Central Virginia Safety Action Plan
Safety Summit Summary

Overview

The Central Virginia Safety Summit, held on January 31st at the Lynchburg Business Alliance, brought together 43 participants representing local government agencies, transportation professionals, law enforcement, community organizations, and residents. This collaborative event aimed to assess and enhance roadway safety throughout the region by reviewing existing safety data, discussing community concerns, and developing strategic countermeasures.

The summit provided an opportunity for participants to engage in a comprehensive dialogue about the region's most pressing road safety issues. The agenda included a review of regional safety trends, a discussion of community-identified safety concerns, and a brainstorming session focused on identifying and prioritizing solutions. The event emphasized data-driven decision-making while incorporating firsthand experiences and local knowledge to identify potential safety improvements that may not be fully captured through traditional crash data analysis.

Attendees participated in interactive mapping activities to pinpoint high-risk locations alongside small group discussions on speeding, intersection safety, pedestrian and bicycle infrastructure, visibility issues, and roadway maintenance challenges. The summit also included a countermeasure planning session, where participants explored practical solutions, including enhanced traffic enforcement, infrastructure upgrades, educational initiatives, and policy recommendations.

Following the potential strategies and countermeasures discussion, attendees participated in a dot-voting exercise. Each participant was given a set number of dots to place on the ideas they felt were most urgent or impactful. This visual ranking method helped identify the most widely supported strategies and provided a clear direction for the next phase of action planning. Next, participants engaged in small group discussions to refine and structure the prioritized actions for each of the five Safety Action Plan goals using action tables. Each group reviewed draft action items and assessed their feasibility, leadership responsibility, and implementation timelines. A key focus of this process was ensuring that actions were clearly defined, measurable, and aligned with regional safety goals.

This summary discusses findings and recommendations by locality and activity to ensure community-specific issues and strategies are documented. The summary includes two primary discussion areas for each locality:

- **Understanding Community Safety Concerns Discussion:** Participants identified key safety challenges, including visibility limitations, high-crash intersections, pedestrian and bicycle safety gaps, and heavy vehicle traffic concerns.

- **Potential Strategies and Countermeasures Discussion:** These sections outline proposed interventions such as improved signage, traffic calming measures, signal adjustments, enforcement strategies, and education campaigns.

The summary also includes action tables for each goal, as well as notes from the dot-voting exercise.

The insights gathered during the Safety Summit will inform the region's future safety initiatives, guiding policy decisions, infrastructure investments, and public awareness campaigns. Through a community-driven, data-informed approach, this effort aims to reduce serious traffic injuries and fatalities, enhance roadway safety, and foster a safer, more connected transportation network across Central Virginia.

Amherst County Summary

Understanding Community Safety Concerns Discussion

Visibility was discussed as a concern on Route 29, Route 60, Route 151, and Old Stage Rd. Obstructed sight lines and sharp turns were cited as the reason for the lack of visibility.

- **Route 29**
  - Visibility and intersection sight distance were concerns on multiple areas of Route 29 with sharp turns and limited or obstructed sight lines for entrance.
  - The northbound lane on 29 between Route 151 and Fletchers Level Rd. was identified as the site of multiple heavy truck crashes and observations of speeding trucks.
  - Speeding was also cited as a concern at the intersection of Route 29 and North Coldwell Rd.

- **Route 60**
  - Limited visibility was a primary concern discussed on Route 60, specifically at the intersection with Buffalo Spring Turnpike and the area east of the intersection with Lowesville Rd.

- **Route 151**
  - Speeding and heavy vehicles were cited as concerns north of the intersection of Route 151 and 29, with participants noting multiple tractor-trailer crashes.

- **Old Stage Rd.**
  - Emergency vehicles and large truck access were discussed as primary concerns.
  - Limited sight distance and right-of-way limitations around the intersection with London Lane were noted as issues.

- Madison Heights
    - Limited connectivity was a primary concern for participants in the Madison Heights area. Additionally, participants noted that school bus traffic contributes to congestion.

- Additional Areas
    - Galts Mill Rd. was identified as an area of "heavily used limited roadbed."
    - Multiple tractor-trailer crashes have occurred on Route 29 and Riverville Rd.

Potential Strategies and Countermeasures Discussion

- **Enhanced Education** – Expand VDOT marketing using billboards and other signage
- **Flashing Beacons & Signs**
    - Buffalo Springs and Route 60
    - Flashing highway signs trip when cars approaching
    - Signal drivers to stop across from Hanshill
    - Signage at curves
    - Flashing arrows at curves
- **Speed Cameras at School Zones**
- **Implementation Assistance**

Key Takeaways

- **Visibility (sight distance):** Intersection sight distance was cited as a significant concern in multiple areas in Amherst due to sharp turns, obstructed sight lines at intersections, and speeding.
- **Heavy Vehicle Traffic:** Multiple tractor-trailer crashes and observations of trucks speeding were a high concern for participants, especially along areas of Route 29 and Route 151.
- **Speeding (additional enforcement and speed cameras at schools):** Speeding is a concern for major arterials in the County and school zones.
- **Limited Connectivity:** The Madison Heights area sees significant traffic congestion, particularly around pick-up and drop-off times at schools. Participants cited school buses as a source of backups on roads.

Appomattox County Summary

Understanding Community Safety Concerns Discussion

- Amish buggies are difficult to see.
- Intersection safety concerns include congestion at the intersection of US 460 and Court St.
- Roadway improvements should be prioritized on rural roads that have no markings, making it dangerous to drive at night and during rainy conditions.
- Route 460 was the subject of many concerns, including:
  - School bus traffic
  - Interchange safety
  - Residential development
- Other concerns included a lack of police presence in school zones.

Potential Strategies and Countermeasures Discussion

- Increase the visibility of Amish buggies by installing reflective material or lights.
- Additional police presence should be provided in school zones to prevent speeding.

Key Takeaways

- **Safety Measures for Amish Buggies:** Increasing awareness and visibility of Amish buggies throughout the County was highlighted as a priority.
- **Intersection Safety and Roadway Improvements:** Interchange safety and congestion within the Town of Appomattox were the main roadway concerns.
- **Road Safety Enforcement:** School zone safety could be improved by increasing police presence and addressing concerns about school bus traffic on Route 460.

Bedford County Summary

Understanding Community Safety Concerns Discussion

- **Monitoring Current Projects and Tracking Unfunded Projects**
    - Route 221 Corridor Study.
    - An unfunded SMART SCALE project (roundabout) at the intersection of Forest Rd. (US 221) and Independence Ave.
    - Constructed pedestrian infrastructure on Burks Hill Rd. (road diet).
    - A current SMART SCALE project at the intersection of US 460 and Timber Ridge Rd.
    - VDOT bridge projects on Route 122 over Big Otter River.
    - A speed study was conducted on Batemans Bridge Rd. at Enterprise Dr near Collins Court.
- **Sight Distance** was identified as a concern at the intersection of Waterlick Road and Thomas Jefferson Rd. Trees and shrubs on private property obstruct sight lines at this intersection.
- **Additional Concerns**
    - Speeding concerns on Longwood Ave. and Route 221 at the transition from 45 to 25 mph.

Potential Strategies and Countermeasures Discussion

- **Rumble strips**
- **Measuring the impact of current projects**
- **Speed limit enforcement in the Town of Bedford**
- **Education:**
    - Add a local knowledge component to driver's education curriculum.
    - Seek out additional education programs in addition to driver's education.
    - Work with insurance companies to incentivize classes for older drivers.
    - Create a unifying message between VDOT public relations and County public relations.

Key Takeaways

- **Monitor Current Projects:** Multiple projects have been approved, while others have not been funded.
- **Sight Distance.** Addressing visibility and speeding concerns along main roads in the County.

Campbell County Summary

Understanding Community Safety Concerns Discussion

- **Amish Vehicle Safety**
  - The visibility and safety of Amish Buggies on roads, especially at night and dusk, was a significant concern for specific areas in Campbell County, including:
    - Lewis Ford Rd. and Hickory Creek Rd.
    - Red House Rd. and Sugar Hill Rd.
    - New Chapel Rd. and Bear Creek Rd.
- **Pedestrian Safety**: Main areas of concern for pedestrian safety include Brookville Middle School, Rustburg, and the intersection of 43th and 7th St. in Altavista.
- **Intersection safety and improvements** were identified at the intersections of:
  - Lawyers Rd. and Lynbrook Rd.
  - Route 501 and Poor House Rd.
  - Wards Rd. (US 29) and Gladys Rd.
  - Lawyers Rd. and Colonial Highway (Route 24) – poor sight distance
- **Education**
  - Public campaigns for the safety of roads, traffic, and pedestrians.
  - Educating young and older drivers.

Potential Strategies and Countermeasures Discussion

- **Amish Vehicle Safety**
  - Identify where Amish facilities are and where crashes have occurred to best direct safety measures to areas of increased traffic.
- **Intersection Safety and Improvements**
  - Participants suggested cameras at intersections and school zones in the town of Altavista. Additional concerns included funding for EMS and expanding public transit where feasible.
  - Update older and rural roads to current standards.
  - Introduce more innovative intersections.

Key Takeaways

- **Amish Vehicle Safety:** Increase awareness, implement safety measures for Amish buggies throughout the county, and identify roads most frequently traveled by buggy.
- **Pedestrian Safety:** Primary areas of concern included Altavista, Brookville Middle School, and Rustburg.
- **Intersection Safety and Improvement:** Key intersections were discussed, and some projects are underway. Ideas for innovative intersections to address concerns were discussed.
- **Education:** Provide education to young and older drivers and implement campaigns for the safety of roads, traffic, and pedestrians.

City of Lynchburg Summary

Understanding Community Safety Concerns Discussion

- **Speeding**. Concerns for speeding include the Enterprise Dr. corridor near The Summit Senior Housing. Vehicles have been observed speeding at 45 to 55 mph in this area. Additional areas were identified with speeding concerns:
  - Boonsboro Rd. at the Boonsboro Shopping Center.
  - Due to speeding, Fort Ave. and 12th St. was noted as a dangerous intersection for pedestrians.
  - Enterprise Dr. and Duncraig Road: Traffic calming measures were discussed at this intersection, including introducing stop lights, speed bumps, a traffic circle, and crosswalk flashers.
  - Rivermont Ave. was discussed regarding speeding, pedestrian safety, and potential intersection improvements to reduce the amount of cut-through traffic.
  - 12th St. near Robert S Payne Elementary School.
  - Concorde Turnpike near the wastewater treatment facility, citing pedestrian activity.
- **Pedestrian and Bicycle Safety**. Improving pedestrian and bicycle accessibility and providing more pedestrian infrastructure were the main themes during discussions. In addition, key intersections were identified to address pedestrian safety and implement pedestrian safety measures.
  - Multiple areas of concern were identified on the Enterprise Dr. corridor near The Summit. Intersections with Tradewynd Dr. and Duncraig Dr. were discussed to improve pedestrian safety. Additional concerns in this area include:
    - A need for a four-way pedestrian stop.
    - Leading pedestrian intervals for traffic signals.
    - On-street parking on Enterprise Dr. was cited as a concern.
  - Traffic calming measures for pedestrian safety at the intersection of Enterprise Dr. and Duncraig Dr.
  - Lakeside Dr. was identified as a major street with no sidewalks or bike lanes.
  - Old Forest Road is generally not pedestrian/bicycle friendly, and roadway improvements were discussed to address traffic concerns and improve walkability, including:
    - A road diet to create a two-lane road with traffic circles at intersections and a shared-use path connecting Blackwater Creek Trail and the school complex.
  - Wards Ferry Rd. was identified as an area needing pedestrian improvements between Atlanta Ave. and Harvard St.
  - Memorial Dr. near EC Glass High School was an area that was identified as having high pedestrian activity, especially near the stadium.
    - A dedicated lane for bicyclists and pedestrians was suggested.

- The intersection with 5th St. was noted to have a dangerous sidewalk/crosswalk.
        - The Kemper Station Trail should connect to Miller Dr. for improved accessibility.
        - Concorde Turnpike near the wastewater treatment facility is an area of concern for pedestrian safety and speeding vehicles.
        - Fort St. and 12th St. was identified as a dangerous intersection to cross.
    - **Intersection and Roadway Improvements.** Safety concerns were identified for multiple intersections listed below, including backups and roadway congestion.
        - The Enterprise Dr. corridor near The Summit was a primary area of concern for intersection improvements to improve pedestrian safety.
            - A stoplight is needed at the intersection of Enterprise Dr. and Thistle Dr. and at the intersection of Enterprise Dr. and Duncraig Dr.
        - EC Glass High School: Concerns for this area included improvements to key intersections and increased pedestrian safety.
            - Memorial Highway: students cross this road frequently for school and stadium events.
            - The intersection of Langhorne Road and Murrel Rd. is an area of concern, citing the dual left turn lanes onto Langhorne Road as dangerous for students walking.
            - There is limited sight distance for vehicles turning left onto Langhorne Road from Memorial Highway.
        - Rivermont Ave. and Bedford Ave.
        - Hollins St. and Federal St.: This intersection has poor sight distance.
        - Concord Turnpike and Richmond Highway (US 460)
        - 12th and Florida Ave
            - The Lynchburg Expressway (US 501) was identified as a major contributor to congestion between Wards Road (US 29) and Candlers Mountain Road. Additionally, the exit ramp onto US 29 South is subject to backups onto the expressway. Other areas of congestion within Lynchburg include US 501 and Old Forest Rd.
            - Carpool backups at Link Horn Elementary and Middle Schools
            - Enterprise Dr. sees congestion from vehicles turning into The Summit retirement community.

Potential Strategies and Countermeasures Discussion

Strategies and Countermeasures in Lynchburg were discussed for specific areas of the city based on pedestrian activity, intersection design, and speed limits. Traffic circles and signal timing were common themes in many areas of concern.

- **Overall:**
    - Quick-build demonstration projects.
    - Signal timing.
    - Incorporate fatality and serious injury statistics into ad campaigns.

- o Tactical urbanism (low-cost, temporary, and scalable urban design interventions aimed at improving public spaces and street safety).
- **Speeding**
  - o Reduce speed limit in areas like Enterprise Dr., 12th St. near Robert S Payne Elementary School, and at the intersection of Fort Ave. and 12th St.
  - o Speed bumps could be installed along the corridor of Enterprise Dr. and The Summit.
  - o Lower the speed limit to fit the context of the road rather than the function.
  - o Add more neighborhood speed limit signs.
- **Intersection Improvements**
  - o Traffic circles were a big talking point at the following intersections.
    - Rivermont Ave. and Bedford Ave.
    - Enterprise Dr. and Duncraig Dr.
    - Hollins St. and Federal St.
  - o Red light cameras were discussed at the intersection of Concord Turnpike with Richmond Highway (US 460).
  - o Lighting up road signs in dark zones or areas with no streetlights.
  - o LifeSpare could be a potential partner in advocating for safety improvements and reducing congestion.
  - o Improve traffic signal timing through the City to address roadway congestion.
- **Pedestrian and Bicycle Safety**
  - o Additional lighting on buses and trucks could be installed for improved visibility.
  - o Flashing lights at crosswalks were recommended for the intersection of Duncraig Dr. and Tradewynd Dr. with Enterprise Dr.
  - o Additional streetlights should be installed across the city, especially around Liberty University.
  - o Adjust signal timing to allow more time for pedestrians to cross intersections.
  - o Multiple areas for improved accessibility included the James River Heritage Trail, extending bike, pedestrian, and bus services, and identifying safe urban trail routes.
  - o Road diets along Enterprise Dr. could allow more room for parallel parked vehicles and intersection safety.
    - Additional road dieting was discussed at Rivermont Bridge on Rivermont Dr. to provide a dedicated bike lane and pedestrian path.
    - A road diet plan was discussed along Old Forest Road to create a two-lane road with traffic circles at intersections and a shared-use path connecting Blackwater Creek Trail and the school complex.

Key Takeaways

- **Speeding:** Multiple locations across the city were identified for speeding concerns, often related to intersection challenges and pedestrian activity.

- **Pedestrian and Bicycle Safety:** Connectivity and increased pedestrian/bicycle access were highlighted in multiple areas in the city, as well as the importance of improving pedestrian safety and infrastructure at key intersections.
- **Intersection Improvements:** Various intersections were identified for potential improvements based on congestion, pedestrian safety, and speeding.

Brainstorming & Action Table Summary for Goal 1: Reduce Speeding and Improve Intersection Safety

Brainstorming

- Install more rumble strips (Not speed related)
- Temporary bike lanes or road diets
- Demo projects could help with public perception
    - Pop-up roundabouts

Lower Speed Limits (Dots: 4)

- Lower speed limits to 25 mph or less on Enterprise Dr.

Install more speed limit signs (Dots: 2)

- Slowing down in all residential communities
- Speed limit signs at the end of each road

Change urban arterial standards to reduce travel lane width (Dots: 2)

- Change urban arterial standard to call for 11 foot lanes (currently 12 feet)

Review signal and sight distance timing to ensure safe pedestrian crossing (Dots: 4)

- Review intersections for sight issues
- Check with Lynchburg City in timing of pedestrian crossings at the intersection of Enterprise Dr. and Tradewynds Dr

Quick-win demonstration projects (Dots: 16)

- Pilots projects: quick, low-cost, temporary installation of intersection improvements
- Experimental, low-cost roach changes.
- Quick install of things like bump-outs, curbs, etc. to slow and change patterns
- Simple bump-outs on 12th street between Monroe and Buchanon streets

Install Roundabouts throughout the city (Dots: 9)

- I would add multiple roundabout circles throughout the city
- Put in traffic circle on Enterprise Dr and Duncraig
- Stop using traffic signals at intersections. Use other solutions (RCUT's) and roundabouts
- I would put more rumble strips on roads that have slow speed limits

Pedestrian/Bicycle Infrastructure and Connectivity (Dots: 19)

- Require development to install sidewalks
- Increasing connectivity between existing trails, bike paths, to major routes and thoroughfares

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- Conduct more studies on pedestrian traffic – especially on connecting roads (Hollins Hill, Wards Ferry, etc)
- Provide continuity in crosswalk markings
- Utilize the tunnels under Lynchburg for travel – metro? Biking/Mix use?

Goal 1 Action Table

The goal 1 action table was not filled out.

Goal 1: Reduce Speeding and Improve Intersection Safety		
Specific Actions/Initiatives	Why is this important?	Next Steps

Brainstorming & Action Table Summary for Goal 2: Improve Road Infrastructure to Promote Safety for All Road Users

Brainstorming

Shoulder Improvements (Dots: 5)

- Edge lines on rural roads to help protect roadway departures
- Widen paved shoulders

Lighting Improvements (Dots: 6)

- Fix streetlights that are down on Enterprise Dr.
- Adding solar panels to lights so when power goes out, lights stay on
  - Major traffic intersections and streets with high foot traffic
  - Fight APCO until they hire more than one streetlamp lineman

Traffic Calming (Dots: 8)

- Small speed bumps – like seen in neighborhoods in forest

Signage (Dots: 1)

- Signage improvements – multi-strategy

Strategy (Dots: 3)

- Proactive instead of reactive

Goal 2 Action Table

Goal 2: Improve Road Infrastructure to Promote Safety for All Road Users		
Specific Actions/Initiatives	Why is this important?	Next Steps
Pedestrian/Bicycle infrastructure and connectivity improvements		-Monitor pedestrian traffic at regular intervals to identify areas of need -Be more proactive
Make Direct (no diagonal) crossing ramps standard		
Shoulder Improvements: widening, edge lines, guardrails		
Enhance traffic calming: speed bumps, bulb outs	- People tend to respond to physical driving constraints more than paint and signage	-Roundabout education -Notify public and keep informed about changes
Focus on Areas Around Public Institutions		
Promote a Systemic Policy		

Brainstorming & Action Table Summary for Goal 3: Strengthen Enforcement to Address Dangerous Driving

Brainstorming

Increased Enforcement (Dots: 5)

- More police enforcement
- Increase funding for enforcement
- Immediately increase police presence on Enterprise Dr. to ticket speeding drivers

Increased Fines for Speeding (Dots: 5)

- Increased fines for speeding tickets
- I would increase fines for speeding

Automated Enforcement (Dots: 7)

- I would put multiple red light runner cameras around the City
- Pursue opportunities for automated enforcements around school work zones

Data-Driven Enforcement (Dots: 3)

- Ensure law enforcement has data on specific locations and times of day to target enforcement

Goal 3 Action Table

Goal 3: Strengthen Enforcement to Address Dangerous Driving		
Specific Actions/Initiatives	**Why is this important?**	**Next Steps**
Increase funding for more enforcement	- Additional Staff - Work zones safety	-Grant opportunities -Career Fairs -Sign-on bonus
Increased fines for speeding	- Balance for accountability - No consequence-points	-Talk with government/council -Reward good driving behavior -Insurance companies
Automated Enforcement	- Low staff - Concerns about entering this field - Safety to Self - Work zones help police	- Work with government to expand speed enforcement beyond schools
Data Driven Enforcement	- Support Police information - Increase efficiency to better do their job	-ArcGIS active dashboard for crime -Explore if this can be used for specific speed/road violations

Brainstorming & Action Table Summary for Goal 4: Expand Safety Education and Community Engagement

Brainstorming

Partnerships (Dots: 10)

- Increase TV, social media, and billboard and driver education awareness to driving dangers
- Use DriveSmart/DMV materials to create collective message
- Collective mission for education. Not an individual campaign
- Education: collaborate with DMV to educate drivers how to drive safely
- VDOT and County continue coordination of communication
- Education: Seek local partnerships through YOVASO

Community Engagement (Dots: 12)

- Strengthen education
  - Pedestrian Safety
  - Bike Safety
  - EMS Safety
  - Impaired Driving
- Host community workshops on awareness
- Educate to change the way people talk about crashes
  - "Crash" not "accident"
- Rent out large parking spaces and convert then into temporary roundabouts so people can drive then in a safe and controlled environment
- Business survey re: Traffic (of all kinds-vehicle, foot) and any current or potential challenges
- Community engagement for specific solutions
- Utilize neighborhood centers and schools for educational sessions for the public

Incentives/Reinforcement (Dots: 4)

- Incentives for behavior change
  - $5 gift card for taking bus downtown.
- Require continuing education course every 10 years (non-graded) for licensure
- Incentives: Work with businesses and communities to motivate Safer Streets
- Get the auto industry more involved with rates for good/bad drivers
- Work with insurance companies to incentivize drivers education
- Tax incentives for businesses to install lights on the edges of their trucks.
  - Funding for City of Lynchburg to add lights on public and school buses
- Positive reinforcement for seatbelt and passenger laws at high school ($5 gift card)

Share Data and Examples (Dots: 2)

- Wrecked cars to high schools for example YOVASO
- Report numbers (like smoking ads). Cant change what you don't track or know
  - Numbers, marketing, main stream, social media

Other

- Education on federal and state funding streams
- Develop locality/region-wide app for citizens to report near miss crashes
- Dashcam on school bus

Goal 4 Action Table

Goal 4: Expand Safety Education and Community Engagement		
Specific Actions/Initiatives	Why is this important?	Next Steps
VDOT/County initiative to join efforts with Public Information Offices	- Consistent and timely messaging	-Informal 1-on-1 conversations -Find common message -Set time frame such as safety week, etc.
Use Community Spaces to post meetings and provide existing information	-Support continued education	-Identify spaces, instructors, content -PDC help database resources -12 to 18 months -Libraries
Early Messaging for future/potential projects	- Ensure success and community feedback/involvement/ buy-in	- Identify projects/resources - Coordination with partners
Youth Engagement Education Opportunities	-Keep young drivers informed -Obtain feedback/buy-in	-YOVASO engagement/campaign coordination -School Resource officers -Driver education instructors
Offer Incentives through Insurance Companies (For example)	-People can be motivated by rewards to follow-through and be involved	-Identify business partners -Early Conversations for ideas and what they can provide/contribute: discounts in premiums

Brainstorming & Action Table Summary for Goal 5: Support Emergency Response Systems That Save Lives

Brainstorming

- Trying to blend administrative and operational roles between VDOT localities.
- Utilize car data (Google, StreetLight, Waze) to identify a crash in real time.
- Require automated high impact reporting from cars involved crashing (Dots: 1)
- EMS funding
  - Survivorship improvement measures
- Advocate for our police department's request for people and equipment (Dots: 9)
  - Be a voice to support public safety requests
- More local EVR's for accidents (Dots: 8)

Goal 5 Action Table

Goal 5: Support Emergency Response Systems That Save Lives		
Specific Actions/Initiatives	Why is this important?	Next Steps
Purse funding for more local emergency response vehicles	- It's important for responder safety and people in crash - Need to keep traffic moving and safe - Response times can be long before VDOT can respond-big district - Reduces train on police/fire to respond (limited resources)	- Clarify what is the criteria for calling VDOT to respond? - Trained volunteer response – city workers "ready + willing) - Make comprehensive list that are already trained and willing (include those on modified work) - Compile a list of potential funded sources; FEMA?, DMV?
Pursue opportunities to develop emergency response workforce	- Challenges with workforce - Need to keep and find good people (Physical, emotional requirement) - Mandatory overtime is potential drawback	

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