the programs that have been and are being developed to support individuals with autism and their families.**

ADOPTED this 2<sup>nd</sup> day of April, 2019.

CITY OF NORTON, VIRGINIA

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Joseph Fawbush, Mayor

ATTEST:

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Rebecca K. Coffey, Clerk

**SCHOOL BOARD**

Cody McElroy, Chairperson  
Dr. Wes Campbell, Vice-Chairperson  
Sherry Adams  
Carol Caruso  
Mark Leonard



**DIVISION SUPERINTENDENT**  
Dr. Gina J. Wohlford  
gwohlford@nortoncityschools.org  
Phone 276.679.2330  
Fax 276.679.4315

**TO:** Jeff Shupe  
**FROM:** Jacqueline Brooke  
**SUBJECT:** Request for Funds  
  
**DATE:** February 25, 2019

**COPY**

Norton City Schools requests a deposit of City Funds in the amount of \$150,000 to cover February 2019 payroll expenditures.

Thank you!