



COMMONWEALTH of VIRGINIA

Department of Emergency Management

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MEMORANDUM

TO: The Honorable Terence R. McAuliffe, Governor
Members of the General Assembly

VIA: The Honorable Brian J. Moran, Secretary of Public Safety and Homeland Security

FROM: Jeffrey D. Stern, State Coordinator

SUBJECT: 2016 Report on the Status of Emergency Response Plans

In accordance with § 44-146.18(B)(3) of the *Code of Virginia*, I am pleased to submit the annual report on the status of state and local emergency management plans and preparedness efforts in the Commonwealth. As of the end of 2016, almost all localities, executive branch agencies, and public institutions of higher education in Virginia have a current emergency operations plan. This past year also saw an increase in successful state and local joint planning efforts, which are expected to continue to increase in 2017.

Please contact me if you have questions or need additional information concerning this report.

JDS/dp
Enclosures

VIRGINIA DEPARTMENT OF EMERGENCY MANAGEMENT

2016 Annual Report on the Status of Emergency Response Plans and Preparedness Efforts in the Commonwealth

§ 44-146.18(B)(3)

December 2016

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Preface

This report is provided in accordance with § 44-146.18(B)(3) of the *Code of Virginia*, which states:

The Department of Emergency Management shall in the administration of emergency services and disaster preparedness programs:

Submit to the Governor and to the General Assembly, no later than the first day of each regular session of the General Assembly, an annual executive summary and report on the status of emergency management response plans throughout the Commonwealth and other measures taken or recommended to prevent, respond to and recover from disasters, including acts of terrorism. This report shall be made available to the Division of Legislative Automated Systems for the processing of legislative documents and reports.

This report was developed in conjunction with state agency stakeholders, including the Virginia Department of Health, the Department of Military Affairs, and others.

Executive Summary

The Virginia Department of Emergency Management (VDEM) is pleased to report that almost all localities, executive branch agencies, and public institutions of higher education in Virginia have a current emergency operations plan.

- 136 of 138 jurisdictions (99 %) have current local emergency operations plans.
- 114 of 115 executive branch agencies and institutions of higher education submitted an updated continuity plan to VDEM.

VDEM will continue to work with these partners to ensure plans are flexible and scalable, and that they address the complex risk environment based on evolving threats and hazards.

Our current operating environment requires a shared and coordinated planning effort across state agencies and secretariats, as well as with partners outside of government. This past year, state agencies collaborated with localities on numerous successful planning efforts.

- The Secretary of Public Safety and Homeland Security, in coordination with the Secretary of Technology, and numerous other state and federal partners developed a Cyber Security Annex to the Commonwealth of Virginia Emergency Operations Plan.
- Longwood University began a year-long planning effort for the Vice-Presidential Debate held on their campus on October 4, 2016. This plan was coordinated with the Farmville Police Department, Prince Edward County Sheriff's Office, VDEM, Virginia State Police, Virginia Department of Transportation, the Virginia Department of Health, and the U.S. Secret Service.

Given the dynamic environment we live in, these types of collaborative initiatives are only expected to increase in 2017.

VDEM is continuing to take measures to ensure the Commonwealth is prepared for and able to respond to and recover from the threats and hazards we face. VDEM's reorganization placed additional staff in regional offices throughout the state to streamline response and recovery activities at the regional level, coordinate regional planning efforts, and provide more direct technical assistance to localities. Additionally, this reorganization consolidated planning across the agency into a single Planning Division, which conducts strategic planning and integrates operational planning and daily situation awareness. The Planning Division is in the process of procuring disaster planning software that will be made available to state agencies, public institutions of higher education, and localities to enhance plan collaboration.

The Commonwealth is engaged in a wide variety of activities to plan for both persistent and evolving threats and hazards. The recommendations proposed will enhance the Commonwealth's preparedness and response efforts, and help ensure the Commonwealth is prepared for all threats and hazards. Essential to this is the recommendation that agencies identify personnel within their agency to fulfill required Virginia Emergency Support Team roles and include this responsibility in employee job descriptions and if possible, compensate them for this requirement.

2016 REPORT ON THE STATUS OF EMERGENCY RESPONSE PLANS

I. PLANNING EFFORTS

Local Emergency Operation Planning

Code of Virginia § 44-146.19(E) requires each political subdivision (cities, counties and the five towns with emergency management programs) and interjurisdictional agency to prepare and keep current a local or interjurisdictional emergency operations plan (EOP) for its area. Every four years, each local or interjurisdictional agency shall conduct a comprehensive review and revision of its EOP to ensure that the plan remains current, and the revised plan shall be formally adopted by the locality's governing body. VDEM requests each local jurisdiction to submit documentation, either a copy of the resolution from the local governing board or a copy of the minutes from the board meeting where the plan was adopted to verify the plan adoption by the local governing board.

VDEM tracks the plan currency on the four-year cycle and contacts the local governments when the EOPs are within a year of the due date to offer assistance with the plan revision process.

As indicated in the following table, as of December 1, 2016, 136 of the 138 jurisdictions (99%) have current local EOPs.

- Local jurisdiction's EOP is up-to-date and has been adopted by the local governing board.
- Local jurisdiction's EOP is up-to-date, but will need to be reviewed and re-adopted by the local governing board within the next year.
- Local jurisdiction's EOP has not been reviewed in the past four years and needs to be re-adopted by the local governing board.

VDEM Region 1	
Jurisdiction	Date of Last EOP Adoption
Amelia County	10/21/2015
Brunswick County	05/20/2015
Charles City County	01/27/2015
Chesterfield County	08/24/2016
Colonial Heights City	11/12/2013
Dinwiddie County	05/19/2015
Emporia City	05/21/2013
Essex County	08/01/2016
Goochland County	04/08/2013
Greensville County	07/09/2013
Hanover County	06/10/2015
Henrico County	01/28/2014
Hopewell City	08/23/2016

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King and Queen County	04/11/2016
King William County	10/24/2016
New Kent County	10/03/2016
Nottoway County	12/20/2012
Petersburg City	03/15/2015
Powhatan County	02/01/2016
Prince George County	01/13/2015
Richmond City	04/22/2013
Sussex County	08/18/2016

VDEM Region 2	
Jurisdiction	Date of Last EOP Adoption
Caroline County	09/27/2016
Clarke County	09/17/2013
Culpeper County	04/17/2015
Fauquier County	10/09/2014
Frederick County	01/13/2016
Fredericksburg City	12/08/2015
Greene County	02/25/2014
King George County	05/20/2014
Louisa County	03/17/2014
Madison County	09/13/2016
Orange County	07/14/2015
Page County	03/18/2014
Rappahannock County	03/07/2016
Shenandoah County	03/25/2014
Spotsylvania County	04/23/2013
Warren County	06/04/2013
City of Winchester	03/11/2014

VDEM Region 3	
Jurisdiction	Date of Last EOP Adoption
Albemarle County	11/13/2013
Amherst County	10/15/2013
Appomattox County	10/24/2013
Augusta County	09/14/2016
Buckingham County	03/11/2013
Campbell County	02/15/2016
Charlotte County	03/15/2013
Charlottesville City	11/16/2013

2016 REPORT ON THE STATUS OF EMERGENCY RESPONSE PLANS

Cumberland County	11/12/2013
Farmville Town	11/13/2013
Fluvanna County	12/19/2016
Halifax County	11/04/2013
Harrisonburg City	10/22/2013
Lunenburg County	06/14/2012
Lynchburg City	01/26/2016
Mecklenburg County	10/15/2013
Nelson County	04/25/2013
Prince Edward County	03/11/2014
Rockingham County	10/23/2013
South Boston Town	03/10/2014
Staunton City	09/20/2016
Waynesboro City	09/26/2016

VDEM Region 4	
Jurisdiction	Date of Last EOP Adoption
Bland County	11/24/2015
Bristol City	02/10/2015
Buchanan County	09/09/2013
Carroll County	09/09/2013
Dickenson County	07/23/2013
Galax City	10/21/2015
Giles County	11/21/2013
Grayson County	07/11/2013
Lee County	07/16/2013
Norton City	03/03/2015
Pulaski County	11/23/2015
Radford City	03/23/2015
Russell County	07/11/2016
Scott County	03/05/2016
Smyth County	04/14/2015
Tazewell County	01/20/2015
Washington County	10/27/2015
Wise County	07/15/2013
Wythe County	09/12/2016

VDEM Region 5	
Jurisdiction	Date of Last EOP Adoption
Accomack County	08/20/2014
Chesapeake City	07/08/2014

2016 REPORT ON THE STATUS OF EMERGENCY RESPONSE PLANS

Chincoteague Town	06/03/2013
Franklin City	11/09/2015
Gloucester County	10/01/2013
Hampton City	08/13/2014
Isle of Wight County	05/09/2016
James City County	12/08/2015
Lancaster County	07/31/2014
Mathews County	12/15/2015
Middlesex County	02/03/2015
Newport News City	10/27/2015
Norfolk City	03/01/2014
Northampton County	01/12/2016
Northumberland County	08/14/2016
Poquoson City	11/09/2015
Portsmouth City	01/27/2015
Richmond County	10/14/2014
Southampton County	11/23/2015
Suffolk City	08/19/2015
Surry County	06/02/2016
Virginia Beach City	09/20/2016
Westmoreland County	07/14/2014
Williamsburg City	03/10/2016
York County	10/04/2016

VDEM Region 6	
Jurisdiction	Date of Last EOP Adoption
Alleghany County	09/03/2013
Bath County	04/08/2014
Bedford County	10/22/2012
Botetourt County	10/16/2014
Buena Vista City	10/16/2014
Christiansburg Town	05/21/2013
Covington City	02/10/2015
Craig County	11/01/2012
Danville City	11/06/2014
Floyd County	10/22/2013
Franklin County	02/18/2014
Henry County	12/15/2015
Highland County	06/04/2013
Lexington City	10/16/2014
Martinsville City	09/23/2014
Montgomery County	10/28/2013
Patrick County	09/24/2015

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Pittsylvania County	02/17/2015
Roanoke City	03/07/2016
Roanoke County	11/10/2015
Rockbridge County	10/16/2014
Salem City	02/08/2016
Vinton Town	05/20/2014

VDEM Region 7	
Jurisdiction	Date of Last EOP Adoption
Alexandria City	03/27/2013
Arlington County	02/23/2013
Fairfax City	06/11/2013
Fairfax County	06/11/2013
Falls Church City	06/15/2015
Loudoun County	07/15/2015
Manassas City	02/25/2013
Manassas Park City	01/22/2013
Prince William County	12/11/2012
Stafford County	08/07/2013

Local Capability Assessment of Readiness (LCAR)

Pursuant to §44-146.19(F) of the *Code of Virginia*, all political subdivisions must provide an emergency management assessment to VDEM annually. VDEM facilitates this process through the Local Capability Assessment for Readiness (LCAR) web based survey.

The LCAR contains questions related to ten emergency management program areas, most of which are directly connected to specific core capabilities from FEMA’s National Preparedness Goal (2011) and/or other critical mission areas. Upon completion of the survey, the jurisdiction receives a cumulative score between zero and 100. This score provides the local emergency manager with a baseline measure to understand the strengths and challenges of their emergency management program and helps determine where improvements could be made.

The purpose of LCAR is not to rate programs and the score attained is not intended to “pass or fail” a local emergency management program. The data collected in this process is intended to enable a local government to make improvements to their emergency management program. The data can be used in budget requests and grant application proposals to demonstrate need.

At the end of each reporting period, the total scores for all jurisdictions are averaged and compared to the average score from the previous year. LCAR has historically been an agency performance measure for VDEM with the expectation that the annual averaged scores will increase each year based on the support VDEM provides to local governments. The LCAR score improved between 2015 and 2016 from 77 to 79. It is also crucial to note that these are subjective and self-reported scores by localities, not objective, capability-specific criteria graded or assessed by VDEM staff.

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2016 LCAR Results

The table below summarizes the overall average scores since 2010 when the current reporting format and process was instituted. Note, however, that there have been additional questions added over the years, which has resulted in a change to the weight of some questions.

Category	2016	2015	2014	2013	2012	2011	2010
Hazard Mitigation	74	75	69	70	68	67	71
Resource Management and Logistics	75	73	70	73	71	69	66
Planning	89	88	90	87	85	82	81
Direction and Control	84	84	88	82	80	75	72
Communications and Warning	85	85	86	84	82	77	76
Operations	87	86	86	82	77	80	78
Training	77	77	76	70	67	66	66
Exercise, Evaluation, and Corrective Action	71	69	70	67	62	56	60
Crisis Communications, Public Education and Information	83	72	70	71	69	65	64
Administration and Finance	83	68	74	72	71	65	65
State Average:	81	77	78	77	73	68	71

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State Level Planning

Institutions of Higher Education Crisis and Emergency Management Plan Status

There are 40 state institutions of higher education (IHE) within the Commonwealth. An IHE must meet all of the requirements in §23.1-804 of the *Code of Virginia* in order to be compliant. Requirements include:

- The governing boards of each public IHE to develop, adopt, and keep current a crisis and emergency management plan.
- Each public IHE to conduct a comprehensive review and revision of its crisis and emergency management plan to ensure that the plan remains current. The revised plan shall be adopted formally by the governing board every four years and the adoption certified in writing to the Department of Emergency Management (VDEM).
- The chief executive officer of each public institution of higher education to annually review the institution's crisis and emergency management plan, certify in writing to VDEM that review has been completed, and make recommendations to the institution for appropriate changes to the plan.
- Each public institution to annually conduct a functional exercise and certify in writing to VDEM that it was conducted.

Currently 29 IHEs (73%) are compliant with these requirements. This is an improvement over 2015 when only 45% were compliant. This improvement can be attributed to the diligence of IHE emergency coordinators with support from VDEM regional staff. In 2015 and 2016, VDEM undertook a regional reorganization effort that placed planners in each region. These planners will be expected to work directly with regional IHEs to improve their planning processes.

The following chart provides an itemized list of requirements and compliance by the IHEs:

- Compliant with all sections of *Code of Virginia* §23.1-804 from 11/18/15-12/01/16.
- Compliant, but due to be adopted in one year or less.
- Noncompliant – One or more requirements have not been met.

Institution Name	Compliant as of 12/1/16	Executive Review	Exercise Done	CEMP Adopted
VDEM Region 1				
J Sargeant Reynolds Community College	Y	Y	Y	Y
John Tyler Community College	Y	Y	Y	Y
Richard Bland College			Y	
Southside Virginia Community College				Y
Virginia Commonwealth University	Y	Y	Y	Y
Virginia State University	Y	Y	Y	Y
VDEM Region 2				

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Germanna Community College				Y
Lord Fairfax Community College	Y	Y	Y	Y
University of Mary Washington				Y
VDEM Region 3				
Blue Ridge Community College	Y	Y	Y	Y
Central Virginia Community College	Y	Y	Y	Y
James Madison University	Y		Y	Y
Longwood University	Y	Y	Y	Y
Piedmont Virginia Community College	Y	Y	Y	Y
University of Virginia	Y	Y	Y	Y
VDEM Region 4				
Mountain Empire Community College	Y	Y	Y	Y
New River Community College	Y	Y	Y	Y
Radford University	Y	Y	Y	Y
Southwest Virginia Community College	Y	Y	Y	Y
University of Va. College at Wise	Y	Y	Y	Y
Virginia Highlands Community College	Y	Y	Y	Y
Wytheville Community College	Y	Y	Y	Y
VDEM Region 5				
Christopher Newport University	Y	Y	Y	Y
College of William and Mary	Y	Y	Y	Y
Eastern Shore Community College	Y	Y	Y	Y
Eastern Virginia Medical School	Y	Y	Y	Y
Norfolk State University	Y	Y	Y	Y
Thomas Nelson Community College	Y	Y	Y	Y
Old Dominion University*	Y	Y	Y	Y
Paul D. Camp Community College	Y	Y	Y	Y
Rappahannock Community College				Y
Tidewater Community College	Y	Y	Y	Y
VDEM Region 6				
Dabney Lancaster Community College	Y	Y	Y	Y
Danville Community College				Y
Patrick Henry Community College	Y	Y	Y	Y
Virginia Military Institute				
Virginia Western Community College			Y	Y
Virginia Tech	Y	Y	Y	Y
VDEM Region 7				
George Mason Community College				
Northern Virginia Community College				

State Agency and Public Institutions of Higher Education Continuity Plans

In 2016, 114 out of the 115 executive branch agencies and institutions of higher education submitted an updated continuity plan to VDEM, in accordance with Executive Order 41 (2011). Several years of annual plan assessments have found these plans have most, if not all, of the essential elements required in the VDEM Continuity Plan Template. Given the high quality of state-level continuity plans, a formal plan assessment process was not conducted for 2016. The most effective way to evaluate continuity plans is through the lessons learned and corrective actions identified in continuity exercises and real world events. Beginning in 2017, VDEM

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regional planners will be working with IHE emergency coordinators within their respective regions to support continuity plan reviews, activations, exercises, and after action reporting. VDEM's Planning Division staff will continue to support state agency continuity plan reviews, activations, exercises, and after action reporting and serve as the central repository for all agency and public IHE continuity plans.

Commonwealth of Virginia Emergency Operations Plan (COVEOP)

The COVEOP Basic Plan is in the process of being updated. In addition, the Basic Plan and all annexes were reviewed for compliance with the most recent federal guidance and Emergency Management Accreditation Program standards. VDEM will coordinate final updates to these annexes in 2017 with plan stakeholders, including state agencies, private sector partners, and non-governmental organizations. In 2017, VDEM will identify and assess new and/or emerging threats, and work with stakeholders and subject matter experts to ensure that planning for these new threats is adequate.

Cyber Security Annex

The Secretary of Public Safety and Homeland Security, in coordination with the Secretary of Technology is working with numerous state and federal partners to develop a Cyber Security Annex to the COVEOP. This plan will address state response to a cyber security incident affecting state and local government information technology infrastructure, and private sector systems that support critical infrastructure. This plan will be published in 2017.

Ebola Virus Disease Planning

State agencies finalized an Ebola Virus Disease (EVD) Response Plan in December 2015. This plan outlines the coordinated healthcare actions required to prepare for and respond to one or more suspected cases of EVD within the Commonwealth. The plan assigns specific responsibilities to the Virginia Department of Health (VDH), VDEM, Virginia State Police (VSP), the Virginia Department of Environmental Quality (DEQ), and local public health departments. This plan has been and will continue to be reviewed and updated on a regular basis by stakeholder agencies and organizations. During 2016, VDH and stakeholder agencies held monthly Ebola Unified Command conference calls to discuss Ebola monitoring efforts and overall preparedness.

Zika Virus Disease Planning

VDH serves as the lead agency for Zika planning and established a Zika Task Force in February 2016. This task force is comprised of numerous state agencies, volunteer organizations, and representatives from the Hospital and Healthcare Association, the Virginia Municipal League and Association of Counties, and Virginia Mosquito Control Association, blood service organizations, among others. Through November 2016, 105 people in Virginia have been diagnosed with Zika Virus Disease; all were infected as travelers in target areas. There has been no local Zika transmission, to date, in the Commonwealth.

Avian Influenza Planning

In 2015, the Virginia Department of Agriculture and Consumer Services (VDACS) emergency staff added an addendum to the Virginia Avian Influenza Plan based on the research and lessons learned from the outbreak in the Midwest. VDACS worked with VDEM, VDH, and the Virginia

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Department of Game and Inland Fisheries to build up the statewide response capability outlined in the plan and continued this effort in 2016.

Access and Functional Needs Advisory Committee

In January 2015, VDEM initiated an effort to enhance disaster planning for individuals with access and functional needs by establishing the Access and Functional Needs Advisory Committee. This committee was designed to provide guidance and assistance to the State Coordinator of Emergency Management and others regarding state level preparedness, response, and recovery planning. This committee continued to meet in 2016 and served as a resource for information sharing, and to address issues that arise as a result of disaster response and recovery activities. The committee most recently assisted in recovery efforts for victims of Hurricane Matthew where they provided resources and/or guidance to the state, localities, and FEMA. Additionally, member agencies assisted in distributing disaster recovery guidance to members of the disability community, caregivers, and local service organizations.

State and Local Collaborative Planning by Region

VDEM Region 1

Flood Hazard and Risk Assessment Data Collection

VDEM Regions 1 and 5 will be using Cooperative Technical Assistance grant funding to develop flood hazard and risk assessment data in coordination with the ongoing Virginia Risk MAP process. As this data is generated and collected, it will be used by VDEM as a critical outreach component to assist localities and regions with understanding flood hazards and developing opportunities for mitigation.

VDEM Region 2

Regional Hazard Mitigation Planning

The George Washington Region Planning District Commission is actively updating their Hazard Mitigation Plan, using contract support as well as local and regional partners. Adoption is anticipated early to mid 2017. Rappahannock-Rapidan and Northern Shenandoah Valley are also in the process of updating their Hazard Mitigation Plans.

Rail Incident Response and Evacuation

Spotsylvania County, in coordination with Virginia Railway Express and CSX, held a rail incident and evacuation training and full-scale exercise in October 2016. The City of Fredericksburg, Stafford County, and various state agencies participated in this two day event.

VDEM Region 3

Vice-Presidential Debate

On October 4, 2016, Longwood University hosted the 2016 Vice-Presidential Debate that brought numerous spectators and the national news media to this small community. Longwood University began a year-long planning effort for this event in coordination with Farmville Police Department, Prince Edward County Sheriff's Office, VDEM, Virginia State Police, Virginia Department of Transportation, the Virginia Department of Health, the U.S. Secret Service, and

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numerous other stakeholders. After the event, the Secret Service stated, “This was one of the best planned events we have worked in a long time.”

VDEM Region 4

Damage Assessment Software

In April of 2016, the counties of Carroll, Dickinson, Wise, Russell, Grayson, and the City of Norton utilized grant funding to purchase Crisis Track Software. The software is used to conduct initial damage assessments in the field and enables VDEM staff to see estimated damages in real-time. Training was held for local and VDEM regional staff on proper use of the technology, enabling VDEM staff to assist localities in this effort if needed.

Winter Weather Preparedness

At the request of the LENOWISCO District Office of the Virginia Department of Health, VDEM’s regional planner was asked to serve as Chair of a Winter Weather Preparedness Committee. The committee requested this preparedness initiative in response to the winter storms that devastated the area in 2015. The committee is comprised of representatives from Scott, Lee, and Wise Counties, the Virginia Department of Health, the Southwest Virginia Medical Reserve Corps, and the American Red Cross. This campaign was rolled out in December and promoted through social media, press releases, and an infographic.

VDEM Region 5

In-Season Review of Hurricane Preparedness for Hampton Roads

The Hurricane Evacuation Workgroup made progress on the initiatives from the In-Season Review. However, the response and recovery from Hurricane Hermine and Tropical Storm Julia (both occurred in September), and Hurricane Matthew (October) hampered the ability to move forward with these efforts in the later part of 2016. The workgroup will continue efforts in 2017, including the development of a tiered evacuation model with regional evacuation zones, and a regional re-entry plan.

Regional Hazard Mitigation Plans

The Hampton Roads Planning District Commission (PDC), Northern Neck PDC, and the Accomack Northampton PDC are each facilitating the hazard mitigation plan revision process for the jurisdictions in their respective regions. Each PDC is in the final stages of the plan revision process and plans should be re-adopted in early 2017.

VDEM Region 6

Regional Advisory Group Planning

The Rockbridge, Lexington, Buena Vista Emergency Management Advisory Group was established over a year ago and is working to identify, document, and coordinate response capabilities within the region. In addition, Washington and Lee University, Virginia Military Institute, and Southern Virginia University are active members of this group. The group recently established a regional emergency operations plan. A separate Disaster Recovery Working Group

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comprised of members from the same localities is working to establish bi-laws and short/long term goals for disaster recovery.

The regional advisory group model above has been duplicated by the City of Covington, Town of Clifton Forge, and the counties of Alleghany, Bath, Rockbridge, and Botetourt. Their working group is currently focused on identifying and establishing regional shelters and developing a method to improve emergency operations center staffing capabilities. VDEM regional staff has been fully engaged in supporting both of these regional working groups.

Pet Shelter Planning

Montgomery and Floyd Counties, along with the Town of Christiansburg, Radford University, and Virginia Tech recently established a Pet Sheltering Working Group and regional Community Animal Response Team (CART). They are working to identify and document CART capabilities, establish by-laws, and identify additional regional partners, such as volunteer organizations.

VDEM Region 7

National Capital Region (NCR) Planning

VDEM Region 7, along with our local, state and federal partners, are engaged in all aspects of regional emergency planning with local, state, inter-state (DC and Maryland) and federal partners of the National Capitol Region. VDEM staff regularly review, develop and update regional disaster plans, including the Regional Emergency Coordination Plan, as well as supporting plans, policies, procedures, appendixes and annexes as directed by the Homeland Security Executive Committee (HSEC), formerly the State Administrative Agent/Senior Policy Group (SAA/SPG), and the Regional Emergency Support Function (RESF) subcommittees, such as Emergency Management, Fire/Rescue/Hazmat, Law Enforcement, Health, and Transportation, to name a few, of the HSEC.

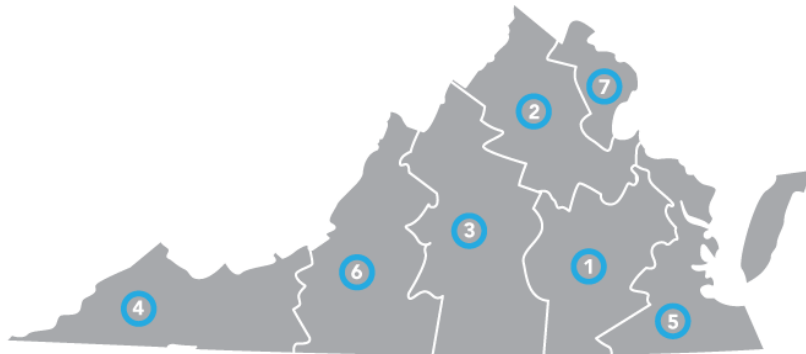
2017 Presidential Inauguration

VDEM regional staff serves as the lead planning agency for the Commonwealth in preparation and support of this National Special Security Event (NSSE), 2017 Presidential Inauguration held on January 20, 2017. Planning for this event began in June 2016 and is led at the federal level by the NSSE Inauguration Executive Steering Committee, consisting of the U.S. Secret Service, FEMA Region III, FEMA Office of the National Capital Region Coordination, the District of Columbia Homeland Security and Emergency Management Agency, and numerous local jurisdictions. VDEM staff is supporting operation and coordination planning with local, state and federal agencies to develop the Concept of Operations Plan addressing identified threats and hazards related to this type of event. VDEM regional staff will coordinate efforts through the Multi-Agency Coordination Center in Northern Virginia during the event and maintain constant communication with the Commonwealth's Emergency Operations Center.

II. MEASURES TAKEN TO PREVENT, RESPOND TO AND RECOVER FROM DISASTERS

Establishment of VDEM Regional Offices

The Commonwealth manages seven geographic regions for emergency and disaster management through VDEM. VDEM has established regional offices in all seven regions to support regional capacity building and enhance overall state support to localities. Hiring for regional staff is complete and each office is staffed with a minimum of (1) Chief Regional Coordinator, (1) Disaster Response and Recovery Officer, (1) Planner, and (1) Hazardous Materials Officer. Regional office locations are listed below.



- VDEM’s Region 1 office is located at the VDEM Headquarters Building in Chesterfield County.
- VDEM’s Region 2 office is located in Culpeper County.
- VDEM’s Region 3 office is located in the City of Harrisonburg, with a sub office location in Farmville.
- VDEM’s Region 4 office is located in Smyth County (Town of Marion).
- VDEM’s Region 5 office is located in the City of Portsmouth.
- VDEM’s Region 6 office is located in the City of Roanoke.
- VDEM’s Region 7 office is located in Fairfax.

Virginia Mass Care Task Force

The Virginia Department of Emergency Management and the Virginia Department of Social Services established the Virginia Mass Care Task Force (MCTF) to guide development and implementation of the statewide sheltering strategy. The MCTF includes representatives from state agencies with roles and responsibilities for mass care and sheltering; federal, regional and local partner agencies, local emergency coordinators, planners, and other local representatives, community and voluntary organizations, higher education, and disability service organizations. This task force will ensure that the strategy developed effectively utilizes the Commonwealth’s resources to augment and support sheltering at the local and regional levels. The task force will also help ensure the strategy is capable of integrating with local sheltering plans. The first meeting was held in November 2016 where the task force approved the framework for the new strategy. The task force will continue to meet monthly as the strategy is implemented.

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Functional and Access Needs Support (FANS) Team Volunteer Program

The Virginia Department of Emergency Management is assisting the Thomas Jefferson Health District Medical Reserve Corps (MRC) to launch a FANS Team volunteer program in the Charlottesville and Albemarle County region. Provision of personal care services in shelters helps ensure that shelters are equally accessible to individuals with disabilities, and is important for compliance with the Americans with Disabilities Act. Personal care services, however, are not in most local or state sheltering plans and represent a significant gap across the Commonwealth. The FANS Team program trains volunteers who have experience and training in personal care assistance to provide support in shelters and during evacuations, filling a critical need for localities. The MRC Coordinator and VDEM staff developed training and held the first in a series of training sessions in December 2016. Additional trainings will occur in January and February 2017 before conducting a full scale, overnight training exercise in the spring of 2017. Once these trainings are complete, VDEM will work to expand the program to more MRC regions.

Virginia Department of Military Affairs and VDEM Collaborative Planning

The Department of Military Affairs (DMA) is comprised of the Virginia National Guard (VaNG) and Virginia Defense Force. DMA and VDEM have historically had a strong partnership through all phases of emergency management and routinely work together to test, train, and execute disaster plans and procedures. To further support these joint efforts, in 2016 VDEM dedicated a staff member to serve as a military liaison to DMA and numerous other military entities throughout the state. Additionally, VaNG assigned a liaison to each of VDEM's seven regions to coordinate planning, training, and exercises. This will be particularly helpful when the VaNG supports special events, such as NASCAR races, marathons, or dignitary visits. VaNG supported five such events in 2016.

As a result of partnering at the regional and local level, several initiatives are planned for 2017, including:

- Developing processes and procedures to establish a Multi-agency Coordination Center in each region to enhance regional collaboration and coordination. An exercise to test this concept is planned in VDEM Region 4 in September 2017.
- Working with VDEM logistics planners to create and enter mission ready package information from DMA's Civil Support Playbook into the Mutual Aid Support System and Emergency Management Assistance Compact.
- Continuing the development of a catastrophic planning tool in coordination with VDEM and local emergency managers.
- Continuing the cyber vulnerability assessments initiated with localities and state agencies in 2016.
- Updating, training and exercising the State Civil Disturbance plan with the Virginia State Police.

Cyber Security Assessments

Under the direction of the Secretary of Public Safety and Homeland Security, and with support of the Secretary of Technology, DMA offered the services of their data processing unit to local jurisdictions and state agencies to conduct cyber vulnerability assessments of their information technology infrastructure.

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Commonwealth of Virginia Threat Hazard Identification and Risk Assessment

The 2016 Commonwealth Threat Hazard Identification and Risk Assessment (C-THIRA) Report identifies core capability targets consistent with the federal National Preparedness Goal and outlines supporting state preparedness initiatives. This report uses the same threats and hazards as the federally-mandated Threat and Hazard Identification and Risk Assessment (THIRA).

Hazard Mitigation Projects

In 2016, 13 properties in the Commonwealth of Virginia were awarded funding for future mitigation projects. Of those properties, five will be acquired and demolished while the remaining eight will be elevated to reduce flood risk. Also, seven projects were awarded to update all hazards mitigation plans and one project was awarded to install a generator at a regional jail.

In addition, the following mitigation project types were completed in 2016: a regional hazard mitigation plan update, 5 generator installations, an installation of generator quick connects for sewer pumping stations, 28 property elevations, 18 property acquisitions, a storm water drainage project, a mapping of a vulnerable area project, an installation of a Reverse 911 System, and 2 river gauge installations.

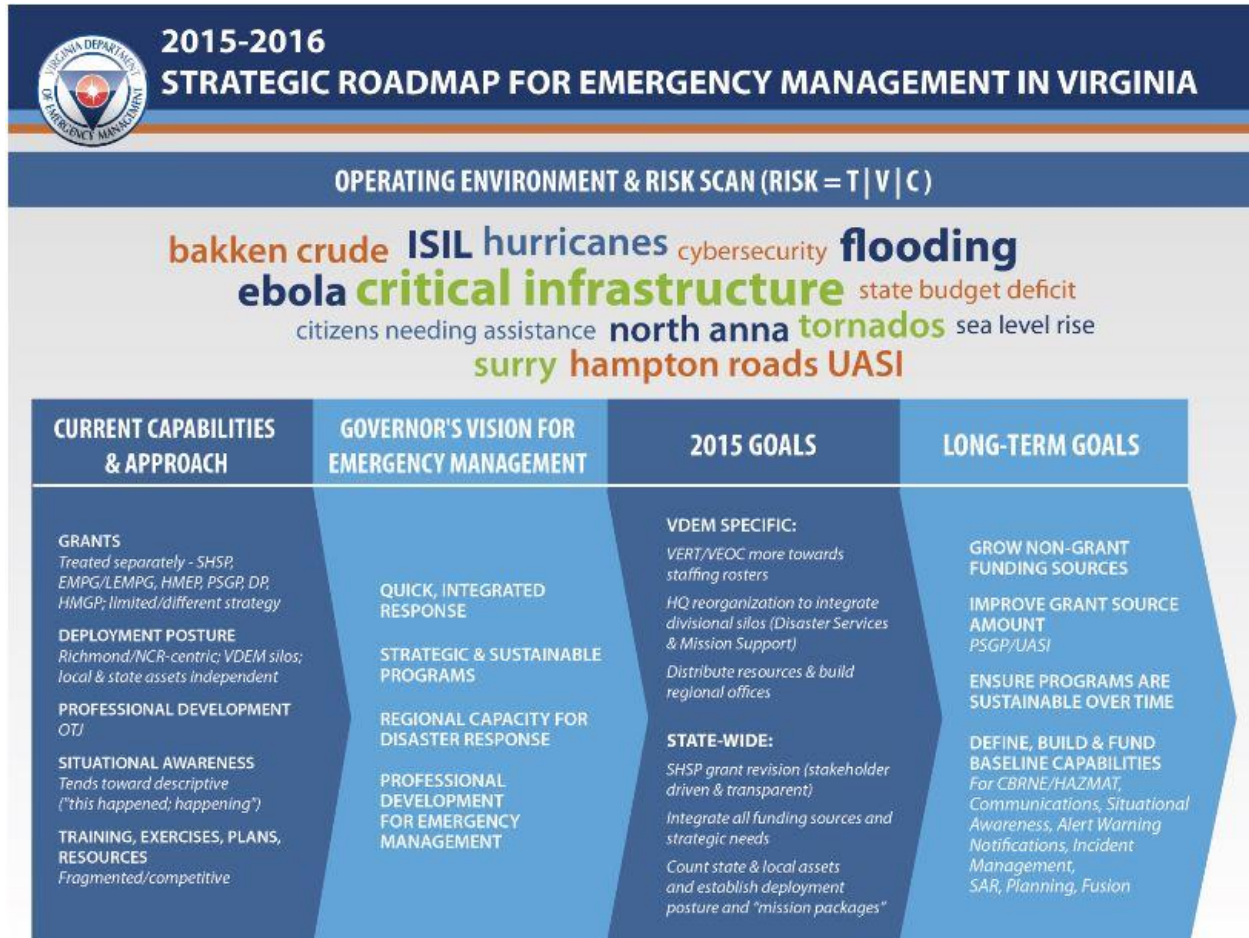
Planning Software

In 2016, the General Assembly granted funding to purchase disaster planning software. With support and in coordination with the Virginia Information Technologies Agency, contract requirements were developed and finalized, and the Request for Proposal was posted for potential bidders. Contract award is anticipated in early 2017 with deployment of the software to localities, state agencies, and public institutions of higher education in the fall of 2017. This software will be administered by VDEM and made available to these entities at no cost.

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Strategic Approach to Preparedness

In order to create a more resilient Virginia, the Commonwealth has laid out a vision for emergency management that includes building regional capacity, enhancing professional development opportunities, providing quick, integrated response, and developing strategic and sustainable programs.



VDEM has taken the following steps in 2016 to continue implementing this vision:

- **Enhancing Situational Awareness Capabilities:**
 VDEM has taken a multi-faceted approach to enhance situational awareness capabilities. These include:
 - The addition of equipment/systems and retraining of Watch Center staff, and the establishment and staffing of VDEM regional offices, both mentioned previously in this report.
 - The establishment of an Operational Planning Branch within the Planning Division with staff trained to actively monitor multiple data sources for national and international disasters and threats. These staff produce quick situational awareness products to VDEM personnel and the Office of the Secretary of Public

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Safety and Homeland Security.

- The addition of Geographic Information System (GIS) Analysts in the Virginia Fusion Center (VFC). Within the past year, VDEM hired two GIS Analysts to work in the VFC. These analysts will be able to provide a visual analytic and investigatory tool for tracking suspicious activity reports or investigating criminal activity.
- State and Local Asset Inventory: VDEM worked with localities to develop a statewide list of resources that could be used during disaster response and recovery. This inventory is ongoing.
 - 78 Mobile Command Post Units
 - 55 Tactical Vehicles
 - 42 Technical Rescue Units
 - 46 Swift Water Rescue Units
 - 36 Dive Teams
 - 11 Bomb/Explosive Ordinance Disposal Units
 - 68 SWAT/Tactical Units
 - 39 Hazmat Units
 - 22 Specialized Foam Trailers or Units
 - 73 Mass Casualty Units
 - 108 Specialized Water Craft (police boat, marine fire boat, etc.)
 - 49 Mobile Breathing Air Compressors

VDEM will continue to update and refine data collection efforts in 2017 by undertaking a comprehensive statewide capability assessment. This assessment will lead to the development of resource gaps (by region) that can be used to determine future grant allocations.

- Professional Development for Emergency Management: As part of the on-going professional development program within VDEM, a Basic Emergency Management Academy and Advanced Emergency Management Academy were held in 2016. Approximately 80 local and state emergency managers were trained in both academies.

III. RECOMMENDATIONS FOR ENHANCING EFFORTS TO PREVENT, RESPOND TO AND RECOVER FROM DISASTERS

As the agency tasked with coordinating preparedness, response, and recovery efforts within the Commonwealth, VDEM is always seeking new solutions to enhance information sharing, streamline response and recovery activities, and improve statewide capabilities. As such, in 2016 VDEM hired an independent contractor to conduct the after action report process after each gubernatorial declared disaster. After action reports summarize the incident and identify strengths, weaknesses, and recommendations for improvement. Significant recommendations from these reports are noted below.

Hurricane Joaquin

VDEM worked with stakeholder agencies to restructure the VEST in 2016 to be more effective and flexible. A finding in the Hurricane Joaquin after action report indicated the need for VDEM to provide more explicit staffing requirements for VEST agencies. Response to Tropical Storm Hermine and Hurricane Matthew in late 2016 showed improvements in understanding roles and responsibilities. However, there is still confusion in some areas, particularly as it relates to staffing requirements. VDEM is working to refine these, and once finalized, agencies should be required to identify personnel and commit to their participation in training and exercises. Including this responsibility in the job descriptions for identified personnel, and potentially compensating them for it, would better enable agencies and staff to support this role.

Winter Storm Jonas

The Winter Storm Jonas After Action Report primarily evaluated the coordination between VDEM and the DMA. This report identified a need to develop a winter weather annex to the COVEOP that better prepares DMA to anticipate the capabilities that may be requested in support of localities during severe winter storms. VDEM will work with DMA to develop this annex in 2017.

Conclusion

In 2017, VDEM anticipates that the emergency management and homeland security environment will remain dynamic. In facing this environment, the Commonwealth remains engaged in a wide variety of activities to plan for both persistent and evolving threats and hazards. In 2016, we saw emergent global hazards such as Zika Virus Disease and an increase in terrorist attacks targeting public venues, along with local hazards such as severe weather, flooding, and tornadoes. The terrorist threat continues to evolve, and Virginia remains an attractive target as it is home to the Pentagon and the CIA (both previous targets), along with many federal and military facilities and personnel. The emerging challenge of cyber security requires both government and private sector involvement, beyond any single agency or organization. Increasingly, planning for these events requires a shared and coordinated effort across state agencies and secretariats, and outside of government.