



Crisis Management Plan

City of Lawrenceville
September 2025

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CITY OF LAWRENCEVILLE CRISIS MANAGEMENT PLAN

1.0 PROMULGATION

The City of Lawrenceville hereby adopts this Crisis Management Plan as our official guide for responding to emergencies, disasters, and unexpected events. This plan establishes a clear structure for how we will work together to protect our residents, employees, and visitors when faced with a crisis.

By putting this plan into place, we affirm our commitment to the responsibilities outlined within and to the coordination and communication required to respond effectively. We will continue to maintain and improve this plan to meet the evolving needs of our community.

Signed,

David R. Still
Mayor, City of Lawrenceville

Chuck Warbington
City Manager, City of Lawrenceville

Date

2.0 EXECUTIVE SUMMARY

City of Lawrenceville Crisis Management Plan

The City of Lawrenceville's Crisis Management Plan serves as the city's official guide for responding to emergencies, disasters, and critical incidents that threaten the safety, continuity, or reputation of the organization and community. This plan ensures a coordinated, scalable, and effective response across all departments, stakeholders, and partners.

2.1 PURPOSE AND SCOPE

The plan is designed to protect lives, property, and public trust during crisis events. It provides a flexible operational framework for elected officials, city executives, and department heads, outlining how the city will assess threats, direct emergency operations, communicate with the public, and restore normal operations.

This plan applies to a broad spectrum of hazards, including natural disasters, infrastructure failures, cyber incidents, major accidents, and organizational crises, while integrating support for internal needs, including employee safety and interdepartmental coordination.

2.2 LEADERSHIP AND COORDINATION

At the direction of the City Manager, an Executive Team—comprised of Assistant City Managers, the Chief Communications and Marketing Officer, Chief Financial Officer, Police Chief, and Public Works Director—will lead the response effort. Depending on the nature of the incident, an Incident Response Team may also be activated, and the Lawrenceville Police Department will establish incident command, often in coordination with Gwinnett County Emergency Services.

2.3 KEY PLAN COMPONENTS

- A) Hazard and risk summary: identifies categories of crisis events—natural, technological, human-caused, and organizational—and provides examples such as severe weather, utility outages, cyberattacks, and reputational harm.
- B) Assumptions: acknowledges the unpredictability of crises, the need for flexibility, and the critical role of designated essential employees during emergencies.
- C) Concept of operations: emphasizes using familiar personnel and processes during emergencies and preserving continuity of operations where possible.
- D) Assignment of responsibilities: defines specific roles and duties for all departments, ensuring clear chains of command, rapid response, and integrated support services.
- E) Response actions and priorities: establishes procedures for assessing threats, issuing public warnings, controlling access, and managing evacuations or shelter-in-place directives.

2.4 ANNEXES AND SUPPORT DOCUMENTS

The plan is supported by specialized annexes that provide detailed operational protocols for specific incidents or functions. Current annexes include:

- A) Occupational fatality or severe injury annex: A compassionate and comprehensive protocol for responding to employee fatalities or serious injuries during service.*
- B) Support annexes: Incorporate or reference documents such as the Crisis Communication Plan, Police Critical Incident Policy, and in-progress planning efforts, including the Utility Readiness Plan, and Continuity of Planning, which include Continuity of Government, Business Plans, Succession Planning, and Essential Personnel Roster. It also includes Emergency Plans for each City building.*

2.5 COMMITMENT TO CONTINUOUS IMPROVEMENT

The City of Lawrenceville is committed to maintaining and improving this plan through ongoing review, training, and updates. Future support documents and annexes will further enhance preparedness and ensure the city is well-positioned to respond to evolving threats with strength and resilience.

3.0 ABOUT THIS PLAN

The City of Lawrenceville's crisis management plan outlines how the city will respond to emergencies, protect people and property, and coordinate recovery. It supports a wide range of threats—natural, technological, and human-caused—and includes both citywide strategies and department-specific actions. This plan is designed to work in alignment with annexes, protocols, and building-level emergency procedures to ensure a clear, coordinated approach.

3.1 HAZARD AND RISK SUMMARY

This section identifies disruptive and unexpected situations that may require the application of the concepts presented in this plan. **This is not a comprehensive list of all situations in which this plan may be utilized.**

3.1.1 Natural Hazards

- a) Severe Weather Event

3.1.2 Technological/Infrastructure Failures

- a) Energy/Utility Incident
- b) Cyber Incidents
- c) Large Transportation-Related Incident
- d) Hazardous Materials Incidents

3.1.3 Human-Caused Events

- a) Police/Security Incidents
- b) Occupational Fatality or Severe Injury

3.1.4 Organizational/Operational Crises

- a) Crisis Communications Event
- b) Detriment to Organizational Reputation

3.2 ASSUMPTIONS

The following assumptions were taken into consideration during the development of the plan.

- A) Disasters, emergencies, and crisis incidents may occur at any time, with little or no warning, resulting in any and all of the following: casualties, fatalities, property loss, disruption of essential services, and damage to basic infrastructure and the environment, resulting in uncertainty and fear in the population.
- B) City departments and agencies assume responsibility for emergency operations and will commit available resources to save lives and minimize personal injury and property damage.
- C) Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of any emergency. Efforts that would normally be required for those functions will be redirected by the agency concerned to accomplish the emergency task.
- D) As outlined in this plan, multiple positions will be designated as **essential employees**, critical to maintaining public safety and essential services during emergencies. These roles include first responders, public works, IT staff, and key administrators. They are required to work during crises, often under challenging conditions, and are trained in emergency protocols. Clear role definitions, expectations, and support are vital for their effectiveness. A list of essential employees can be found in the **Support Annexes** of this document.

3.3 CONCEPT OF OPERATIONS

The City maintains an Executive Team comprised of the City Manager, Assistant City Managers, Chief Communications and Marketing Officer, Chief Financial Officer, Police Chief, and Public Works Director. At the direction of the City Manager, the Executive Team may be convened to make broad policy decisions necessary to direct the overall response to a crisis situation.

This plan is based upon the concept that emergency functions for city departments will generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. This plan may be activated as a response to a local state of emergency but is not a requirement.

Link to **Chapter 18 in Code of Ordinances**:

https://library.municode.com/ga/lawrenceville/codes/code_of_ordinances?nodeId=PTIICO_CH18EMMA

It is desirable, and always attempted, to maintain organizational continuity and assign personnel familiar tasks. In emergency situations, it may be necessary to draw on employees' basic capabilities and use them in areas of greatest need.

3.4 ASSIGNMENT OF RESPONSIBILITIES

Facility-specific procedures, including evacuation maps, shelter-in-place protocols, and internal safety roles, are maintained in the Support Annexes to this plan—such as the City Hall Emergency Plan. These annexes provide the tactical details necessary for implementing emergency actions at the department or building level and are activated and followed under the direction of the City Manager. This section provides an overview of the key functions and tasks departments will accomplish.

3.4.1 CITY LEADERSHIP

3.4.1.1 Mayor & City Council

- a) Elected officials will be briefed on impending events and any potential impact that may be anticipated. This briefing will normally be conducted by the City Manager.
- b) Following a briefing by the City Manager, governing officials may be involved in the following activities:
 - 1. Establish initial overarching priorities
 - 2. Communicate priorities with the City Manager
 - 3. Follow the Crisis Communications Plan protocols regarding the distribution of messaging to the public

3.4.1.2 Mayor

- a) The Mayor may be consulted by the City Manager for formal declarations or key messaging approval. The Mayor does not serve in an operational capacity but may be included in communications briefings during a crisis.
- b) The Mayor will determine, according to Chapter 18 of the Code of Ordinances, the need for a declaration of emergency or follow the declaration of a local emergency by the Chair of the Gwinnett County Board of Commissioners.
- c) The Declaration of an Emergency initiates a series of actions.

3.4.1.3 City Manager

- a) The City Manager has the sole authority to activate this plan.
- b) The City Manager briefs elected officials on impending events and any anticipated potential impacts.
- c) The City Manager establishes initial overarching priorities to Mayor and Council and addresses priorities previously outlined by them.
- d) The City Manager convenes the Executive Management Team.
- e) The City Manager directs emergency policy decisions.
- f) The City Manager considers altering day-to-day operations to support emergency response.

- g) The City Manager communicates decisions with city departments via the Executive Management Team as outlined below.

3.4.1.4 Assistant City Manager Community Development

- a) Coordinate with Code Enforcement Department
- b) Coordinate with Community & Economic Development
- c) Coordinate with Planning & Development Department

3.4.1.5 Assistant City Manager Operations

- a) Coordinate with City Clerk
- b) Coordinate with the Court System
- c) Coordinate with the Human Resources Department (HR)
- d) Coordinate with the Information Technology Department, GIS, and Data Processing
- e) Coordinate with the Risk Manager

3.4.1.6 Chief Communications and Marketing Officer

- a) Implement the Crisis Communications Plan as needed and as directed by the City Manager
- b) Interface with the public and media and/or other agencies having event-related information requirements
- c) Manage social media requirements
- d) Develop accurate information on incident cause, size, and current situation for both internal and external distribution
- e) Develop material for use in media briefings
- f) Approve and coordinate information gathering and dissemination with appropriate stakeholders, ensuring consistency of messaging
- g) Notification of Key Partners

3.4.1.7 Chief of Police

- a) Coordinate all Police efforts and activities and implement the Police Department Critical Incident Plan as appropriate
- b) Coordinate the request for mutual aid

3.4.1.8 Chief Financial Officer

- a) Coordinate with the Customer Service Department
- b) Coordinate with the Financial Services Department
- c) Coordinate with Meter Department
- d) Coordinate with Purchasing Department

3.4.1.9 Public Works Director

- a) Coordinate with all Public Works Departments, including:
 - 1. Damage Prevention
 - 2. Electric
 - 3. Engineering & Stormwater
 - 4. Facilities & Grounds Maintenance

- 5. Fleet Management
- 6. Natural Gas
- 7. Street & Sanitation
- b) Implements the Public Works Utility Readiness Plan as appropriate.
- c) Coordinate the request for mutual aid
- d) Provide key utility account notification

3.4.2 DEPARTMENTS

3.4.2.1 Community Development – Code Enforcement Department

- a) Provide support to other departments as needed
- b) Support building inspectors as they conduct structural damage assessments

3.4.2.2 Community Development – Community & Economic Development Department

- a) Coordinate volunteer support and activities with community leadership and liaise with local agencies
- b) Collaborate with businesses and organizations regarding volunteers and donation management
- c) Assess and Prioritize recovery needs
- d) Direct economic and community recovery efforts
- e) Facilitate prioritization of economic assistance for businesses and individuals
- f) Establish and support community recovery assistance programs
- g) Function as a part of the Crisis Communications Team as needed and as directed by the Crisis Communications Plan

3.4.2.3 Community Development - Planning & Development Department

- a) Conduct structural damage assessments
- b) Ensure any needed inspections are complete and appropriate permits are issued
- c) Provide building and shelter inspection

3.4.2.4 Office of Communications and Marketing

- a) Implement the Crisis Communications Plan as needed and as directed by the City Manager.
 - 1. Interface with the public and media and/or other agencies having event-related information requirements
 - 2. Manage social media requirements
 - 3. Develop accurate information on incident cause, size, and current situation for both internal and external distribution

4. Develop material for use in media briefings
5. Approve and coordinate information gathering and dissemination with appropriate stakeholders, ensuring consistency of messaging
6. Notification of Key Partners

3.4.2.5 Operations - Courts

- a) Follow the Criminal Justice Man-Made / Natural Disaster Policy to ensure all Georgia Crime Information Center (GCIC) materials, court records, and information obtained thereof are secured in the event of a man-made or natural disaster
- b) Follow Continuity of Planning Annexes, which may include virtual options for court
- c) Follow Standard Operating Procedures relating to all court procedures
- d) Work with Communications Department to ensure messaging is correctly distributed
- e) Follow City Hall Emergency Plan Annex

3.4.2.6 Operations – Human Resources Department

- a) Handle employee injury documentation and claims
- b) Maintain files on injuries and illnesses associated with the incident
- c) Coordinate changes to personnel policy

3.4.2.7 Operations – Information Technology Department, Data Processing and GIS

- a) Establish communication capability between incident facilities and stakeholders
- b) Develop back-up communications and information technology plans, procedures, and systems
- c) Create and distribute all GIS data pertinent to any planned events or unplanned incidents
- d) Data Processing/Payroll should ensure established incident code by Finance/HR is appropriately entered into the system so all documented time worked by city personnel associated with the incident can be properly captured and processed.

3.4.2.8 Operations – Risk Management

Complete all tasks related to building specific emergencies.

3.4.2.9 Financial Services (Including Purchasing and Meter Departments)

- a) Provide financial or administrative support
- b) Manage all financial aspects of the event
- c) Provide or procure specialized equipment and services
- d) Maintain information on actual costs incurred
- e) Process all administrative requirements associated with equipment rental/purchase
- f) Track equipment used and staff time for cost recovery

- g) Assist with damage assessment (Meter Department)
- h) Identification of payroll code for tracking purposes
- i) Finance and Human Resources should establish an incident code to be used to document time worked by all personnel associated with the incident. This is communicated to Data Processing/Payroll and Key Management.
- 1. Executive Utility Outage Readiness Plan

3.4.2.10 Customer Service

- a) Disseminate information to the public through the implementation of this plan and utilizing details provided by the Communications Department
- b) Ensure all actions are consistent with Crisis Communications Plan Annex

3.4.2.11 Police Department

- a) Execute Critical Incident Plan
- b) Initiate alerts to first responders and communicate incident response information
- c) Direct on-site incident management
- d) Gather, analyze, and process intelligence and information
- e) Provide intelligence products or relevant information to appropriate stakeholders
- f) Coordinate event security
- g) Provide entry/exit control
- h) Support search and rescue operations
- i) Direct evacuation or shelter-in-place for the general public
- j) Coordinate requests for mutual aid

3.4.2.12 Public Works – Damage Prevention Department

- a) Execute Utility Readiness Plan
- b) Assist with debris clearance
- c) Emergency locates for needed infrastructure repairs

3.4.2.13 Public Works – Electric Department

- a) Identify damaged infrastructure
- b) Identify entities affected by the loss of electric service
- c) Identify resources required to manage and restore electric service
- d) Prioritize restoration of electric service
- e) Disseminate information regarding prioritization and status of electric service restoration
- f) Initiate the process for getting appropriate personnel and equipment
- g) Execute the restoration of electric service using established priorities and Execute the Utility Readiness Plan as appropriate
- h) Coordinate requests for mutual aid

3.4.2.14 Public Works – Engineering and Stormwater Department

Assess damage to civil infrastructure (roads, bridges, and stormwater facilities) and create a plan for mitigation and repair

3.4.2.15 Public Works – Facility and Maintenance Department

a) Assess damage to city facilities and create a plan for mitigation and repair

3.4.2.16 Public Works – Fleet Department

- a) Maintain and repair vehicles and all ground equipment
- b) Supply fuel for all mobile equipment
- c) Respond to disabled vehicles
- d) Create plan for alternative city fueling operations

3.4.2.17 Public Works – Natural Gas Department

- a) Identify damaged infrastructure
- b) Identify entities affected by the loss of gas service
- c) Identify resources required to manage and restore gas service
- d) Prioritize restoration of gas service
- e) Disseminate information regarding prioritization and status of gas service restoration
- f) Initiate the process for getting appropriate personnel and equipment
- g) Execute the restoration of gas service using established priorities and Utility Readiness Plan
- h) Coordinate requests for mutual aid

3.4.2.18 Public Works – Sanitation Department

- a) Identify entities affected by the disruption of sanitation service
- b) Identify resources required to manage and restore sanitation service
- c) Prioritize restoration of sanitation service
- d) Disseminate information regarding prioritization and status of sanitation service restoration
- e) Initiate the process for getting appropriate personnel and equipment
- f) Execute the restoration of sanitation service using established priorities
- g) Coordinate requests for mutual aid

3.4.2.19 Public Works – Street Department

- a) Assist in clearing roadways of trees and debris
- b) Provide barricades and manpower for traffic control
- c) Identify entities affected by the closure of city streets
- d) Identify resources required to manage and restore access
- e) Prioritize restoration of city streets
- f) Disseminate information regarding prioritization and status of road closures
- g) Initiate the process for getting appropriate personnel and equipment

- h) Execute the repair/reopening of city streets using established priorities
- i) Execute process for large debris removal
- J) Coordinate requests for mutual aid

3.4.3 PLANNING AND RESPONSE TEAMS

3.4.3.1 Crisis Planning Committee

- a) The City Manager may also designate a Crisis Planning Committee to assist in the ongoing development, maintenance, and testing of this plan. The committee may include representatives from the Executive Management Team, Communications and Marketing, Risk Management, Public Safety, and other departments as appropriate. Responsibilities may include reviewing and updating annexes, coordinating interdepartmental input, supporting preparedness efforts, and helping plan citywide training exercises or drills.
- b) Note: the Crisis Planning Committee functions as a standing team and remains active year-round to support preparedness efforts. The Incident Response Team and Functional Support Teams are activated in response to specific incidents at the direction of the City Manager.

3.4.3.2 Incident Response Team (IRT)

The incident response team (IRT) is activated by the City Manager during significant or evolving emergencies that require interdepartmental coordination, rapid decision-making, or deployment of specialized resources. It serves as the central coordination body for managing citywide response operations, ensuring alignment across departments and with any relevant outside agencies.

The IRT is composed of key representatives from the Executive Management Team, public safety, risk management, public works, communications and marketing, and other departments as needed, based on the nature and scale of the incident. Upon activation, members are expected to convene in person or virtually to complete a situational assessment and determine immediate priorities, operational needs, and required support functions. Functional support teams (FSTs) may be activated under the IRT's structure to address specific tactical areas such as communications, law enforcement, utilities, or continuity of operations. The IRT coordinates and supervises the efforts of these teams to ensure a unified response. ***This team is not a standing body and is only activated when a situation requires cross-departmental coordination and executive-level decision-making.***

3.4.3.3 Functional Support Teams

Functional Support Teams (FSTs) are ad hoc tactical groups activated by the City Manager under the IRT framework to fulfill operational needs during a crisis. FSTs are staffed by department personnel with relevant expertise. Membership may overlap with day-to-day roles, with additional personnel added based on availability and technical needs. These teams may include the Crisis Communications Team, law enforcement task force, continuity of

operations group, and others designated for specific operational needs.

3.4.3.4 Crisis Team Structure & Activation Overview

<u>Team Name</u>	<u>Standing Or Activated</u>	<u>Activated By</u>	<u>Key Responsibilities</u>
Crisis Planning Committee	Standing	City Manager	Plan Maintenance, Training Coordination
Incident Response Team (IRT)	Activated	City Manager	Incident Coordination, Cross-Functional Management
Crisis Communications Team	Activated	City Manager or Chief Communications & Marketing Officer	Internal And External Messaging
Continuity of Operations Group	Activated	City Manager or Assistant City Manager	Maintain Essential Services
Law Enforcement Task Force	Activated	City Manager or Police Chief	Tactical Site Control, Threat Response

When activated, the City Manager will notify each team's lead. Teams must report to the designated Emergency Operations Center or other assigned location. Functional Support Teams may be deployed virtually or on-site depending on the incident.

3.4.3.5 Functional Support Teams Overview

Functional Support Teams (FST) are tactical groups activated by the City Manager as part of the Incident Response Team (IRT) structure. These teams carry out specialized responsibilities to support response and recovery operations. FSTs may be drawn from multiple departments and may change based on the nature of the incident.

The following are common examples of FSTs that may be activated depending on the specific needs of the event. This list is not exhaustive and may be modified at the discretion of the City Manager:

<u>Team name</u>	<u>Primary function</u>
Crisis Communications Team	Manages internal and external messaging, media coordination, and public updates
Law Enforcement Task Force	Leads on-site tactical response and perimeter safety during incidents
Continuity Of Operations Team	Supports resumption of critical services and administrative functions
Public Works Response Team	Assesses infrastructure and coordinates utility, fleet, and street response
Damage Assessment Team	Conducts initial evaluation of city facilities, equipment, and public property
Volunteer/Donations Group	Coordinates spontaneous volunteers and resource donations (if needed)

Functional support teams are flexible by design and may evolve based on incident complexity.

3.5 DIRECTION, CONTROL, AND COORDINATION

This Section describes the framework for all direction, control, and coordination activities. It identifies who has tactical and operational control of response assets.

- A) The City Manager has the sole authority to activate this plan.
- B) At the direction of the City Manager, the Executive Management Team will be assembled.
- C) The Executive Management Team, under the direction of the City Manager, will execute the components of this plan. The City Manager may also activate the Incident Response Team and additional Functional Support Teams and implement the full Crisis Management Plan, depending on the scope and nature of the event.
- D) The Incident Response Team may consist of members of the Executive Team and Department Heads. The Police Department has overall responsibility for coordinating emergency response actions and will establish incident command. Gwinnett Fire and Emergency Services (EMS) will normally be included in a unified command.
- E) Incident Command/Joint Operations Center (JOC) for the city may be established at the Lawrenceville Police Department, 300 Jackson Street, Lawrenceville, GA

30046. The Continuity of Operations Plan will outline primary and backup location details.

- F) Additional response agencies will be added as appropriate for the event.
- G) Emergency incidents that can be managed with available personnel and resources may not require the activation of this plan.
- H) Public information functions during a crisis are managed through the Crisis Communications Plan, led by the Chief Communications & Marketing Officer in coordination with the City Manager.

3.6 RESPONSE ACTIONS AND PRIORITIES

3.6.1 Assessing hazards and threats

Hazard and threat assessment will be a joint effort between the Police Department and the Executive Team.

3.6.2 Determining protective actions

The Executive Team will decide on the appropriate course of action in the event of a threat or hazard.

3.6.3 Public Warnings

- a) In the event of an emergency, public warnings will be managed by the Executive Team.
- b) An Emergency Declaration will be coordinated with the Mayor through the City Manager.

3.6.4 Controlling access

The Police Department will be responsible for access control.

3.6.5 Coordinating evacuations or sheltering in place

The Police Department has overall authority, especially in situations of imminent threat. If time allows, decisions will be a joint effort between the Police Department and Executive Team. In the event of a hazardous materials incident, Gwinnett Fire and Emergency Services (EMS) will also be involved.

3.7 INCIDENT ANNEX - OCCUPATIONAL FATALITY OR SEVERE INJURY RESPONSE

An occupational fatality or severe injury is an incident that occurs while an employee is performing service to the public.

Overview – Task sequence

Please see Task Descriptions Section for greater details.

Task	Responsible Party
Request appropriate help (Police, Fire, and EMS, etc.)	Affected Department
Notify Department Director	Affected Department
Notify Key Constituents	Affected Department
Notify Family/Contacts of Occupational Fatality or Severe Injury	*City Manager, Human Resources Director, Department Director, Police Chief, Executive Team Member <i>*City Manager must be included in this action.</i>
Notify *Critical Incident Stress Management (CISM) team/ Coordinate EAP services for impacted employee work groups <i>*CISM – LPD Peer Support personnel (Voluntary); LPD Critical Incident Debriefing (State); ViewPoint Health Clinician (All Staff)</i>	Affected Department/ HR
Assign Hospital Liaison (with Human Resources (HR))	Affected Department/HR
Assign Family/Department Liaison (with Human Resources)	Affected Department
Honor Guard Activation	Police Department
Funeral Protocol	Family/Department Liaison

Flag Logistics and Funeral Flag Distribution (as appropriate)	Facility and Grounds & Police Department
Develop External Messaging	Communications and Marketing
Develop Internal Messaging	Communications and Marketing
Disseminate Messaging	Communications and Marketing
Media Relations	Communications and Marketing
Monitor News / Rumors	Communications and Marketing
Bereavement Notice	Communications and Marketing
Benefits Coordination	Family/Department Liaison/ Human Resources

3.8 DETAILED TASKS FOR OCCUPATIONAL FATALITY OR SEVERE INJURY RESPONSE

3.8.1 Task: Notify Department Director

The **employee's supervisor** shall notify the department director of the fatality or severe injury through the existing chain of command or reporting process in a timely manner.

3.8.2 Task: Notification of Key Constituents

The **Department Director** will notify HR, the City Manager, and other relevant departments as needed. City Manager will notify the Mayor and Council.

3.8.3 Task: Notification of Family

The **Department Director of the employee** and/or designated departmental representative (Executive Team Member, HR Director) **AND** the City Manager shall notify the family of the deceased or injured employee in a timely and compassionate manner. Should the situation involve a police officer, the Police Chief should also be included.

3.8.4 Task: Assign Hospital Liaison

The **Department Director of the employee** or Human Resources may assign a hospital liaison in the event of an employee's hospitalization. The liaison may provide support to the employee and family members and maintain administrative information for the department.

3.8.5 Task: Assign Family/Department Liaison

The **Department Director of the employee** and Human Resources may assign, to the extent the family desires, a family/department liaison to ensure the needs of the family are met. Duties will include, but are not limited to, assisting the family with personal matters, funeral arrangements, information concerning the death investigation, and providing travel and lodging assistance for out-of-town family members.

3.8.6 Task: Funeral Protocol

3.8.6.1 The **Family/Department Liaison** shall advise the family of the availability of City involvement in the employee's funeral and arrange to meet with the family at an appropriate time and place to discuss the extent to which the family desires to have the City involved.

3.8.6.2 The **Chief Communications and Marketing Officer** may publish an official period of mourning for a period of no less than seven days from the date of the employee's death. This decision will be made in conjunction with the Executive Team.

3.8.6.3 The **Director of Facility and Grounds** will ensure flags at all appropriate City facilities are flown according to flag protocol.

3.8.6.4 The **Police Department** may convene an honor guard for participation in the funeral and burial services in instances involving departments or offices with no standing honor guard, if desired by the family. The Police Department may arrange for an American flag to be provided to the family, as appropriate, for use during the funeral.

3.8.7 Task: Benefits Coordination

The Director of Human Resources and Benefits Coordinator will coordinate the timely payment for the beneficiary to receive death and retirement benefits, final paycheck, and remaining leave and compensatory time, if applicable. This process will adhere to all applicable state and federal laws, as well as internal HR policies. In addition, they will coordinate the recovery of city devices and city vehicles from the family, as well as coordinate the return of personal items, as appropriate, that may reside in city facilities.

3.9 OFFICE OF COMMUNICATIONS AND MARKETING

3.9.1 Task: Develop Internal Messaging

The **Chief Communications and Marketing Officer** will develop internal messaging with input from the City Manager, Human Resources, the City Attorney, and affected department(s), using tools such as City Link, email, and in-person briefings as appropriate.

3.9.2 Task: Develop External Messaging

The **Chief Communications and Marketing Officer** will develop external messaging with input from the City Manager, Human Resources, the City Attorney, and affected department(s).

3.9.3 Task: Disseminate Messaging

The **Chief Communications and Marketing Officer** will disseminate messaging using Information Technology Services external vendors for mass email and print, as appropriate. Social Media platforms, websites, and other relevant media will also be utilized.

3.9.4 Task: Media Relations

The **Chief Communications and Marketing Officer** and Public Information Officer will maintain open media relations

3.9.5 Task: Monitor News / Rumors

The **Chief Communications and Marketing Officer** will monitor news, social media, and rumors

3.9.6 Task: Bereavement Notice

The **Chief Communications and Marketing Officer** will have a bereavement notice posted with input from human resources.

4.0 HUMAN RESOURCES DEPARTMENT

4.0.1 Task: Notify family/contacts of occupational fatality or severe injury with the City Manager, Department Director, and Executive Management Team Member. In cases involving a police officer, the Police Chief will also participate.

The **Human Resources Department**, in conjunction with the department in which the employee worked and the City Manager, will notify family/contacts of occupational fatality or severe injury.

4.0.2 Task: Determine if applicable Benefit plans are applicable, work with necessary vendors to use the benefit

The **Human Resources Department** will determine employees' benefits, and which plans will be applicable in the event of death or severe injury.

4.0.3 Task: Coordinate Employee Assistance Program services for impacted employee work groups

The **Human Resources Department** will coordinate EAP services for the impacted employee work groups

4.1 KEY DEFINITIONS

A) Continuity of Operations (COOP)

A set of procedures and planning actions that ensure essential government functions can continue during and after a major disruption.

B) Crisis

A situation that may disrupt city operations, damage public trust, or require targeted communications support to maintain confidence in city services or leadership.

C) Emergency

A sudden or potentially dangerous situation that requires immediate action to protect lives, property, and essential services.

D) Executive Management Team

A group of senior leaders designated by the City Manager—including Assistant City Managers, Chief Communications and Marketing Officer, Chief Financial Officer, Police Chief, And Public Works Director—responsible for strategic oversight during emergencies.

E) Functional Support Teams (FSTs)

Tactical response groups activated by the City Manager to carry out specialized responsibilities during emergency incidents.

F) Incident Command System (ICS)

A standardized approach to the command, control, and coordination of emergency response, providing a common hierarchy within which responders from multiple agencies can be effective.

G) Incident Response Team (IRT)

A cross-departmental coordination team activated by the City Manager during emergencies to manage response operations and resource deployment.

SUPPORT ANNEXES OVERVIEW

1. CRISIS COMMUNICATIONS PLAN (EXISTING)

The existing Crisis Communication Plan developed and managed by the Office of Communications and Marketing.

2. LAWRENCEVILLE POLICE DEPARTMENT CRITICAL INCIDENT POLICY (EXISTING)

The existing PD Critical Incident Policy developed and managed by the Police Department.

3. UTILITY READINESS PLANS (IN-PROGRESS)

These have not yet been finalized but would also be supporting documents.

4. CONTINUITY OF PLANNING ANNEXES (IN-PROGRESS)

The following annexes will be created using the City's **Continuity of Government and Continuity of Operations Planning Guide** and will be integrated into the Crisis Management Plan upon completion:

- **Continuity of Government Plan** – Will outline succession, delegation of authority, and continuity of governance.
- **Continuity of Business Plans (COBPs)** – Department-level plans to sustain essential operations during disruptions.
- **Succession Planning Summary** – Citywide summary of executive and critical operational roles with designated successors.
- **Essential Personnel Roster by Position** – Consolidated list of essential staff by title and department, supporting response staffing and access decisions.

5. EMERGENCY PLANS BY BUILDING (IN-PROGRESS)

- a. City Hall Emergency Plan*
- b. Police Department Emergency Plan*
- c. Public Works Emergency Plan*
- d. Lawrenceville Arts Center Emergency Plan*