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April 3, 2018

MEMORANDUM

TO: The Honorable Ralph Northam, 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: Planning for a Resilient Commonwealth Report: A Summary of Collaborative Efforts in 2017

Pursuant to § 44-146.18(B)(3) of the *Code of Virginia*, the attached report outlines the 2017 status of emergency management response plans throughout the Commonwealth and other measures taken or recommended to prevent, respond to, and recover from disasters.

Please note that the information included in the report is accurate as of November 10, 2017.

JDS/dp
Enclosures

VIRGINIA DEPARTMENT OF EMERGENCY MANAGEMENT

Planning for a Resilient Commonwealth: A Summary of Collaborative Efforts in 2017

§ 44-146.18(B)(3)

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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 Department of Military Affairs, Virginia Department of Health, and Virginia Department of Social Services.

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Executive Summary

This report summarizes the actions taken during 2017 to improve disaster response and recovery through the development of state and local plans, training, exercises, and technology. VDEM is responsible for developing and coordinating state level plans to support localities, providing technical support to state agencies and public institutions of higher education regarding disaster preparedness, and coordinating state resources requested by localities, other states, and U.S. territories.

VDEM's seven regional offices are fully operational and are providing enhanced coordination and support to localities before, during, and after disaster operations. Local requests for assistance are being coordinated by regional staff to expedite delivery and provide overall situational awareness of available resources during an incident affecting multiple localities. During non-disaster operations, regional staff are contributing to planning meetings, exercises, and providing much needed technical support to both localities and institutions of higher education.

Accomplishments this year include more local, state, and federal collaborative planning, including special event planning for dignitary visits and protests, and the implementation and enhanced use of new technology. Crisis Track software will enable localities to more effectively collect damage assessment data post-disaster, and planning software will promote consistent and collaborative planning among stakeholders and serve as the central library of disaster planning resources and guidance within the Commonwealth.

This year, public safety personnel within the Commonwealth answered the call for help from Texas, Florida, and the Territories of the U.S. Virgin Islands and Puerto Rico, which were impacted by hurricanes Harvey, Maria, and Irma. These storms brought devastation of historic proportion that has destroyed residential structures and the critical infrastructure necessary to recover. Virginia also assisted in the recent wildfires in California that resulted in significant damage and prompted massive sheltering operations. In addition to providing much needed assistance, staff gained valuable insight and experience that directly benefits emergency management programs in the Commonwealth.

Other initiatives of significance in 2017 include the "Know Your Zone" tiered evacuation model for the Hampton Roads region. This program lets residents know whether an address is vulnerable to flooding during a storm and provides residents with precise information based on the most up-to-date engineering data for the region. Citizens can use this data to determine if they should evacuate or shelter in place.

Several collaborative efforts among public safety agencies resulted in the Commonwealth receiving an award of \$3,831,556 in federal funds from the Program to Prepare Communities for Complex Coordinated Terrorist Attacks Grant Program through the Federal Emergency Management Agency (FEMA). Virginia applied for and received the largest allocation of the eastern states, with VDEM receiving \$2,001,568, Arlington County receiving \$1,224,890, and the Metropolitan Washington Airport Authority receiving \$595,098. The programs funded by

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this grant will be implemented over the next three years beginning in 2018, and will directly improve public safety by enhancing security and building capacity to prepare for, prevent, and respond to complex coordinated terrorist attacks and the emerging threats faced by the Commonwealth.

If funded, VDEM and VDSS will implement state plans to support mass shelter operations during a large-scale disaster, such as Hurricane Harvey that affected Texas. This enhanced capability includes pre-purchasing commodities, training for shelter staff and volunteers, and retrofitting existing shelters to accommodate individuals with disabilities and access and functional needs.

In 2018, state public safety agencies will increase efforts to engage the whole community in all aspects of emergency management. This will include collaborative planning and information sharing with critical infrastructure owners and operators and coordinating logistics support and re-entry processes with large retailers critical to response and recovery efforts.

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I. PLANNING EFFORTS

Local Emergency Operations Planning

Code of Virginia § 44-146.19(E) requires each political subdivision (cities, counties and the five towns with emergency management programs) and interjurisdictional agencies 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 relevant, and the revised plan shall be formally adopted by the locality's governing body. In order to verify the plan adoption by the local governing board, VDEM requests local jurisdictions 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

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 November 10, 2017, 134 of the 138 jurisdictions (96%) have current local EOPs. Typically, while plans may go out of compliance for brief periods, the plans are quickly re-adopted and the overall percentage of compliant plans remains over 95%.

- 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 ¹
Dinwiddie County	05/19/2015
Emporia City	05/16/2017
Essex County	08/01/2016
Goochland County	04/04/2017
Greensville County	07/17/2017

¹ The City of Colonial Heights is planning to have their plan readopted in December 2017.

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Hanover County	06/10/2015
Henrico County	02/14/2017
Hopewell City	08/23/2016
King and Queen County	04/11/2016
King William County	10/24/2016
New Kent County	09/28/2016
Nottoway County	12/15/2016
Petersburg City	03/15/2015
Powhatan County	02/01/2016
Prince George County	01/13/2015
Richmond City	07/24/2017
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	04/25/2017
Warren County	11/08/2017
City of Winchester	03/11/2014

VDEM Region 3	
Jurisdiction	Date of Last EOP Adoption
Albemarle County	11/13/2013 ²
Amherst County	10/15/2013 ³

² Albemarle County is planning to have their EOP readopted in December 2017.

³ Amherst County is planning to have their EOP readopted in December 2017.

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Appomattox County	2/21/2017
Augusta County	09/14/2016
Buckingham County	05/08/2017
Campbell County	02/15/2016
Charlotte County	03/14/2017
Charlottesville City	11/16/2013
Cumberland County	11/14/2017
Farmville Town	11/13/2013
Fluvanna County	2/15/2017
Halifax County	11/04/2013 ⁴
Harrisonburg City	10/24/2017
Lunenburg County	04/13/2017
Lynchburg City	01/26/2016
Mecklenburg County	10/10/2017
Nelson County	08/08/2017
Prince Edward County	03/11/2014
Rockingham County	10/25/2017
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	08/14/2017
Dickenson County	07/25/2017
Galax City	10/21/2015
Giles County	10/19/2017
Grayson County	07/13/2017
Lee County	07/18/2017
Norton City	03/03/2015
Pulaski County	11/23/2015
Radford City	03/23/2015
Russell County	07/11/2016
Scott County	03/05/2014
Smyth County	04/14/2015
Tazewell County	01/20/2015
Washington County	10/27/2015

⁴ Halifax County is planning to have their EOP readopted in December 2017.

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Wise County	05/24/2017
Wythe County	09/12/2016

VDEM Region 5	
Jurisdiction	Date of Last EOP Adoption
Accomack County	08/20/2014
Chesapeake City	07/08/2014
Chincoteague Town	05/08/2017
Franklin City	11/09/2015
Gloucester County	10/03/2017
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	08/10/2017
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	09/05/2017
Bath County	05/01/2014
Bedford County	01/24/2017
Botetourt County	04/25/2017
Buena Vista City	02/10/2015
Christiansburg Town	05/23/2017
Covington City	02/10/2015
Craig County	12/12/2016

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Danville City	11/06/2014
Floyd County	11/01/2013 ⁵
Franklin County	02/10/2014
Henry County	12/15/2015
Highland County	06/06/2017
Lexington City	10/10/2014
Martinsville City	09/23/2014
Montgomery County	09/11/2017
Patrick County	09/24/2015
Pittsylvania County	02/17/2015
Roanoke City	03/07/2016
Roanoke County	11/10/2015
Rockbridge County	10/10/2014
Salem City	02/08/2016
Vinton Town	05/20/2014

VDEM Region 7	
Jurisdiction	Date of Last EOP Adoption
Alexandria City	10/25/2016
Arlington County	05/24/2017
Fairfax City	06/23/2017
Fairfax County	07/27/2015
Falls Church City	02/08/2016
Loudoun County	07/15/2015
Manassas City	02/13/2017
Manassas Park City	01/17/2017
Prince William County	12/13/2016
Stafford County	09/05/2017

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 survey includes 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. Each individual 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. Additionally, the scores provide VDEM with insight into strengths and weaknesses of local

⁵ Floyd County is planning to get their EOP readopted in December 2017.

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emergency management programs and informs VDEM of programmatic areas where assistance may be needed.

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. The average score in 2017 is 78; it was 81 in 2016. It should be noted that the scores are subjective and self-reported by localities, and are not objective capability-specific criteria graded or assessed by VDEM staff. The score attained is not intended to “pass or fail” a local emergency management program, rather, it is used to serve as a tool for program evaluation and strategic planning. The LCAR score is frequently used to justify budget requests and grant proposals, to demonstrate a program need or deficiency, and to compare local programs in a program area.

The decline of the average score could be related to the subjectivity of the assessment tool and the average turnover rate of local emergency managers, which averages 25% annually. The areas that scored the lowest include Hazard Mitigation, Crisis Communications, Public Education, and Information. The Hazard Mitigation area considers planning, storm preparedness and outreach, grants and identifying mitigation projects. Survey results indicate that nearly 10% of jurisdictions are deficient in one or more of these capabilities. The Crisis Communications, Public Education, and Information sections consider a jurisdiction’s capability to fulfill the role of a public information officer during an emergency and its public outreach program for citizens. Survey results indicate that nearly 15% of jurisdictions are deficient in one or more of these capabilities. A more detailed explanation of LCAR scores can be found in the 2017 Commonwealth Threat and Hazard Identification and Risk Assessment (C-THIRA).

VDEM intends to significantly revise the content and format of the 2018 assessment to ensure it accurately reflects the status and capabilities of the local emergency management program and is less subjective in nature.

State Level Planning

Institutions of Higher Education Crisis and Emergency Management Plan Status

There are 40 public 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 Virginia 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

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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, there are 30 (75%) state IHEs that are compliant with these requirements. This is an improvement over 2016 when only 29 (73%) were compliant. This improvement can be attributed to the diligence of IHE emergency coordinators with increased support from VDEM regional staff.

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 12/01/16 -11/14/17.
- 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 11/10/17	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	N	N	Y	N
Southside Virginia Community College	Y	Y	Y	Y
Virginia Commonwealth University	Y	Y	Y	Y
Virginia State University	Y	Y	Y	Y
VDEM Region 2				
Germanna Community College	y	Y	y	Y
Lord Fairfax Community College	Y	Y	Y	Y
University of Mary Washington	N	Y	N	Y
VDEM Region 3				
Blue Ridge Community College	Y	Y	Y	N
Central Virginia Community College	Y	Y	Y	Y
James Madison University	Y	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

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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	Y	Y	Y
Tidewater Community College	Y	Y	Y	Y
VDEM Region 6				
Dabney Lancaster Community College	Y	Y	Y	Y
Danville Community College	N	N	N	Y
Patrick Henry Community College	N	Y	Y	Y
Virginia Military Institute	N	N	N	Y
Virginia Western Community College	N	N	N	Y
Virginia Tech	N	Y	Y	Y
VDEM Region 7				
George Mason University	Y	Y	Y	Y
Northern Virginia Community College	Y	Y	Y	Y

State Agency and Public Institutions of Higher Education Continuity Plans

In 2017, 108 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). Beginning in 2018, VDEM regional planners will be working with IHE emergency coordinators within their respective regions to support continuity plan reviews, activations, exercises, after action reporting, and technical assistance. VDEM's Planning Division staff will continue to support state agency continuity plan reviews, activations, exercises, after action reporting, and technical assistance, and serve as the central repository for all agency and public IHE continuity plans.

VDEM's Statewide Recovery Annex

The VDEM's Resilience and Recovery Division is facilitating a comprehensive update to the Statewide Recovery Annex of the Commonwealth of Virginia Emergency Operations Plan. Division staff have held meetings with 20 stakeholder agencies with recovery responsibilities and these meetings will continue through January of 2018. The meetings provide an opportunity to discuss the need for more comprehensive statewide recovery planning, identify additional capabilities and resources of stakeholder agencies, identify transition points between Emergency Support Functions (ESFs) and Recovery Support Functions (RSFs), and clarify roles and expectations. This plan will also address the role of the private sector in recovery operations. It is expected that the revised plan will be finalized in April 2018 and exercised during a multi-State disaster exercise (Atlantic Fury) in the spring of 2018.

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Private Sector Engagement

Private sector engagement is essential to response and recovery operations. Having close ties with entities outside of government that can enhance the provision of assets, transportation, logistics and supply chain management, and promote two-way communication is extremely important. VDEM will increase engagement with the private sector in 2018 through the collaborative development of a Private Sector Emergency Support Function Annex to the Commonwealth's Emergency Operations Plan. Communication protocols to and from the private sector will be outlined in this annex, along with an understanding of their capabilities, resources, and limitations. Additionally, VDEM staff recently established a Critical Infrastructure Focus Group to determine how to engage critical infrastructure owners/operators (many of which are private) in emergency mitigation, planning, response, and recovery operations.

Disaster Planning Software

In 2016, the General Assembly granted funding to purchase disaster planning software. VDEM, with support and in coordination with the Virginia Information Technologies Agency (VITA), procured this software through a competitive bid process in May 2017. This software will serve as a central repository for state and local disaster planning, facilitate plan collaboration, and be available to all local and state entities free of charge. The deployment of the software will commence in mid-December 2017 and will continue through 2018. Training will be provided to local emergency managers, state agencies, and public institutions of higher education.

Virginia Emergency Repatriation Plan

Emergency Repatriation allows for the evacuation of 500 or more U.S. citizens and dependents from overseas to the U.S. due to war, threat of war, and other overseas crises (e.g. natural disasters, etc). Through Office of Refugee Resettlement (ORR) agreements, states designated as ports of entry may be asked to activate their state Emergency Repatriation Plan during a repatriation event. The Virginia Department of Social Services (VDSS) Office of Newcomer Services updated and submitted a draft plan to the U.S. Department of Health and Human Services in February for review, but has not yet received response. VDSS plans to work with stakeholders to enhance the plan in late 2017.

Virginia Department of Health (VDH) CHEMPACK Plan

The VDH CHEMPACK Plan was revised to reflect a consistent, uniform manner for the emergency deployment of the CHEMPACK unit and/or contents. CHEMPACKs are deployable containers of nerve agent antidotes, placed in secure locations around the country that work on a variety of nerve agents and can be used even if the actual agent is unknown. The CHEMPACK Plan outlines a new procedure that involves the following:

- Request(s) for the emergency deployment of nerve agent antidotes/medical materiel will be made by local emergency management through the VDEM Situational Awareness Unit (SAU).
- VDEM's SAU will contact the nearest custodial CHEMPACK facility to ready the requested contents for pick up by local EMS and/or local or state law enforcement. In

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addition, the SAU will notify VDH.

State and Local Collaborative Planning

VDEM Region 1

Monument Avenue 10k – April 4, 2017

Region 1 Chief Regional Coordinator (CRC) coordinated resource requests in support of this event, including equipment to enable the City of Richmond to track first responders. Region 1 Disaster Response and Recovery Officer (DRRO) provided technical assistance regarding best practices in personnel accountability and situational awareness.

Emergency Operations Center (EOC) Evaluation Tool – May 2017

Region 1 DRRO provided grant guidance to Nottoway County Emergency Management and conducted site visits to evaluate current and proposed EOC locations using newly created EOC evaluation tool in partnership with Nottoway Office of Emergency Management personnel.

City of Richmond Monument Avenue Rally – September 16, 2017

Region 1 CRC provided staff support and resource coordination to the City of Richmond Emergency Management during this event. Additionally, the Region 1 DRRO provided Planning Section and Medical Unit support and coordination before and during the event.

Field Days of the Past – September 21st- 23rd, 2017

Region 1 CRC coordinated resource requests and planning support for the 2017 Field Days of the Past event in Goochland.

Former President Obama Visit – October 19, 2017

Region 1 DRRO attended a Tactics Meeting in advance of former President Obama's visit to Richmond and provided consultation on potential VDEM resources available to support the event.

VDEM Region 3

Unite the Right Rally, Charlottesville, VA - August 10, 2017

VDEM collaborated with numerous state agencies, including the Virginia National Guard and Virginia State Police (VSP) to support the City of Charlottesville during the Unite the Right Rally and corresponding counter-protests. The Region 3 DRRO coordinated with the Central Virginia Incident Management Team to provide contingency planning training to law enforcement officials, and fire and EMS personnel. Annual training and exercises of the State Civil Disturbance Plan by VSP and the Army National Guard units assigned to the National Guard Response Force proved to be extremely valuable during this incident. Additionally, the deployment of STARS Radio systems to National Guard units enhanced emergency communication capabilities. In response to this incident, the Virginia Department of Health developed a playbook to be used as a reference when responding to civil unrest. It includes risk

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information messaging and press release templates; responsibilities of the local, regional and state public health and health care entities, and templates for alerting/notification and situation reporting.

VDEM Region 5

Commissioning Ceremony of the USS Gerald R. Ford, Norfolk Naval Air Station – July 22, 2017

VDEM provided staff support for the commissioning of the aircraft carrier USS Gerald R. Ford and visit by President Trump.

Hampton Roads Regional Re-Entry Planning

VDEM regional staff is leading a planning work group to develop a Regional Re-entry Plan in the event that citizens in the area are forced to evacuate.

VDEM Region 7

Presidential Inauguration - January 20, 2017

VDEM Region 7 staff and Virginia Emergency Support Team (VEST) supported the 2017 Presidential Inauguration from January 19th through January 21st, 2017. Region 7 personnel embedded in multiple EOCs in Northern Virginia.

2017 Former Vice President Biden Visit – October 14, 2017

VDEM provided staff support for the Former Vice President Biden visit to Reston, Virginia where he hosted a roundtable discussion on workforce development.

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

Fully Operational VDEM Regional Offices

In 2017, VDEM saw growth in the staffing and responsibilities of each of the seven VDEM Regional Offices. Each Regional Office has a minimum of 4 individuals assigned to work with localities in their region. Chief Regional Coordinators (CRCs) oversee the administration of the regional office, serve as supervisor for office staff, and are the primary contact for Local Emergency Managers. Disaster Response and Recovery Officers (DRROs) also work directly with Local Emergency Managers, respond to assist localities during a localized disaster, and continue supporting the incident through the short-term recovery phase. Each region also has an All-Hazards Planner responsible for providing planning assistance and ensuring that Local Emergency Operations Plans remain up to date, and a Hazardous Materials Officer who responds to hazardous materials incidents within the region and provides technical assistance.

The establishment of VDEM regional teams has improved local and state planning, response,

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and recovery collaboration, and shortened incident response times. VDEM regional staff provides valuable technical assistance to localities in planning for special events, such as dignitary visits, or local fairs and festivals.

Commonwealth Emergency Management Assistance Compact (EMAC) Missions

The States of Texas and Florida and the Territories of the U.S. Virgin Islands and Puerto Rico were impacted by hurricanes Harvey and Maria in August and September, which resulted in catastrophic impacts to their citizens and infrastructure. In addition, Florida suffered significant impact from Hurricane Irma, and recent wildfires in California brought on devastation of historic proportion. Each of these states and regions continue to make EMAC requests for assistance and the Commonwealth fulfills these requests when possible. Numerous missions deployed to provide assistance to these impacted areas and brought back valuable experience and insight that directly benefits our preparedness efforts. The following outlines the EMAC support provided in 2017:

Texas

- FEMA's Virginia Urban Search and Rescue Task Force 1 (Fairfax), Urban Search and Rescue Task Force 2 (Virginia Beach), and Virginia Strike Team 6 (Roanoke) were deployed to conduct and/or support swift water rescues.
- Virginia Department of Forestry's 20 person Incident Management Team deployed to managed resource supply areas.
- Virginia National Guard and Chesterfield County Fire-EMS deployed 40 personnel and 6 helicopters to transport medical personnel and supplies, and assist with recovery operations.
- VDEM's Volunteer and Donations Management Coordinator was deployed to manage volunteers from non-profit and religious organizations.
- A statewide Incident Management Team of 27 responders supported local emergency operations centers and sheltering facilities.

Puerto Rico

- The Virginia National Guard deployed a 22 personnel Disaster Response Bed-down System to support sheltering.
- VDEM deployed a bi-lingual EMAC Team Leader/Logistics Officer to coordinate EMAC responses and provide logistical expertise on the ground.
- Virginia Urban Search and Rescue Task Force 2 (Virginia Beach) deployed members to Puerto Rico in anticipation of Irma, sent additional personnel after the storm had passed, and redeployed in response to Hurricane Maria.

Florida

- The Virginia Department of Conservation and Recreation deployed to assist with on-the-ground cleanup efforts from Hurricane Irma.

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- A statewide Incident Management Team with 15 personnel assisted with emergency operations center management in Monroe County and supported other local emergency management officials in the region with a variety of needs.

Virgin Islands

- The 116th Infantry Brigade Combat Team of the Virginia National Guard, along with additional troops from Hampton Roads, provided humanitarian assistance, cleared roads, distributed essential supplies to citizens, and coordinated military support to civilian authorities.

California

- VDEM deployed two Individual Assistance Program Coordinators to conduct damage assessments in areas affected by the wildfires.

The number and magnitude of these incidents resulted in VDEM processing more EMAC missions in 2017 than in any other year. It should be noted that the process has been updated and streamlined to be more efficient, including the addition of mission ready packages and technological advances in the EMAC operating system.

Hazard Mitigation Projects

The following mitigation project types were completed in 2017:

- Update of the seven regional hazard mitigation plans.
- Installation of generator quick connects at several sewer pumping stations.
- Elevation of 16 properties to reduce flood risk.
- Acquisition of two properties.
- Construction of a berm to protect a sewer pumping station.

The Commonwealth was awarded funding for future mitigation projects in 2017, including:

- Five properties to be acquired and demolished.
- Twenty-two properties to be elevated to reduce flood risk.
- Eight grants to update Hazard Mitigation Plans.
- Eight grants to fund backup generators for critical facilities.

Complex Coordinated Terrorist Attack (CCTA) Grant Award

In July 2017, the Commonwealth was awarded \$3,831,556 in federal funds from the Program to Prepare Communities for Complex Coordinated Terrorist Attacks Grant Program, through the Federal Emergency Management Agency (FEMA). Of the \$35,940,000 allocated nationwide, Virginia received the largest allocation of the eastern states, with VDEM receiving \$2,001,568, Arlington County receiving \$1,224,890, and the Metropolitan Washington Airport Authority receiving \$595,098. The funds will improve public safety by enhancing security and building

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capacity to prepare for, prevent, and respond to complex coordinated terrorist attacks that may occur within the Commonwealth. VDEM will administer the funds and provide coordination across all VDEM regions throughout the length of project. After conducting a thorough capability gap analysis, VDEM will engage in a whole community approach to include regional, cross-jurisdictional, and multi-disciplinary partnerships to develop plans, train, and exercise local first responders to advance public safety across the Commonwealth.

Risk Reduction Meetings

The Commonwealth of Virginia hosted FEMA for a Risk Reduction Workshop on May 11, 2017 with state agencies that play a key role in reducing risk to natural hazards. A follow up meeting was held on June 30, 2017, with only state agencies in attendance. The workgroup revised the state's priorities for reducing risk which now include:

1. Develop a strategic umbrella for collaboration with other agencies
2. Develop, integrate, and utilize data to inform analytical decision making for risk between state agencies
3. Identify all funding sources and opportunities to leverage public funds to maximize community impact and increase resiliency.
4. Provide education, build capacity, and leverage existing relationships with planning district commissions and localities to utilize data systems and available funding sources.
5. Develop a whole community approach to empower messaging, outreach, and education to reduce vulnerability.

Virginia's Know Your Zone, Tiered Evacuation Campaign

Prior to the 2017 Atlantic hurricane season, VDEM unveiled new hurricane evacuation zones and initiated a public information campaign called "Know Your Zone." The new tiered zones are designed to provide residents with precise and useful information about properties vulnerable to flooding during storms, and whether they should evacuate in an emergency, or shelter in place. The zones are based on the most up-to-date engineering data for the region.

The Know Your Zone campaign includes social media outreach, earned media, radio and television ads, gas station advertising, and hundreds of thousands of printed collateral materials distributed to every locality in the Hampton Roads region. The campaign urges citizens to go online to www.KnowYourZoneVA.org to determine if they live in one of the new evacuation zones, and to keep the information on hand to use in times of emergency.

Crisis Track Damage Assessment Software and Training

Crisis Track software is for use in the damage assessment process. Since VDEM purchased it in 2016, regional staff have been providing training to local emergency managers and their staff. This tool was used successfully over the past year to gather damage assessment data in a quick and consistent message.

Access and Functional Needs Advisory Committee

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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 2017 and served as a resource for information sharing, and to address issues that arose as a result of disaster response and recovery activities. The committee most recently assisted in recovery efforts for victims of Hurricane Matthew by conducting regular teleconferences to provide guidance to agencies which assist in distributing disaster recovery guidance to members of the disabled community, caregivers, and local service organizations.

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, including federal, regional and local partner agencies, local emergency coordinators, planners, 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.

Virginia Sheltering Strategy and Plan

The MCTF developed a Statewide Sheltering Plan Strategic Framework. This Framework has been approved by VDSS, the partnering agency on this effort, and is under review by VDEM leadership. The MCTF has also begun development of the Statewide Sheltering Plan, using the draft Framework as a foundation and guide. Based upon the recommendations identified by the MCTF, VDEM and VDSS submitted legislative and policy changes, along with budget requests to increase the number of trained shelter staff, increase readiness to activate large-scale sheltering operations, and improve accessibility of sheltering programs for individuals with disabilities. If funded, these enhancements would enable VDEM and VDSS to sustain shelter operations for 10% of the estimated population impacted in a large-scale disaster, which is in line with national best practices.

Opioid Addiction Crisis

The State Health Commissioner declared a Public Health Emergency in November 2016 in response to the Opioid crisis in the Commonwealth. The response efforts include the collaboration of multiple state agencies, primarily those under the Secretariats for Health and Human Resources and Public Safety and Homeland Security. The response is aimed at the community level and includes:

- Disseminating information,
- Assisting local communities,
- Improving situational awareness,
- Community development aimed at prevention, rehabilitation, and drug interdiction.

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Emergency Medical Countermeasure Dispensing

In October 2016, VDH received a grant for the purpose of recruiting both independent and chain pharmacies to assist the agency with dispensing emergency medical countermeasures. VDH continued to promote this program in 2017, and to date over 50 independent pharmacies have signed Memorandums of Agreement with VDH.

EmPOWER Program

In September 2017, VDH developed policies and procedures to establish guidance and direction for local health districts and emergency management offices on how to request and use data from the U.S. Department of Health and Human Services, Office of the Assistant Secretary for Preparedness and Response. The purpose of the emPOWER Program is to enhance federal, state, and local situational awareness of the emergency preparedness, mitigation, response, recovery, and resilience activities for populations that rely upon electricity-dependent medical and assistive equipment, and who may be adversely impacted during an emergency or prolonged power outage.

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 are not included in most local sheltering plans, which represents 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.

Reconstruction of Regional Volunteer Organizations Active in Disasters (VOADs)

Regional VOADs are essential in recovery operations, as they often provide the longest-term presence in localities affected by disaster. In March 2017, the Virginia VOAD established a committee focused on reconstructing the Regional VOAD concept. The committee is developing standard recovery and communications plans, reviewing existing boundaries for possible alignment with VDEM regions, and will be making recommendations to the Virginia VOAD about how it could support the continual engagement of regional VOADs. The committee anticipates completing its work mid-2018.

Emergency Management Grants

VDEM administers emergency management grants which support a wide array of local emergency preparedness programs, such as community outreach and preparedness, interoperability, railroad safety initiatives, sheltering programs, and active shooter exercises. This year, VDEM received 139 grant requests for the competitive portion of these federal funds, totaling more than \$12 million. Sixty-six projects were awarded a total of \$2.5 million from competitive State Homeland Security Program funds.

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Federal grants to Virginia for emergency management and homeland security have been cut by nearly 70 percent since 2008. The grant peer review process allows stakeholders from all disciplines of public safety throughout the Commonwealth to participate in the review process and score proposals based on benefit-cost ratio. This process ensures that limited grant funds support the most critical needs in Virginia.

The preparedness grants include the following categories:

Emergency Management Performance Grant (EMPG): The purpose of EMPG is to provide federal grants to States to assist state, local, territorial, and tribal governments in preparing for all hazards.

State Homeland Security Grant (SHSP): The SHSP supports state, tribal and local preparedness activities that address high-priority preparedness gaps across all core capabilities and mission areas that support terrorism preparedness.

Port Security Grant Program (PSGP): The PSGP directly supports maritime transportation infrastructure security activities. PSGP funds available to these entities are intended to improve port-wide maritime security risk management; enhance maritime domain awareness; support maritime security training and exercises; and to maintain or reestablish maritime security mitigation protocols that support port recovery and resiliency capabilities.

Hazardous Materials Emergency Preparedness (HMEP): HMEP grants are awarded to states, territories, and Native American tribes, to enhance their ability to respond to hazardous materials transportation incidents.

Enhanced Geographic Information Systems (GIS) Capabilities

VDEM's Information Technology Division's GIS Unit is developing web-based geospatial situational awareness tools to support disaster response and recovery. These tools enhance agency and mission partner knowledge of threats and hazards within the Commonwealth, and provide spatial monitoring of operations. As part of this effort, VDEM implemented a web-based GIS content management platform to develop an interoperable common operating picture of spatial data. This platform provides a central location from which to aggregate and organize relevant data from federal, state, and local sources. This data can then be configured into targeted information products to provide analysts and decision makers with the situational awareness necessary to support disaster response and recovery efforts. VDEM GIS tools and information can also provide users with current weather and forecast data, hazards, locations of open-source critical facilities, vulnerable populations, and transportation-related impacts, as well as interrelationships between these geographic phenomena. VDEM is producing training materials to promote the use of this enhanced platform.

Virginia National Guard Cyber Security Assessments

Under the direction of the Secretary of Public Safety and Homeland Security, and with support of the Secretary of Technology, the Virginia National Guard offered the services of their Cyber Brigade to local jurisdictions and state agencies to conduct cyber vulnerability assessments of

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their information technology infrastructure. The service was well-received and used by six localities in 2017. Results of the assessments are kept confidential and only released to the jurisdictional authority that requested the assessment in order to protect any vulnerability leakage.

Virginia State Police, Virginia Fusion Center – Cyber Intel Unit

Established earlier this year, the Virginia State Police, Virginia Fusion Center Cyber Intelligence Unit (CIU) is composed of four (4) analysts and a special agent who investigates cyber crimes and facilitates information sharing of cyber threats directed against the Commonwealth. The purpose of the CIU is to:

- Develop partnerships with public and private sectors to address complex cyber issues.
- Provide intelligence analysis and analytic products on cyber threats.
- Coordinate resources in response to cyber incidents.
- Provide specialized investigative support, where appropriate, to assist with cyber criminal investigations.

As the CIU becomes more mature in its capabilities and expertise, it will begin to take a more central role in Virginia's ability to prepare for and respond to cyber attacks against the Commonwealth's constituents.

Dam Safety Inventory System

The Virginia Department of Conservation and Recreation developed a Dam Safety Inventory System (DSIS) and deployed it in 2017. DSIS is an online application that allows approved users to login, view, create and edit dam records, and access a wide variety of dam related information. In support of emergency preparedness and response, the system includes emergency contact information, emergency plans, and inundation studies that allow users to view areas that would be impacted if a dam were to fail under a variety of scenarios.

Amateur Radio Communications Drill

An exercise was conducted on October 28, 2017 to test the use of amateur radios in the event of communication failures. Participants included personnel from nine local jurisdictions within VDEM Regions 2 and 7, along with two area hospitals. The exercise scenario involved a simulated emergency resulting in long-term communications and power outages for responding jurisdictions. This exercise demonstrated that amateur radio could successfully support backup communications when landline and cellular service is not available. This exercise was timely due to the impact of Hurricane Maria in Puerto Rico, which destroyed electricity and communications, and continues to hinder recovery efforts. The devastation in Puerto Rico underscores the need for reliable back-up communication systems.

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

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Critical Infrastructure Program

The Office of the Secretary of Public Safety and Homeland Security recently established a Critical Infrastructure Focus Group to explore and identify a recommended course of action related to homeland security, risk management, resilience, and situational awareness of Virginia's critical assets, systems, networks, and coordination during emergency situations. This group has assessed the need for a more formal working group to address threats, hazards, vulnerabilities, and consequences involving public and private critical infrastructure. Additionally, a formalized working group will determine any need, and identify a methodology, to protect both public and private critical infrastructure information from release under the Freedom of Information Act and identify a secure repository to house this data electronically. This group issued a final report in December 2017, recommending the establishment of a formalized Critical Infrastructure Protection Working Group.

State Mass Sheltering Capabilities

Although sheltering is primarily the responsibility of localities during a disaster, localities will be quickly overwhelmed during a large-scale incident. Significant resources and planning is required for the state to adequately support local efforts. VDEM and VDSS have identified that about \$25 million is required to fund essential mass sheltering needs in the Commonwealth.

Hampton Roads Urban Areas Security (UASI) Initiative

The Hampton Roads Region received funds through the Department of Homeland Security Urban Areas Security Initiative from 2007–2011, and again in 2014. These funds assist high-threat, high-density urban areas with efforts to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. Locally, Hampton Roads localities invested these funds primarily in the areas of interoperable communications, incident management, personal protective equipment for first responders, critical infrastructure protection, planning, and citizen preparedness. Hampton Roads stopped receiving UASI funding due to changes in the program in 2015. However, as a result of significant coordination of local, state, and federal stakeholders in the region, UASI funding was restored to Hampton Roads in 2018 with an award of \$1 million. Continued funding of this critical region is essential to ensuring their ability to prepare for the emerging threats to the Commonwealth.

IV. CONCLUSION

In 2017, VDEM took a robust approach to emergency management in Virginia. The VDEM seven regional offices became fully staffed and operational. During normal operations, regional staff provide a variety of services to the local governments and state institutions of higher education, including steady state and special event planning, and exercise technical support. During emergencies, regional staff work directly with local emergency managers to coordinate the provision of critical resources needed for response and recovery.

Additionally, VDEM is working with partner agencies to enhance state level planning and to address new and emerging threats. The recently awarded Complex Coordinated Terrorist Attack grant will better prepare the Commonwealth to prevent, prepare for, respond to, and recover from terrorist related or mass casualty incidents. State level disability service providers continue

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to support VDEM's planning efforts to meet the needs of individuals with disabilities or access and functional needs during a disaster. VDEM is also working to increase engagement with the private sector, as they play a critical role in both logistics support and the economic recovery of a region.

New emergency management technologies were introduced this year. In 2018, Crisis Track will continue to improve the accuracy and efficiency of the damage assessment process post disaster. VDEM's planning software will be more fully utilized in 2018 and will enhance disaster planning standardization and collaboration among local, state, and federal partners. VDEM will continue to be forward leaning in planning for emerging threats, anticipating locality needs, and working collaboratively with partners to build relationships before disasters strike.