

Coronavirus 2019 (COVID-19)



Incident Action Plan

Event	COVID-19		
Locations	City-Wide		
Operational Period	March 23-30, 2020		
EAP Version	V3		

PUBLIC SAFETY SENSITIVE: FOR OFFICIAL USE ONLY

INCIDENT BRIEFING

1. Event Name

Coronavirus 2019 (COVID-19)

2. Operational Periods

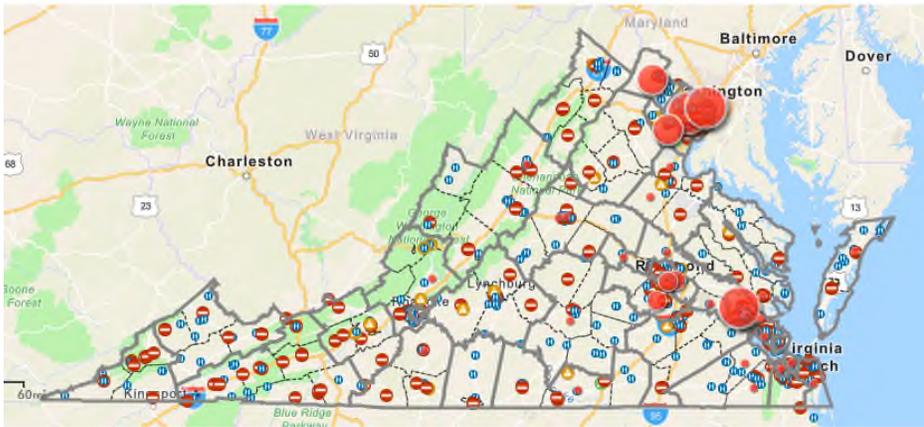
Dates:

March 23-30, 2020

Time: 0900

Time: 0900

3. Map



Visit the VDH Coronavirus website for most current map

<http://www.vdh.virginia.gov/coronavirus>

4. Important Information and Safety Briefing

The Virginia Department of Health (VDH) continues to monitor an outbreak of respiratory illness, called coronavirus disease 2019 (COVID-19), caused by a novel (new) coronavirus that was first detected in Wuhan, Hubei Province, China.

Cases of COVID-19 are also being reported in growing numbers of countries internationally, including the United States, where the first case of COVID-19 was confirmed on January 21, 2020 in a traveler who had recently returned from Wuhan.

There is currently no vaccine to protect against, and no specific antiviral treatment for, COVID-19.

As of March 28 at 9am, Virginia Department of Health (VDH) reports 604 confirmed cases in Virginia; 14 fatalities

99 confirmed cases in the Eastern Region; 13 in Norfolk.

**These numbers change daily; visit <http://www.vdh.virginia.gov/coronavirus> for the most current count. This site now to be updated at 9am daily.*

Team Norfolk is taking a proactive stance to this threat with emphasis on unity of effort and unity of messaging.

Safety precautions to take include social distancing and especially practicing regular good hygiene habits such as:

- Avoid close contact with people who are sick
- Avoid touching your eyes, nose, and mouth with unwashed hands
- Wash your hands often with soap and water for at least 20 seconds. Use alcohol-based hand sanitizer that contains at least 60% alcohol if soap and water are not available.

Add Weather Update: As hospitals and localities look to expand capabilities, we realize that mobile support facilities are not able to handle high wind much over 60 mph. For this reason, and when we enter severe weather season, the NWS will support those areas where mobile health facilities and tents are being utilized.

5. Prepared by: Jim Redick

Position: Director, EOC



ICS Form 201

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Date/Time: 3/22/2020 8pm

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INCIDENT OBJECTIVES

1. Event Name

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2. Operational Periods

Dates:
March 23, 2020

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3. Event Objectives

Provide for the protection, safety and security of all staff, residents, businesses and visitors.

3/24/2020 Governor Northam during his daily briefing ordered **schools closed for the remainder of the school year.**

Additionally, he signed Executive Order 53, to go into effect at midnight Tuesday night, which states the following:

- Restaurants and breweries can remain open for take-out, curbside pickup and delivery only.
- Recreation and entertainment services are to be closed. This includes bowling alleys, fitness centers, racetracks and theatres.
- Personal care services which cannot adhere to social distancing such as barber shops and hair salons, spas and massage parlors must close.
- Essential businesses like grocery stores, banks, pharmacies and others remain open, but must ensure enhanced cleaning and social distancing strategies.
- Non-essential brick and mortar stores can remain open *so long as they can comply with the 10 patrons or less.*
- Any gatherings greater than 10 people are banned.

These measures, all meant to encourage social distancing, are **in effect for the next 30 days.**

FAQs received regarding the Governor's recent Executive Order (3-25-2020).

3/24/2020 City Manager Dr. Filer extended the closure of all city buildings to the public until further notice.

3/26/2020 City Manager Dr. Filer closed all dog parks, Northside skate park, small neighborhood and school parks and picnic shelters at sunset and until further notice.

3/28/2020 City is also removing tennis court and basketball nets to encourage social distancing and heed the 10+ gathering mandate.

3/29/2020 City Manager Dr. Filer orders only critical skeletal staff report, all others telework.

- Continue working with the City's Diversity, Equity & Inclusion Officer, and The Endependence Center to address the rights and needs of persons with different abilities.
 - Both agencies to review the Incident Action Plans.
 - Weekly calls scheduled among Norfolk EOC, Norfolk Department of Public Health, The Endependence Center, Norfolk Diversity, Equity and Inclusion Officer, Community Services Board, Union Mission, Human Services and Norfolk Sheriff's Office. Will occur every Monday from 2-3pm.
 - St. Paul's Transition conducting weekly planned coordination with NRHA (in some cases daily) to support low-income families during the pandemic.
- Support meal distribution to vulnerable residents and medical screening operations.
 - Monday, NPS distributed 1,768 meals. (Rained on Monday).
 - CSB maintaining an updated list of meal and restroom locations for persons experiencing homelessness.
 - This list is shared with 911, Norfolk Cares Call Center and 2-1-1 Virginia.
 - Peer and Case Managers began delivering needed food and toiletries to clients this week, taking clients with food stamps shopping today with added SNAP benefit this week.
 - CSB Outreach is in the community every weekday, connecting with homeless individuals to provide snacks, some supplies, and updates on availability of local shelters, meal providers and food pantries.
 - Norfolk GIS in process of developing a planning and public-facing map to show food distribution locations.
 - Shared Hospital Services in partnership with New Life and Freemason Baptist will host and operate Soap Chips, a mobile shower along with soap and towels this weekend at Freemason Baptist Church.
- Support Sentara Mobile Drive-Thru operations.
 - Provide traffic and security support
 - Sentara saw over 650 people from Monday through Thursday.
- Human Services to continue Child Protective, Adult Protective Services and review SNAP applications.
 - Customers cannot come into the main building itself. What we have been doing is issuing Electronic Benefit Transfer (EBT) cards in the foyer area of WDC. Staff are fully covered in PPE and maintain a 6' distance when possible. Sometimes we have to help the customer set the card up via phone. There is a phone in the lobby.
 - Number of Residents served: SNAP= 1233
 - Medicaid= 639

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- TANF=127
- Real Estate Tax Relief=224
- Energy Assistance/Crisis=73
- Water Assistance=22
- Burial=5
- SNAP Applications= Increase in SNAP applications effective 03/25/2020
- SNAP Applications in inbox as of 03/27/2020=610
- **Continue** supporting residents experiencing homelessness and treating persons with serious mental illness or those in active addiction and recovery.
 - CSB improved and adjusted safe entry and screening - added staff to screening, began using a tent at CBP.
 - CSB received guidance from the state for using state funds for homeless hotel and support, submitted the formal request (3-27-2020).
 - Union Mission's Men's Shelter is at capacity and plan to keep those guests currently in shelter sheltered through this crisis.
 - Soap Chips deploying mobile shower trailer to Freemason Baptist this Saturday in response to a request by the City of Norfolk Community Service Board for use during this time of crisis
- **Norfolk Sheriff's Office (NSO)** to prevent COVID-19 from entering the jail facility.
 - CDC and VDH recommendations...
 - The administration has implemented housing procedures and staff responsible for the isolation of offenders who test positive for the virus for our facility.
- **Economic Development** to continue identifying programs available to provide relief to businesses and their employees.
 - Information specific to businesses posted to Norfolk.gov: <https://www.norfolk.gov/CivicAlerts.aspx?AID=4766>
 - The state established an email address for businesses with questions: businesses@virginia.gov (3/24/2020)
 - City Council approved a comprehensive tax relief program meant to ease financial burdens during COVID-19. Program to give taxpayers and business owners the option to delay payment on business taxes and personal property taxes. (3-24-2020)
 - General Services developed "Parking Relief Strategy" to minimize impacts on customers for the duration of local emergency.
 - Budget & Strategic Planning and Intergovernmental Affairs to review the federal Coronavirus Stimulus Bill for assistance opportunities.
 - Communicated spending restrictions and personnel hiring freeze to departments. Developed a list of essential job classifications where hiring can continue.
 - Began communication and development of spend plans for every department. Established preliminary fiscal impact analysis for CMO based on revenue projections and expected expenditure savings based on directed actions.
 - Budget & Strategic Planning work with CM on the revenue model for consumption taxes.
 - Developed a Coronavirus impact dashboard.
- **Environmental Health** to **continue** focusing on compliance with the Governor's Emergency Public Health order of no public gatherings of more than 10 people.

Ensure Continuity of Operations / Schools / Government

- Continue performing daily operations utilizing minimal staff on a rotating basis.
 - Broadcasted live City Council and Planning Committee meetings; on-side locations outside of the chambers were provided so ensure live viewing and social distancing. Opportunities for public participation existed.
 - General Services continues working on completing critical projects and maintaining citywide mechanical systems; respond to emergencies such as leaks and plumbing issues.
- **People First** is working with Norfolk Public Schools and printed Learning Packets available for pick-up at the People First offices for anyone who didn't pick up from NPS before the deadline. They are also sharing national resources to keep children engaged at home.
- **Department heads** to reduce and stagger the number of employees reporting to city buildings and ensure employees are working at a sufficient distance from each other.

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- CSB working on reducing days that clients come into the buildings. We are working on a plan to only be open to clients at CBP 3 days/week by next week. So far, we can only get the Methadone Clinic at TDC down to 5 days/week per state rules but we are still open 6 days/week based on the instability of some clients. This will help staff with daycare navigation, reduce exposure and help extend PPE supplies. CSB also informing staff they can come into the office off-hours and on weekends if they need to shift their work hours around due to having children in the home - as long as it fits in the business model of the unit where they work.
- Rolled out several points of telehealth through iPhones, iPads, laptops, and a few loaner webcams
- Finance began intercepting paper documents and converting them to DocuSign
- Finance refined payroll and leave procedures and FAQs
- As buildings close and/or staffing in certain buildings is significantly reduced, eliminate or reduce the frequency of services such as power, cleaning, etc.
 - General Services scaling accordingly custodial and security services at certain City facilities due to the significant reduction in employees occupying the premises.
- Effectively manage resource requests; maximized available resources from throughout Team Norfolk organizations.
 - Logistic Section documenting all resource requests in Norfolk HSIN-COI.
 - Finance, Purchasing and EOC explored regional cooperation on securing PPE and other critical resources
 - Coordinate reallocation of PPE resources between departments based on burn-rate.
- **Hampton Roads Transit (HRT) Operations**
 - Effective Tuesday, March 24, 2020, the Downtown Norfolk Transit Center, Hampton Transit Center, and Newport News Transit Center will close daily between 11:00 a.m. and 1:30 p.m. for cleaning. Effective Wednesday, March 25, the Elizabeth River Ferry will end nightly service at 9:00 PM until further notice.
 - Hampton Roads Transit will run fewer bus routes and less frequently starting Tuesday, March 31, in response to the decline in ridership demand brought on by the COVID 19 pandemic
<https://gohrt.com/alert/important-service-change-bus-routes-changing-coronavirus-response/>
- **Norfolk International Airport:**
 - The Norfolk Airport Authority has taken multiple steps to ensure that operations continue while safeguarding our employees and the travelling public.
- **SPSA Operations:** Effective Saturday, March 28 and until further notice, SPSA is suspending Residential Weekend Hours (Saturday / Sunday 12-4pm) at the Norfolk Transfer Station.
- **Address daycare gap for essential workers**
 - State provided guidance on emergency daycare policies (3/24/2020)
 - Request sent out to Norfolk's faith community through 3-24-2020 Team Norfolk update.
- Continue practicing aggressive social distancing: ensure directors and deputy directors, etc. are not in same spaces at same time. When possible, when one is on site the other telework.
 - Continue succession planning / training throughout organization.
 - Continue contingency planning to continue critical functions if building(s) is altogether closed to staff as well.
 - NACC experienced its first online adoption on 3/23/2020
- Establish Tiger Team to look ahead and plan for future response-related needs.
 - Plan for Governor 'Stay at Home' order as seen in California, Louisiana, Ohio, etc. (objective moved from elsewhere in IAP).
 - Detailed what critical operations/staff looks like (much different than 'essential' in storm situation) using DHS/FEMA Community Lifelines.
 - Establish information-sharing between Sentara, VDEM and USACE to identify potential Alternate Care Facilities in preparation for surge on healthcare system.
 - Review Team Norfolk Public Health Emergency Plan, JTF-CS playbook and LTAR planning documents.
 - The Virginia Hospital and Healthcare Association (VHHA) has established five work groups to present a coordinated effort across the state.
 - Screening and Testing
 - COVID-19
 - Telehealth
 - Chief Nursing Executives
 - Drive Through Testing Capacity

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- Detail quarantine / isolation support measures.

- At FEMA's request, Norfolk District, U.S. Army Corps of Engineers has assembled field assessment teams tasked with evaluating existing facilities for the possible conversion into alternate-care-sites in Virginia. (3/25/2020). Press release with additional details available at

<https://www.nao.usace.army.mil/Media/News-Stories/Article/2124140/norfolk-district-teams-to-evaluate-facilities-for-use-as-alternate-care-sites-i/>

- Make recommendations for minimizing impacts of potential second wave.

- Emphasize cyber awareness throughout the incident.
- Research economic impact caused by COVID-19
 - Norfolk Consortium / Norfolk City/Arts & Culture Operations Meeting (3/25/2020)
 - Meeting to take place every 2 weeks.
 - Strive to develop an overall master calendar of events.
- Offer and promote online program / virtual programs, tours, etc.

Maintain communication and situational awareness throughout Team Norfolk.

- Maintain Unified Command with Norfolk Department of Public Health and Norfolk Emergency Operations.
- Maintain a current Incident Action Plan (IAP) with proactive goals and objectives.
- EOC to collaborate and coordinate with Team Norfolk partner agencies as well as neighboring localities and VDEM
 - Weekly conference calls scheduled with VDEM / VDH: Every Monday at 4pm.
 - Regular conference calls scheduled with Southside Hampton Roads Emergency Managers: T, W and F @ 3pm.
- Maintain current information in HSIN, provide Team updates regularly.
 - Began sending daily updates via Norfolk Alert and Team Norfolk Emergency Operations Blog at <https://www.norfolk.gov/Blog.aspx?CID=14>
 - Addressing audio issues associated with weekly virtual EOC briefing.

Effectively communicate incident-related information to staff, residents, visitors and businesses and the media.

State Joint Information Center (JIC) has disseminated COVID Daily News Roundup and State Agency Talking Points. (3/24/2020)
VDH to increase the hours of 877-ASK-VDH3 next week to 8:30am to 9pm and also weekend hours to be announced (3/27/2020)

- Conducted daily JIC meetings via WebEx.
- Continue to review call patterns to the Norfolk Cares Call Center (NCCC).
 - NCCC provides daily message summaries.
 - NCCC addressed 4,218 from Monday to Friday of this operation period.
 - The top question has to do with Bulky Item Pickups.
- Investigate options for wifi access for those who had previously relied on the libraries and community / recreation centers for access to incident-related information.
 - Libraries had mifi devices available and have since been deployed.
- All messages to be coordinated through the NORFOLK Joint Information Center (JIC). Messaging for the week to include the following:
 - VDH to prepare messaging to vulnerable populations, particularly the elderly and Long-Term Care Facilities.
 - Place all household waste inside bags and securely close before placing inside the refuse container. Container lid should always remain completely closed.
 - Residents should continue using MyNorfolk to schedule bulk pickups and refer to City's website for bulk set-out rules.
 - JIC pushing use of MyNorfolk for bulk waste pickups.
 - Those requesting Storm water fee information to email: stormwaterinquiry@norfolk.gov
 - Encourage the public to check the Norfolk Animal Care website for their lost animals, and to come reclaim (reclaim fees waived).
 - Staff still on site at Norfolk Animal Care shelter caring for the animals and grateful to community for their response to foster plea and are still going through the hundreds of inquiries.

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- Virtual adoption applications still being accepted for all the animals at the shelter.
- Began recording regular video messages from Mayor Alexander.

4. Event Operational Period Command Emphasis
People First. Life Safety. Wear appropriate PPE and practice social distancing! Maintain situational awareness. Maximum Team Effort.

5. Site Safety Plan Required?	Approved Site Safety Plan(s) Located at: N/A
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	

6. Event Action Plan Contents (the items checked below are included in this Event Action Plan)	
<input checked="" type="checkbox"/> ICS Form 201 (Event Briefing)	<input type="checkbox"/> Appendices:
<input checked="" type="checkbox"/> ICS Form 202 (Event Objectives)	
<input type="checkbox"/> ICS Form 203 (Event Organization Assignment List)	
<input type="checkbox"/> ICS Form 204 (Event Assignment List)	
<input type="checkbox"/> ICS Form 205 (Event Radio Communications Plan)	
<input type="checkbox"/> ICS Form 205A (Event Cell Phone Communications List)	
<input type="checkbox"/> ICS Form 206 (Event Medical Plan)	

7. Prepared by: Jim Redick	Position: Director, EOC
8. Approved by: Mike Goldsmith	Position: Deputy City Manager / Public Safety