

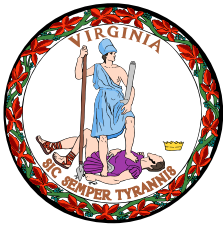
2024

ANNUAL REPORT



Virginia Department of
Emergency Management





COMMONWEALTH OF VIRGINIA

Department of Emergency Management

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SHAWN G. TALMADGE
State Coordinator of
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November 1, 2024

Annual Virginia Comprehensive Emergency Management Report

I am pleased to submit the 2024 Annual Virginia Comprehensive Emergency Management Report. This report is submitted as required under Virginia Code § 44-146.18:4.

As the State Coordinator of Emergency Management, I write to you all with immense pride and deep admiration for our exceptional team at the Virginia Department of Emergency Management (VDEM). Our mission is clear and unwavering: to provide unparalleled excellence in emergency management through innovative practices, professionalism, and a spirit of collaboration with all our stakeholders.

In FY24, VDEM faced an array of challenges and celebrated extraordinary achievements. Our team supported emergency response to two wildfire events, and two cybersecurity events, brought the Commonwealth to bear in response to Tropical Storm Ophelia, and supported numerous local events in every VDEM region. VDEM's success is driven by our dedicated and passionate team of professionals, whose resilience is a testament to VDEM's ability to adapt and excel in the face of adversity.

The VDEM team is constantly seeking innovative and creative solutions to further enhance our daily operations. A few of the FY24 accomplishments include:

- **Strategic Planning** – VDEM took an intentional approach to revitalizing our strategic planning efforts, to include cadence, consistency, and participation. By creating Tiger Teams, and by using a scrum mentality, we were able to drive significant progress on our key results and initiatives
- **Finance, Budget Automation, Grants, Good Government** – VDEM has been ceaseless in its efforts to bring automation and good government principles to finance, budgeting, accounting, and compliance; our goal is 90% automation by June 2025. We currently manage more than \$1.7B in disaster funds with zero audit findings across numerous audits.
- **Policy, Plans, Legislation:** VDEM has used the same mentality across its policy and planning portfolios to increase our collection and use of data, continue to professionalize our intergovernmental affairs efforts, and streamline our suite of disaster planning services.
- **Outreach & Notable Partnerships:** A main skillset and responsibility of VDEM is building relationships and leveraging partnerships before, during, and after a disaster. This year, the VDEM Communication team substantially increased media and branding efforts, and creatively leveraged social media best practices to drive engagement and impressions; for example, in June alone, we posted 103 times which created more than 520,000 impressions (all at no cost).

Innovation & Projects: Virginia is the only state in the country awarded an enhanced regional catastrophic preparedness grant to plan for a scenario based on a nation state cyber attack (called the Blue Book Project), which brings together hundreds of public and private sector partners across Virginia and the mid-Atlantic.

This year's annual report is more than a reflection of our achievements; it is a celebration of our collective dedication to protecting the Commonwealth. Though we are a small agency, our commitment to supporting local, state, tribal, and federal partners is unwavering. We strive not only to address immediate incidents but to continuously develop our capabilities, expanding our reach and effectiveness in emergency management.

As we look to the future, we do so with pride and determination, ready to meet any challenge that comes our way. Together, we are building a resilient and ready Virginia, and it is with this spirit that we will continue to serve and safeguard our community.

Respectfully submitted,

Shawn Talmadge
State Coordinator of Emergency Management

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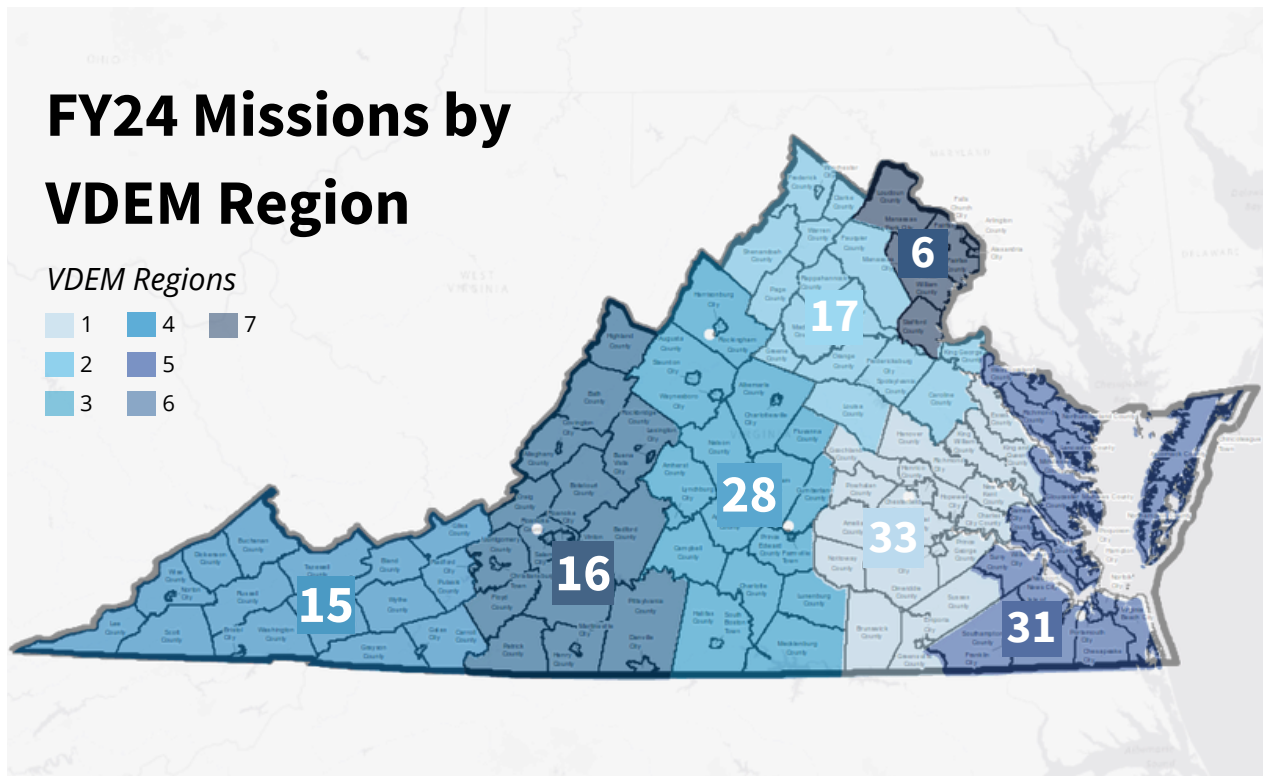
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SEARCH AND RESCUE

VDEM has coordinated with the Virginia Search and Rescue Council (VASARCO) to provide wilderness and lost person search and rescue (SAR) since 1985. The program by VASARCO includes 20 recognized volunteer search and rescue teams with 500 members across the Commonwealth. VDEM supports the program with three professional SAR officers. SAR personnel also assist law enforcement with the search for evidence and missing homicide victims.

In FY24, the program executed 147 missions at the request of localities, who asked for specialized SAR resources coordinated through VDEM. VDEM's ability to utilize volunteer resources is critical to the success of the SAR program and SAR missions across the Commonwealth. Virginia's SAR program is highly regarded throughout the nation and is considered best-in-class in the training and coordination of search and rescue efforts.

The SAR program provides training, administrative support, and operational coordination for search and rescue efforts statewide. The SAR program provides specialized expertise in search theory, search management, and specialized resources such as search canines and operations in wilderness and austere environments throughout the Commonwealth.

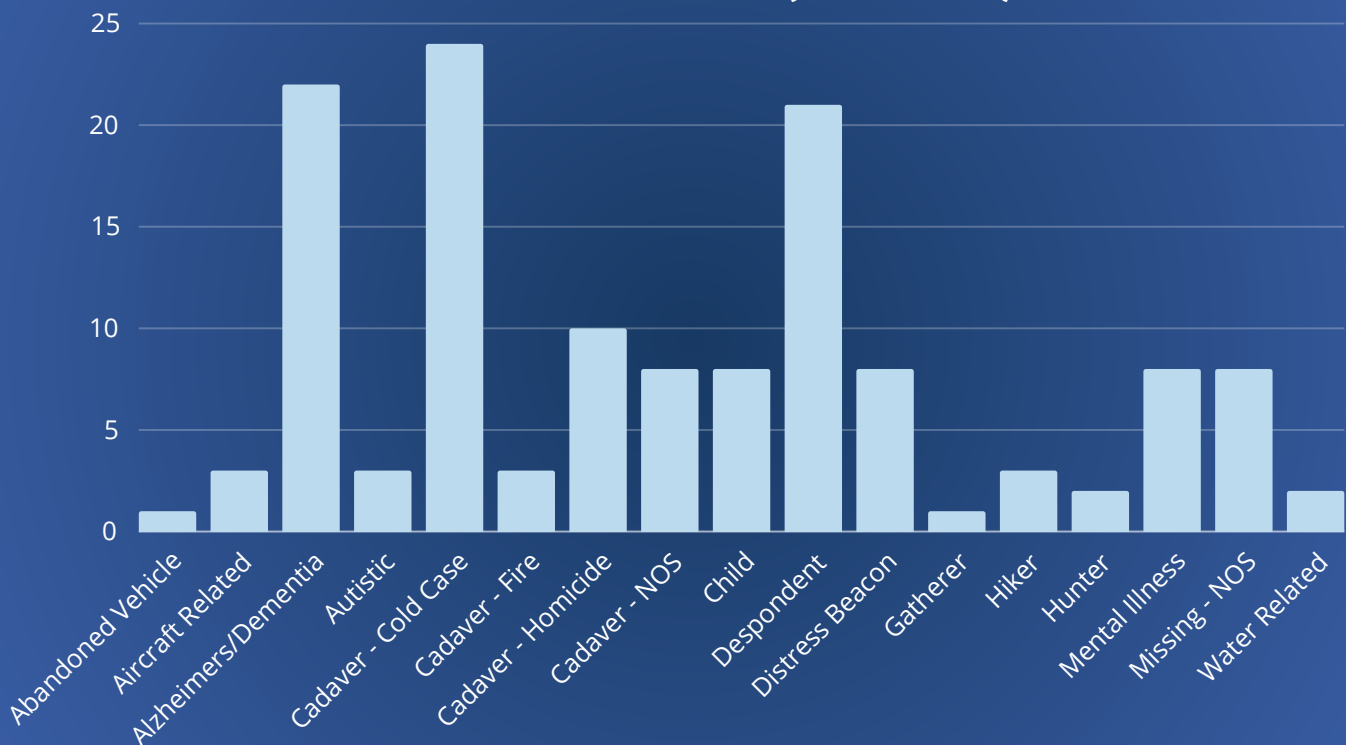


Training is provided to stakeholders by highly experienced SAR practitioners. Administrative support and training content are based on consensus standards aligned with best practices and national standards and are developed in coordination with the Virginia Search and Rescue Council before being adopted by VDEM. Operational coordination is provided through SAR coordinators and volunteer search mission coordinators on search incidents upon request of the locality.

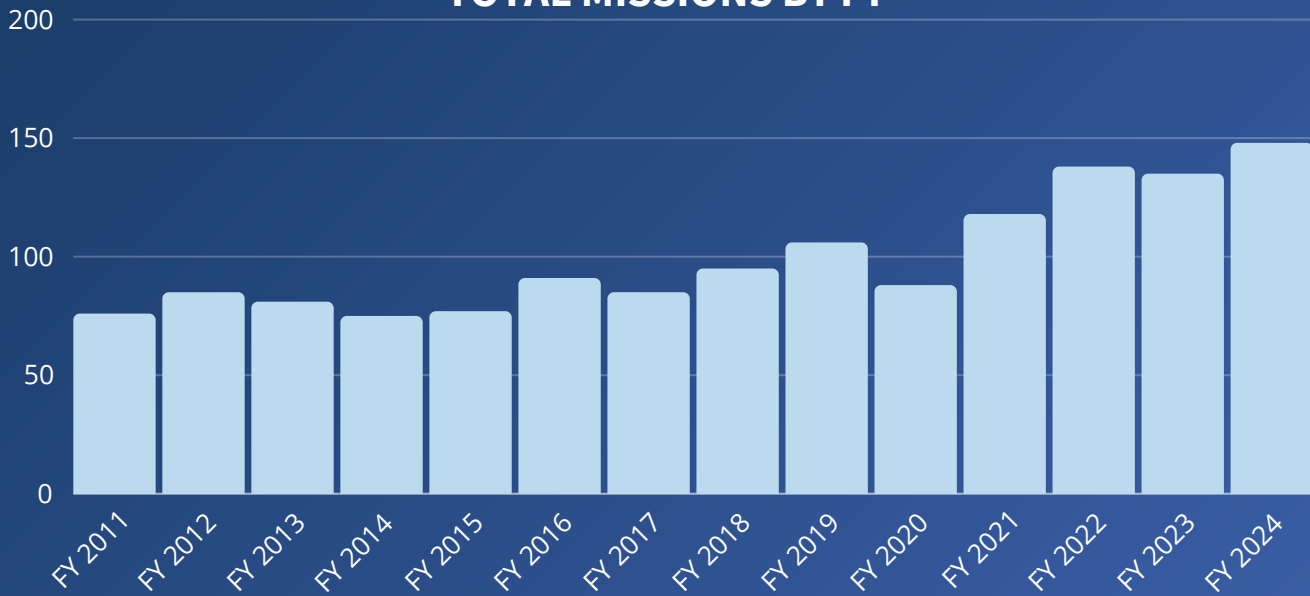
Search and rescue operations are divided into four mission specialties, according to the conditions and environment of where or how the incident has occurred:

- ◆ **Aeronautical missions** – include downed or missing/overdue civil aviation aircraft missions, and emergency calls for help broadcast through an emergency distress beacon (EDB). An EDB might originate from aircraft, marine craft, or a personal locator beacon.
- ◆ **Inland/wilderness missions** – comprise the bulk of the agency’s response in support of local jurisdictions to help locate a lost or missing person. On average, the agency will support 80 to 90 missions per year throughout the Commonwealth. Missing children and wandering Alzheimer’s/ Dementia subjects comprise the top two demographics of missing person missions.
- ◆ **Marine/waterborne missions** – include distressed/sinking vessels, boating incidents, flooding, and swiftwater rescue incidents, which often result in a drowning.
- ◆ **Urban search and rescue/technical rescue** – include major events with significant impact to multiple citizens, which may result in victims being stranded or trapped in collapsed structures or fallen debris. These events may include wide-area searches such as in the aftermath of a hurricane.

FY 24 MISSION TYPES (138 CASES)



TOTAL MISSIONS BY FY



SAR PROGRAM MANAGEMENT

VDEM’s SAR program consists of a Chief of Search and Rescue who serves as the program manager, as well as two regionally based search and rescue officers in the eastern and western parts of the Commonwealth. Additionally, VDEM employs 25 highly skilled adjunct instructors who assist in the delivery of training classes statewide.

The SAR Program is organized into 11 program areas:

- ◆ **Program Management** – VDEM ensures that the normal operations of the program, including response to missions, are timely and appropriate to the needs of the localities.
- ◆ **Training (supported by the VDEM Training, Education, and Exercise Department)** – VDEM provides specialized training to police, fire-rescue, EMS, emergency managers, volunteer search and rescue responders, and others who might have a duty to respond to a search and rescue emergency.
- ◆ **Virginia Emergency Support Team (Team (Emergency Support Function #9 Search and Rescue))** – VDEM coordinates with local, state, and federal agencies to form a response to both man-made and natural disasters.
- ◆ **Search and Rescue** – The search and rescue program provides a coordinated response to lost or missing persons throughout the Commonwealth of Virginia, utilizing approximately 500 trained volunteers.
- ◆ **Search Management** – VDEM and its member search and rescue groups provide mission management to search and rescue events as requested.
- ◆ **Search and Rescue Canine** – The search and rescue program provides canine teams for every mission, including live find and human remains detection missions.
- ◆ **Search and Rescue Equine** – The equine search and rescue teams provide a means to search large areas quickly and efficiently and can be used to evacuate a subject if they are able to sit in a saddle.

- ◆ **Search and Rescue Tracking** – Trackers, or human-trackers, are used throughout SAR missions to follow a path made by the subject, or to simply age a clue for its appropriateness to the mission.
- ◆ **Wilderness Rescue** – Several teams within the search and rescue program provide expertise on technical rescues involving the rescue of rock climbers or an evacuation over technical terrain.
- ◆ **Cave Search and Rescue** – The program’s cave rescue teams respond to those requests for assistance when subjects are lost underground or need to be extricated from a cave.
- ◆ **Vehicle Based Search** - Vehicle based searches are comprised of UTVs and ATVs to be used during the search for lost or missing persons, and the evacuation of those persons.

MISSION RESOLUTIONS



VASARCO, VOLUNTEER GROUPS, AND OTHER AGENCIES

The Virginia SAR program has an active relationship with Virginia Search and Rescue Council (VASARCO). The Virginia Search and Rescue Council is a non-governmental, non-profit organization that represents the collective voice of the Virginia SAR community. VASARCO fosters communication between its volunteer organizations and VDEM. VASARCO also helps develop and coordinate the SAR system in Virginia by interpreting guidance from VDEM and ensuring compliance within volunteer teams. Membership within VASARCO is mandatory for teams who seek and maintain a memorandum of understanding (MOU) with VDEM. Quarterly VASARCO meetings, regular committee meetings, and monthly VASARCO Board/VDEM SAR Program conference calls promote a cooperative environment and provide an avenue for teams to share information and work collaboratively to address and resolve issues that affect the teams. VASARCO membership is diverse and encompasses teams seeking a new MOU, SAR groups that have a long history of service to the Commonwealth, as well as authorities that have jurisdiction over SAR and other response partners.

Volunteer Search Groups (501c3 Non-profit Organizations) with MOUs with VDEM:

- Angel Search and Rescue
- Black Diamond Search and Rescue
- Blacksburg Volunteer Rescue Squad
- Blue & Gray Search Dogs
- Blue Ridge Mountain Rescue Group
- Christian Aid Ministries SAR
- Commonwealth Search and Rescue
- DOGS East
- Greater Atlantic Rescue DOGS
- K9 Alert Search and Rescue
- Mid Atlantic DOGS
- Piedmont Search and Rescue
- Rockingham Augusta / Amherst Search and Rescue
- Search and Rescue Tracking Institute
- Shenandoah Mountain Rescue Group
- Spotsylvania Sheriff's Office SAR
- Tidewater Search and Rescue
- TROT Search and Rescue
- Virginia Search and Rescue Dogs Association
- Virginia Wing - Civil Air Patrol

Other state agencies with SAR roles include:

- **Virginia State Police (VSP)** – Provides human tracking/trailing canines and supports SAR missions with trained ground searchers. If requested, VSP can send their Special Response Teams and Tactical Field Force to supplement the volunteer response.
- **Department of Conservation and Recreation (DCR) (State Parks)** – Supports SAR missions with trained ground searchers and can supplement the volunteer response if needed.
- **Department of Wildlife Resources (DWR)** – Supports SAR missions with trained ground searchers.
- **Marine Resource Commission (MRC)** – Supports SAR missions by assisting localities with maritime search and rescue along the major rivers and Chesapeake Bay.



STATE SAR STANDARDS

The Virginia SAR standards outline the process and procedures for achieving and maintaining necessary certifications. As outlined in Code of Virginia § 44-146.18 (G) (4)(7), trained SAR assets must have obtained a minimum level of training in order to respond for a certain function, whether it be ground searcher or a management asset. The standards also detail what is required for teams seeking a new MOU with VDEM.

A major reorganization and revision of the current standards continued in FY24 in order to ensure all standards are current and align with industry standards such as American Society for Testing and Materials (ASTM), the National Fire Protection Association (NFPA), and the standards of response partners within the Commonwealth, and national partners such as National Park Service and the National Association for Search and Rescue (NASAR).

The Commonwealth’s SAR standards are based on core capabilities addressing functions that each team is expected to perform. Certifications and courses are based on competencies, behaviors, and tasks for individual practitioners.

TRAINING PROGRAM

Training programs continued across the Commonwealth in FY24 due to sustained funding for the SAR Training Program. Due to its success, the SAR program often receives requests for Virginia’s training materials and practices from other states, localities, other organizations throughout the United States and some international locations. The SAR program employs capable instructors who are respected, highly skilled leaders and practitioners within the Virginia SAR community. The training program provides a tiered system of classes and certifications for first responders and SAR practitioners, as well as other courses and workshops that support certification. Best practices and lessons learned are implemented into training with recent and relevant training content for all levels. Below is a list of the classes taught to include the number of classes, students taught and student contact hours.

FY24 MISSION HOURS vs TRAINING HOURS



LOCAL FINANCIAL ASSISTANCE

SUMMARY

The following localities received financial assistance in FY24.

LOCALITY	DISASTER	PUBLIC ASSISTANCE PAYMENT	HAZARD MITIGATION PAYMENT	TOTAL
Accomack County	Hurricane Matthew 2016	\$0	\$110,399	\$110,399
Accomack-Northampton PDC	Hurricane Florence 2018	\$0	\$200	\$491
	Winter Storm Jan 2022	\$0	\$291	
Bedford County	Tropical Storm Ophelia 2023	\$21,561	\$0	\$21,561
Bristol, City of	Tropical Storm Ophelia 2023	\$11,458	\$0	\$11,458
Buchanan County	Hurley Flood 2021	\$59,050	\$0	\$268,606
	Whitewood Flood 2022	\$209,556	\$0	
Buchanan County Public Service Authority	Whitewood Flood 2022	\$13,796	\$0	\$13,796
Cumberland Plateau PDC	COVID-19 2020	\$0	\$1,336	\$1,336
Danville, City of	Hurricane Michael 2018	\$537,395	\$0	\$537,395
Drakes Branch, Town of	Hurricane Florence 2018	\$0	\$10,091	\$10,091
Emporia, City of	Winter Storm Jan 2016	\$0	\$10,525	\$10,525

LOCALITY	DISASTER	PUBLIC ASSISTANCE PAYMENT	HAZARD MITIGATION PAYMENT	TOTAL
Fluvanna County	Winter Storm 2022	\$14,298	\$0	\$14,298
Galax, City of	Hurricane Michael 2018	\$82,696	\$0	\$82,696
Gloucester County	Hurricane Matthew 2016	\$0	\$2,524	\$2,524
Halifax, Town of	Hurricane Michael 2018	\$15,190	\$0	\$15,190
Hampton, City of	Winter Storm 2016	\$0	\$105,822	\$105,822
Henry County	Hurricane Florence 2018	\$5,172	\$0	\$5,172
Kenbridge, Town of	Hurricane Michael 2018	\$3,643	\$0	\$3,643
King George County	Winter Storm Jan 2016	\$0	\$380,902	\$380,902
Lynchburg, City of	Tropical Storm Ophelia 2023	\$21,617	\$0	\$21,617
Martinsville, City of	Hurricane Michael 2018	\$0	\$10,447	\$10,447
Mecklenburg County	Hurricane Michael 2018	\$0	\$24,703	\$24,703
Mount Rogers PDC	COVID-19	\$0	\$5,929	\$5,929
Newport News, City of	Tropical Storm Ophelia 2023	\$4,529	\$0	\$4,529
Northern Shenandoah PDC	COVID-19	\$0	\$13,106	\$13,106
Rappahannock-Rapidan PDC	COVID-19	\$0	\$3,008	\$3,008
Richmond Regional PDC	Hurricane Michael 2018	\$0	\$12,807	\$12,807
Roanoke County	Tropical Storm Ophelia 2023	\$24,366	\$0	\$24,366

LOCALITY	DISASTER	PUBLIC ASSISTANCE PAYMENT	HAZARD MITIGATION PAYMENT	TOTAL
Roanoke Valley-Alleghany RC	Winter Storm Jan 2016	\$0	\$5	\$5
Roanoke, City of	Tropical Storm Ophelia 2023	\$16,933	\$0	\$16,933
Rockingham County	Hurricane Michael 2018	\$0	\$5,378	\$5,378
South Boston, Town of	Hurricane Florence 2018	\$0	\$91,423	\$91,423
Southside PDC	Winter Storm Feb. 2021	\$0	\$342	\$342
Sussex County	Winter Storm Feb. 2021	\$0	\$3,358	\$3,358
Thomas Jefferson PDC	Hurricane Michael 2018	\$0	\$1,532	\$1,532
TOTALS		\$1,041,259	\$794,128	\$1,835,387

*PDC - Planning District Commission

EMERGENCY SHELTERS

BACKGROUND

Emergency sheltering capabilities and readiness is a shared responsibility across state agencies and localities in the Commonwealth. By code, localities are required to provide emergency sheltering capabilities for their residents. State sheltering capabilities may become necessary if sheltering needs exceed the capacity at the local level.

The Virginia Department of Social Services (VDSS) is the lead agency responsible for planning, executing, and managing state level sheltering in the Commonwealth. Other state agencies supporting VDSS include state universities, the Virginia Department of Health, the Virginia Department of Agriculture and Consumer Services, the Virginia Department of Behavioral Health and Developmental Services, the Virginia State Police, the Virginia Information and Technology Agency, and VDEM. The Department of General Services (DGS) supports both VDEM and VDSS with statewide contracts for site-specific goods and services necessary to operate state shelters. The Virginia Department of Emergency Management (VDEM) is responsible for engaging with and supporting localities in their emergency shelter planning and preparedness efforts.

STATEWIDE SHELTERING WORKING GROUP

VDEM and VDSS continue to partner on two efforts around sheltering.

The first effort is a continuance of developing a Statewide Sheltering Framework. The purpose of the framework is to create a shared vision and a pathway to improve shelter capacity and capability at all levels in the Commonwealth. The framework provides a baseline and contains suggested goals for long-term improvements in sheltering across Virginia. The framework was developed by the Statewide Sheltering Workgroup, which was stood up in April 2023 and is a collaborative effort between VDEM, VDSS, non-governmental organizations, FEMA, local government, and tribal partners. Over the last year, the workgroup held multiple large and small group meetings to develop the draft framework. The priority of this collaboration is to gather consensus on how state agencies can best support local shelter capabilities during catastrophic events. The final document will provide strategies and goals for the workgroup to work on collaboratively over the next 2-3 years.

The second effort that is occurring in coordination with the Statewide Sheltering Framework is a Practical Sheltering Workgroup which consists of VDEM's Operational Coordination, Hurricane Program, Logistics Support and Coordination, and VDEM Regions 1 & 5 staff alongside VDSS and the American Red Cross. The purpose of this group is to establish plans and processes to stand up Mega Sheltering Sites and/or Inland Host Shelters in the near-term for a catastrophic hurricane while the sheltering framework is being implemented.

STATUS OF LOCAL SHELTER CAPABILITIES

All localities are required to provide an annually-updated emergency management assessment and data related to emergency sheltering capabilities to VDEM. Localities are required to update their shelter information, to include location, capacity, capability, and presence of backup power to VDEM.

LOCAL SHELTERING BY-THE-NUMBERS

The annual Local Capabilities Assessment of Readiness assessment captures the below data on local sheltering capabilities.



90%

120 of 134 participating localities report having a sheltering plan

- **107** include access and functional needs provisions
- **91** include pet provisions
- **61** include non-congregate options
- **76** include public health or similar provisions



134 of 134

72 report having access to “Shelter teams” as a response asset



54 localities requested assistance with Sheltering

84 of 134 localities reported confidence in Sheltering

DSS STATEWIDE SHELTERING REPORT

COMMONWEALTH OF VIRGINIA EMERGENCY SHELTER CAPABILITIES AND READINESS

This report is submitted by the Virginia Department of Social Services in compliance with Item 349.A. of the 2024 Appropriation Act. The report describes the status of the State Managed Shelter program and summarizes other work supported by VDSS to improve shelter capabilities and increase overall readiness throughout the Commonwealth. VDEM is providing a summary of the VDSS report to provide a comprehensive overview of shelter capabilities in the Commonwealth. The below report was not authored by VDEM.

The State Managed Shelter (SMS) Program has the capacity to shelter 5833 people and 1949 pets across 26 facilities at 13 pre-identified sites at various Institutes of Higher Education (IHE). During the annual Virtual Activation and Rostering Exercise (VAREX), partner state agencies and VDSS demonstrated adequate staffing for three sites (Virginia Tech, Longwood University, and Virginia State University) providing shelter for 1405 evacuees and 833 pets. The 2020 SMS plan was separated into a base plan with various annexes. This year, these separate parts were combined into one complete plan. Each IHE has their own site-specific addendum that was updated this year as well. VDSS continues to expand and train the Emergency Workforce (EW), supplementing staffing capabilities with the Adjunct Emergency Workforce (AEW).

VDSS has also made efforts to increase overall readiness throughout the Commonwealth by gathering a workgroup to begin identifying alternative “just-in-time” shelter sites, supporting the creation of a Commonwealth-wide Shelter Strategy, and advocating for the development of an interoperable shelter registration system.

VDSS REPORT SUMMARY

Various steps have been taken to improve sheltering capabilities and readiness in the Commonwealth of Virginia. Actions taken have been either to enhance local sheltering capabilities or to maintain and increase the capabilities of the SMS plan.

VDSS does not recommend any new course of action and believes that progress needs to continue with the recommendations identified last year. Those recommendations are summarized here:

·Socialize the Commonwealth Shelter Strategy to all localities and create implementation plans for identified solutions.

- Create and maintain a list of potential “just-in-time” SMS sites.
- Refine the volunteer management software system or database to manage the EW and the AEW.
- Identify, fund, and assign responsibility for implementing a universal state and local electronic shelter registration software program.

These recommendations should address the gaps identified in this report and should improve the state of sheltering in the Commonwealth of Virginia. It is important to note that these recommendations are not exhaustive, and actions taken to improve sheltering should not be limited to just these focused suggestions. These recommendations are not time-limited and may take more than one year to complete.

The full report is posted on the LIS Reports to the General Assembly website.

ASSETS FROM LAW ENFORCEMENT

SUMMARY

In FY24, the Virginia Department of Emergency Management (VDEM) did not receive any assets as a result of a law-enforcement seizure or subsequent forfeiture by either a state or federal court.

FEDERAL GRANT FORFEITURE BY AGENCIES

SUMMARY

In FY24, the Virginia Department of Emergency Management (VDEM) did not collect any grant funding that was forfeited by a state agency due to not fulfilling the specifications of a grant.

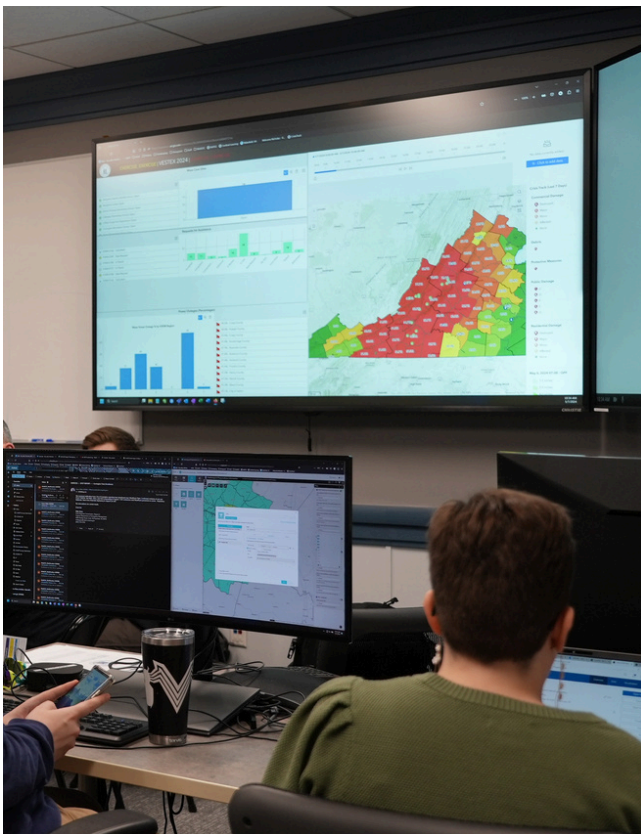
ANNUAL STATEWIDE EXERCISE

INTRODUCTION

The Virginia Department of Emergency Management (VDEM)'s Training, Education, and Exercise Division (TEED) in coordination with the Virginia Emergency Support Team (VEST) Training and Exercise Coordinator planned and executed Virginia's annual statewide exercise (VESTEX 24). This exercise challenged state agencies, non-governmental organizations, and private industry to protect against, respond to, recover from, and implement continuity plans related to severe flooding and power outages. The exercise reflected strong working relationships at all levels while validating VEST procedures and operations.

EXERCISE SCENARIO

The purpose of VESTEX 24 was to test the VEST's ability to coordinate and manage the post-landfall impacts of a Category 2 hurricane impacting portions of Virginia in accordance with the Commonwealth of Virginia Emergency Operations Plan (COVEOP), the VEST Hurricane Playbook, and local Emergency Operations Plans. The exercise scenario included loss of life and damage to many critical infrastructure key resources such as communication and transportation. In addition, the scenario forecast included heavy rain in many localities causing flooding and washed-out roadways and record-breaking temperatures that tested local evacuation plans and capabilities.



VIRGINIA EMERGENCY SUPPORT TEAM EXERCISE 2024 (VESTEX 24)

On May 6-7, 2024, VDEM, the VEST, and regional and local partners participated in the VESTEX 24. The two-day Functional Exercise **included 375 participants representing 29 localities, four Regional Coordination Centers (RCCs) and every Emergency Support Functions (ESFs)**. Throughout the exercise, participants received and processed approximately 182 exercise injects simulating a statewide, multi-agency response to the flooding effects of a post landfall, Category 2 hurricane.

VESTEX 24 was an interactive exercise designed to challenge the entire emergency management system in a realistic and stressful environment. The exercise included on-scene actions and decisions, EOC operations, and resource and personnel allocation decision making. All decisions and actions by players occurred in real-time and generated responses and consequences from other players.

Functional exercises are complex events requiring detailed planning. To ensure an effective exercise, subject matter experts (SMEs) and representatives from numerous local, state, and federal agencies took part in the planning process and in the exercise conduct and evaluation.

The following exercise-specific objectives were successfully completed and evaluated in accordance with NIMS and existing plans, policies and procedures:

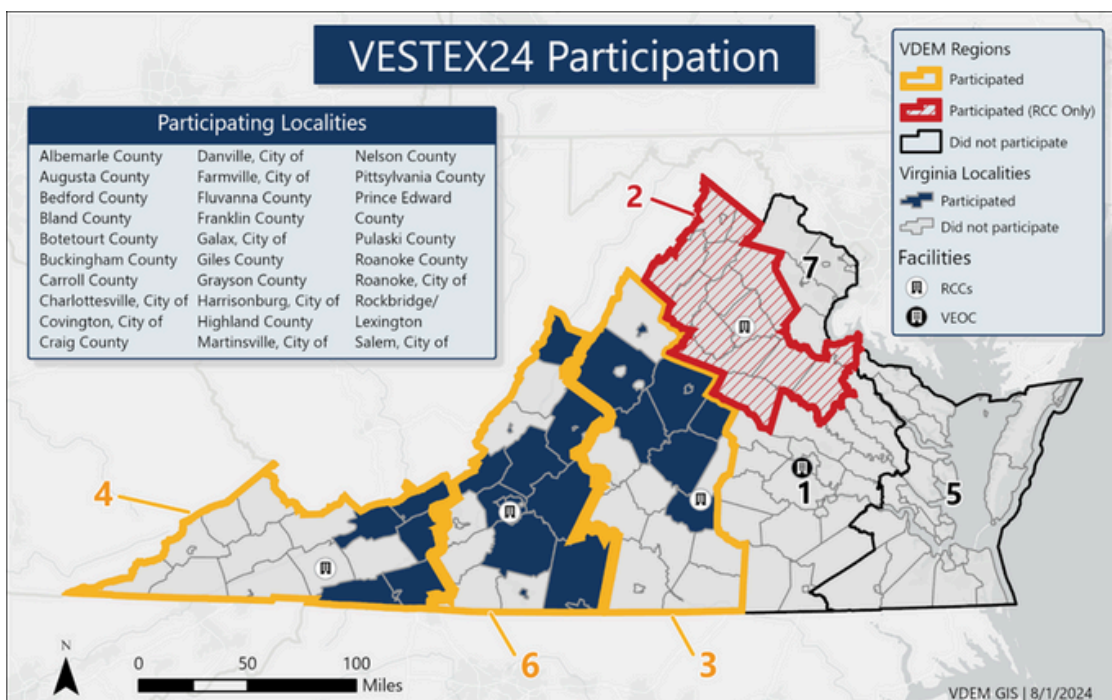
- ◆ The ability of the VEST and RCCs to analyze incident information and develop and disseminate incident-specific information through appropriate channels in response to a post landfall impacts from a catastrophic Category 2 hurricane impacting parts of the Commonwealth.
- ◆ The ability of the VEOC and support staff to leverage communications interoperability, equipment, and systems in response to a severe weather event impacting the western portion of the Commonwealth.
- ◆ The ability of the VEST and RCCs to establish a unified and coordinated operational structure in response to a protracted flooding event that impacts the western portion of the Commonwealth.
- ◆ The ability of the VEST and RCCs to disseminate actionable information and generate it into intelligence and distribute it to all stakeholders at the local, regional, state, and federal levels in response to a protracted flooding event that impacts the western portion of the Commonwealth.
- ◆ The ability of the Joint Information System to deliver coordinated, prompt, reliable, and actionable information to stabilize the incident and identify any gaps in response to a protracted flooding event that impacts the western portion of the Commonwealth.



STRENGTHS

The major strengths identified during this exercise included:

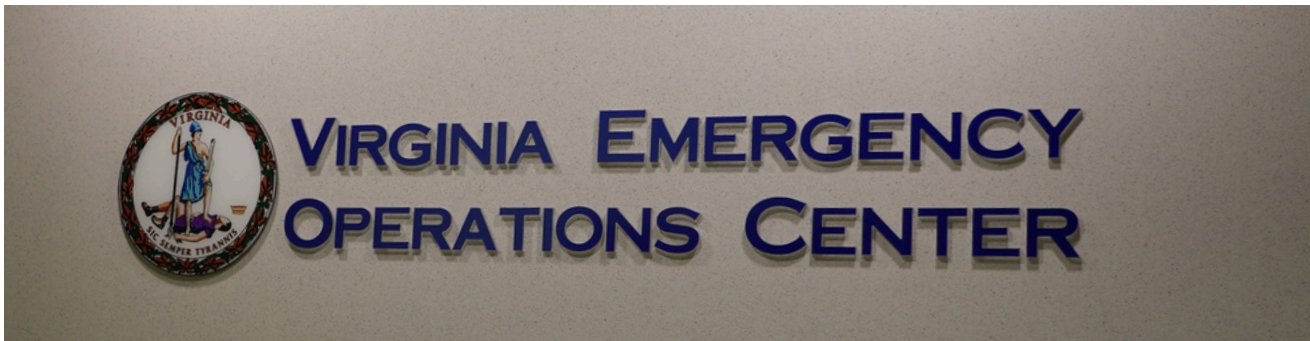
- ◆ Pre-exercise VEST training events and the two-day duration of the exercise enhanced exercise play were noted as best practices for future exercises.
 - Allowed for a realistic timeframe to evaluate plans, policy and procedures.
- ◆ The exercise prompted effective discussion about VEST posture, where the VEST was in the Hurricane Playbook, preparations the VEST and ESFs should make in advance of the storm, as well as an effective discussion on the proposed priorities and objectives.
- ◆ The exercise created a successful learning environment for new personnel in the VEST regions and localities to meet partners and practice systems, roles, and responsibilities.
- ◆ Collaborative discussion resulted in the standing up of an energy restoration task force and state feeding task force.
- ◆ The exercise demonstrated the successful integration of FEMA IMAT into VEST processes both in the VEOC and imbedded in the regions.
- ◆ The exercise provided a valuable learning opportunity for regional personnel and localities to practice using Web Emergency Operations Center (WebEOC), and RCC integration, as well as to test local plans and procedures.
- ◆ The Simulation Cell was collocated, staffed with subject matter experts in the VEOC allowing for quick changes where appropriate during the exercise. This was noted to increase the face-to-face conversations for coordination with the exercise controllers and exercise leadership.
- ◆ Of note: Locality participation has consistently doubled with each VESTEX since 2022.



AREAS FOR IMPROVEMENT

Several opportunities for improvement were identified, including the following:

- ◆ VESTEX 24 demonstrated the need for a more focused and concentrated Evaluator Training earlier in the exercise cycle and use of aligned Exercise Evaluation Guides (EEGs) to the plans, Standard Operating Guidelines (SOG) and planning process.
 - A suggestion made to have VEST Leadership review EEGs prior to the training for ground truth.
 - Regional Evaluators should also use EEGs to fully capture plans policy and procedures instead of Collection Analysis Plans (CAP) as these are more.
- ◆ VDEM Regional Support became bottlenecked which slowed the process to effectively receive and assign Requests for Assistance (RFAs) from RCCs. Evaluators noted that the current process to handle RFAs from RCCs is not sustainable, particularly in a real-world event where the number of RFAs from localities across all VDEM regions would be exponentially greater.
- ◆ In some regions, evaluators noted a lack of equipment to efficiently run an RCC. Additionally, some RCCs noted limited space for staff, breakout rooms, canteen, etc. Regional evaluators also documented an overall lack of information technology (IT) capability in some RCCs and noted that the IT resources that were available were not working properly. It was also noted that some RCCs are not on generator power. Evaluators suggested that Regional Support establish a working group to standardize RCC equipment and develop budget requests to match.
- ◆ Overall key takeaway points were captured by the need for more staff training within the VEOC, as well as the operational tempo being such that Deputy positions for Command and General Section Chiefs should be considered.
- ◆ In addition, another area of possible improvement would be to have a designee who can approve the Incident Support Plan (ISP) in addition to the State Coordinator. This would maintain continuity of operations if and when the need arose.

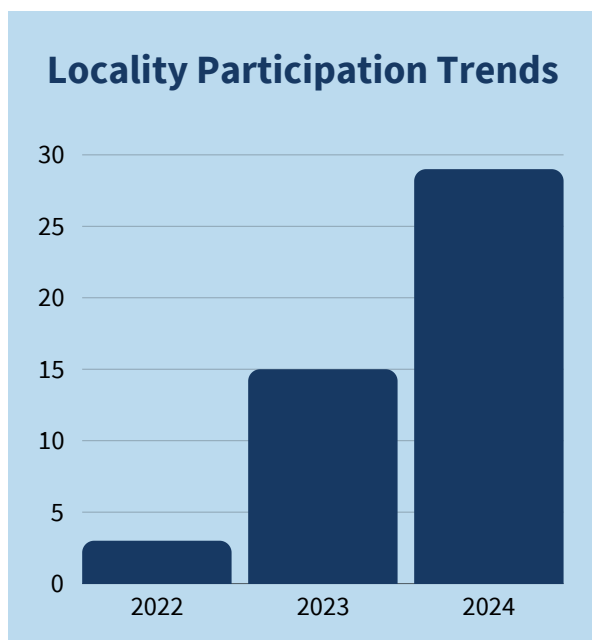


EXERCISE OUTCOME

VESTEX 24 successfully captured strengths and areas for improvement to improve plans, policies, and procedures and develop future training and exercise efforts. The multi-day exercise format and pre-VESTEX 24 training sessions were identified as best practices for future VESTEX exercises. Participant feedback indicated that the exercise successfully engaged ESFs, RCCs, localities, and other participants and created an effective opportunity to practice plans and procedures and establish new relationships.

2024 Virginia Emergency Support Team Functional Exercise Participants

Participating Organizations	
Federal	State
Federal Emergency Management Agency (FEMA)	Virginia Emergency Support Team (VEST)
National Weather Service (NWS)	Virginia Department of Emergency Management (VDEM)
	Virginia Department of Transportation (VDOT)
Non-Governmental Organizations/ Private Sector	Virginia Department of Social Services (DSS)
Olson Group, Ltd (OGL)	Virginia DEpartment of General Services (DGS)
American Red Cross (ARC)	Virginia Department of Health (VDH)
Verizon	Virginia Department of Rail and Public Transportation (VRDT)
Baptist General Association of Virginia	Virginia Department of Environmental Quality (DEQ)
Salvation Army	Virginia Department of Motor Vehicle (DMV)
James Madison Univrsvity	Virginia State Police (VSP)
Liberty University	State Corporation Commission (SCC)
	Region 2 Regional Coordination Center (RCC)
	Region 3 Regional Coordination Center (RCC)
	Region 4 Regional Coordination Center (RCC)
	Region 6 Regional Coordination Center (RCC)



TRAINING & EXERCISES

SUMMARY

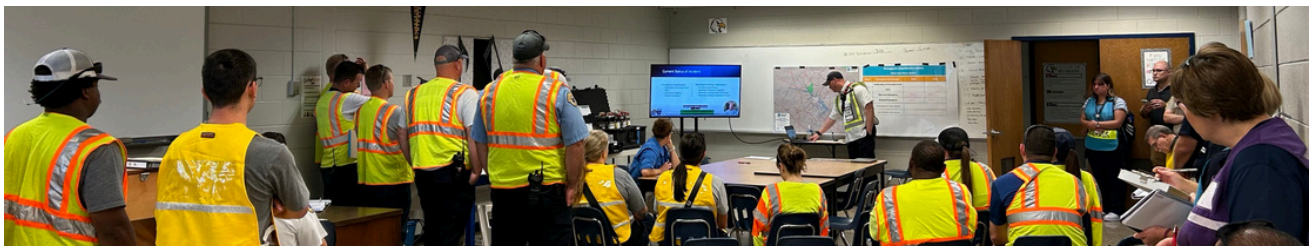
For FY24, VDEM's Training, Exercise, and Education Division (TEED) developed a strategic planning approach to training, creating a comprehensive multi-year training calendar that plots out training in all seven VDEM regions and headquarters over a three-year period. This plan incorporates core and elective courses in the Advanced Professional Series (APS), the Emergency Management Preparedness Program (EMPP) Basic Academy, the National Incident Management System, Incident Command System, and other training as requested by regions and partners.

EXPANSION THROUGH PARTNERSHIP

Working with VDEM's Incident Management Program and Regional Incident Management teams, TEED coordinated and facilitated the delivery of more offerings of Incident Management Team Courses and several All-Hazard Position Specific (AHPS) courses. The partnership with Virginia Department of Fire Programs (VDFP) led to Virginia hosting a Train the Trainer course for the Incident Management Team course as well as further trained up the cadre of AHPS instructors that were brought on board in 2023.

During FY 2024, TEED delivered three full academies as well as multiple individual courses across the Commonwealth. Emergency management professionals seeking the state-sponsored Advanced Professional Series (APS) certificate were offered a variety of training opportunities to increase emergency management knowledge and challenge them to continue their education. TEED collaborated with FEMA Region 3 mitigation staff to bring back a much-needed Advanced Professional Series (APS) core requirement for many across the Commonwealth who needed it to apply for their certificate. Six offerings of the Mitigation Planning training course were delivered to train 80 people. By offering this class, we saw an increase in APS application from ten in FY23, to 27 in FY24!

TEED also worked with FEMA to bring federal recovery and preparedness trainings to the Commonwealth. Additional training sessions were offered for hurricane readiness, debris management, grants management and advanced public information to better prepare emergency managers on response and recovery topics. TEED partnered with the seven members of the National Domestic Preparedness Consortium (NDPC), and the five partners in the Rural Domestic Preparedness Consortium (RDPC) to facilitate the scheduling and delivery of DHS/FEMA sponsored training to enhance the preparedness of federal, state, local, territorial and tribal emergency responders in the Commonwealth. Courses such as cybersecurity awareness and assessment, sport and social event risk management, evacuation, incident management, preparedness for complex coordinated terrorist attacks, and protection and security of critical infrastructure were courses most requested and delivered here in Virginia.



A comprehensive summary of all FY24 offerings can be found at the end of the section.

NEW TRAINING INITIATIVES

VDEM held a pilot Foundations of Emergency Management class in two locations simultaneously. This five-day class was held in Hampton and North Chesterfield, and twenty students attended. Nine instructors with subject matter expertise were able to present to both classrooms simultaneously via video conferencing, and VDEM staff were at each location to promote collaboration and student engagement. This class style was explored as a future option that will allow smaller groups in different locations to work together and cut down on travel needs for students and instructors. Based on the successful completion and positive feedback we received, TEED plans to adopt this format for other classes in the future.

VDEM (TEED and IMP) and VDFP have been working together to grow not only instructor cadre for Incident Management Team and All Hazard Position Specific Training course but have been partnering to put on more training at Virginia Fire and Rescue Conference and with Regional Incident Management teams and for Commonwealth of Virginia Incident Management Assistance Team (COVAIMAT). Additionally, TEED is putting together an Incident Command System Refresher course to assist with changes in federal doctrine and corresponding curriculum.

The team is also partnering with Virginia Department of Social Services on several initiatives to bring Mass Care Services course back into Virginia, train up instructors for the course and bring animal sheltering classes. Additionally, VDEM and DSS are in process of developing a diversity, equity and inclusion training for sheltering staff.



RESPONSE PROGRAMS - TRAINING AND EXERCISES

VDEM's Response Programs Division integrated robust training courses within the Special Operations Branch. These programs offered and delivered a vast training curriculum along with tabletop and functional exercises covering:

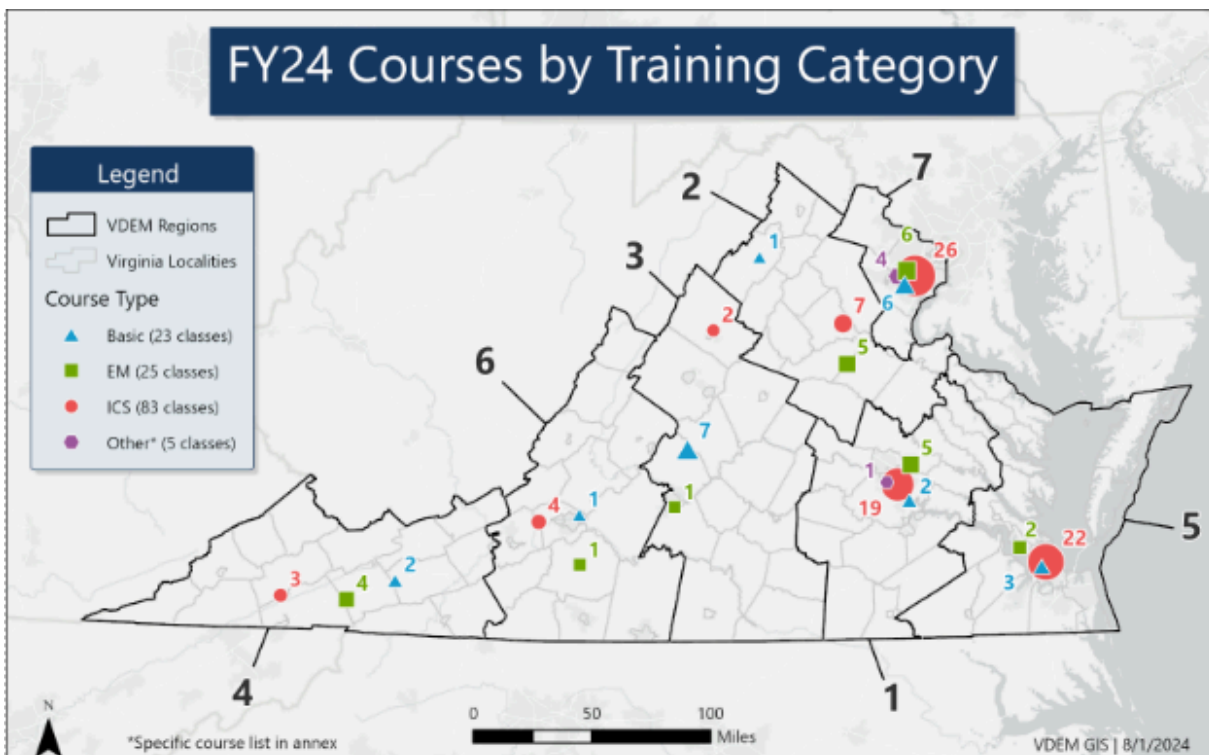
- Hazardous materials,
- Chemical Biological Radiological and Nuclear (CBRN),
- Search and Rescue, and
- Communications.

This integration allowed the technical response programs to better support their local, regional, and state partners. Using adjunct instructors and agency staff, VDEM Response Programs delivered **109 courses** to **1,860 students totaling 53,212 hours** of course work on highly technical, hands-on practical training sessions.

TRAINING OVERVIEW

Requests for VDEM-provided emergency management training, education, and exercises has continued to exponentially increase in 2024. Using adjunct instructors and agency staff, TEED delivered and supported delivery of **228 courses to 6,761 students totaling 85,019 hours** of course work on highly technical, hands-on practical training sessions. These numbers include bimonthly Virginia Emergency Support Team (VEST) training supported by TEED.

TRAINING CATEGORY	OFFERINGS	STUDENTS	TOTAL CONTRACT HOURS
Basic Academy	23	412	9,784
Emergency Management	25	362	5,047
Incident Command System	86	1,403	24,377
Virginia Emergency Support Team	22	2,771	12,632
Incident Management Team / All-Hazard Position Specific	22	329	10,108
Search and Rescue	36	516	10,152
Hazardous Materials	61	1,234	42,864
Radiological Emergency Preparedness	112	110	195
Other	57	1,454	22,079
TOTAL	336	8,591	137,239



A comprehensive summary of all FY24 offerings can be found at the end of the section.

EXERCISES OVERVIEW

TEED’s Exercise Branch coordinated or conducted **41 disaster-related exercises and workshops with more than 3,068 participants, evaluators, controllers, and observers this fiscal year**. The Exercise Branch conducted the exercises in accordance with the FEMA Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP provides a set of guiding principles for exercise and evaluation programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.

Several major exercises were conducted at the local, regional and state levels in FY24 including:

- The annual FEMA-evaluated Virginia Operations Plan Exercise (VOPEX) conducted in July 2023 for Surry Power Station,
- A series of 3 cyber centric exercises were done at state level over FY 24,
- Family Assistance Center Workshop in August 2023,
- Winter Weather Exercise November 2023,
- VESTEX 24 in May 2024, and
- Virginia Operations Plan Exercise (VOPEX) Dress Rehearsal for North Anna Power Station June 2024

Also, this was the start of the new eight-year exercise cycle for North Anna and Surry Power Stations along with validating the State Radiological Plan which had been updated due to new regulations by FEMA and Nuclear Regulatory Commission, NUREG-0654/FEMA-REP-1, Revision 2).

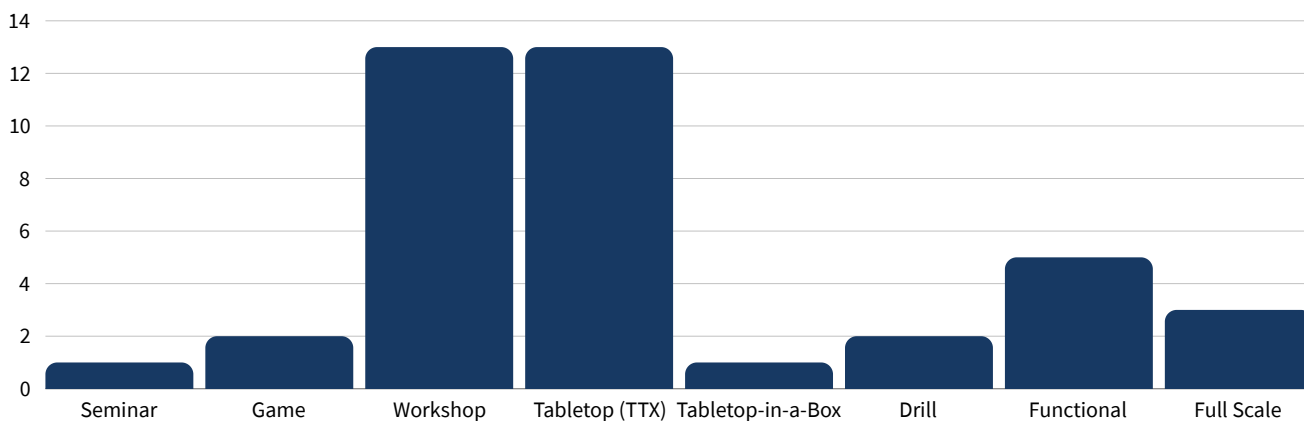
Exercises By-the-Numbers

Summary of exercises offered from July 1, 2023, to June 30, 2024.

41 EXERCISES EVENTS		TOTAL NUMBER					
PARTICIPATION IN EXERCISES IN FY24							
State	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
14	9	6	5	3	6	3	2*

* Region 7 does many additional exercises with locals and federal partners that do not involve or need support from TEED.

EXERCISES COMPLETED BY TYPE



*TTX in a box program started in January 2024, 15 are currently going through the planning process.

INNOVATING EXERCISE: TABLETOP-IN-A-BOX

The Exercise branch at VDEM has seen a significant increase in requests for exercise support over the past several years. While there was an increase in requests for assistance, the program faced a significant staffing shortage reducing our capacity to fulfill these requests. Additionally, our stakeholders informed us of their challenges locally whether they did not have the bandwidth to design and develop an exercise or the price from a private contractor exceeded their local budgets.

Based on the challenges that faced both the exercise branch and our local stakeholders, TEED developed the Tabletop-in-a-Box program. The purpose of the VDEM Tabletop in a Box initiative is to provide local and regional personnel in the Commonwealth with “plug and play” Tabletop Exercises (TTXs) that can be developed and customized by multiple entities. The materials developed for this project are consistent with the Homeland Security Exercise and Evaluation Program (HSEEP) Doctrine and are based upon the 2020 HSEEP document templates (Section 508-compliant). Tabletop scenarios and hazards include Active threat (school), Cyber-attack, Dark Sky Event, Family Assistance Center (FAC), Flooding, Hazmat, Hurricane, Sheltering, Tornado and Winter Weather.

Since the official launch in January 2024, TEED has distributed 20 Tabletops-in-a-Box throughout all of VDEM's 7 regions; 5 have been completed and 15 are in planning process. While TEED is available to support localities in planning for their Tabletop in a Box exercises, this new service empowers localities to plan and coordinate the exercises themselves and customize the TTX to meet their specific needs and desired focus areas. The Tabletops were developed methodically by TEED with contract support and are continually being improved through user feedback and recommendations. **Virginia is currently the only state offering this type of program and TEED has received consistently positive feedback from partners and localities.**

The Tabletop-in-a-Box program has also led to significant time and cost savings. On average, from planning to execution, traditional tabletop exercise requires **4-6 months of planning and costs approximately \$10,000** using a contractor on the HSEEP Optional Use Contract managed by VDEM's Procurement. The 10 Tabletop-in-a-Box exercises **cost VDEM approximately \$125,000 in total, and on average require 3-6 months to plan for and execute.** This expense was a one-time cost that resulted in the development of 10 different, reuseable, customizable exercises. **Since January 2024, the Tabletop-in-a-Box program has resulted in an approximate cost savings of \$75,000.** Our investment in 10 ready-to-go Tabletop Exercises has already seen a significant return on investment which will only increase as more Tabletop-in-a-Box exercises are requested and utilized by localities. TEED is excited to continue enhancing this innovative program empowering localities and partners to build resilient communities, and a ready Commonwealth.



CHALLENGES AND BARRIERS TO TRAINING AND EXERCISES

Emergency Management, NIMS ICS and All Hazards Position Specific Training

Emergency managers are requesting more training because of the impacts and benefits seen at the state, federal, and local levels from recent and ongoing global events. Emergency managers and responders also require training for new staff, constant turnover in the last couple of years and as well combined with doctrine updates, curriculum updates and changed requirements in response to the current dynamic world and increasing complex threats have increased training requests. In situations where curriculum is outdated or needs to be revised, VDEM is in close contact with FEMA's Emergency Management Institute to ensure the proper curriculum is taught and our instructors' qualifications comply with EMI's standards.

Reduced Federal Grant Support

Recent cuts to federal budget continue to impact the amount of FEMA grant support for state and local governments resulting in cuts to training and exercise programs in the Commonwealth over the last several years. VDEM's ability to meet training and exercise demand has been significantly hampered, due to no sustainable increases in recent FEMA funding. Additional funding and staffing are needed to continue to provide quality emergency management training and exercises programs for the Commonwealth.

Lack of Instructors and Students to Fill Available Classes in Rural Areas

There is an historical challenge of finding enough instructors and students to fill classes, especially in the rural regions. Small localities have a difficult time breaking away for a two-day course due to limited staffing. Training often requires back-fill and overtime costs within respective departments. VDEM is currently working with regional teams to develop a regional cadre of instructors to support this need, in addition to leveraging technology and virtual classes to improve accessibility. TEED also has the flexibility, in specific instances, to provide training on the weekends due to the busy work week schedules of our local emergency response professionals and volunteers. VDEM is incorporating an EMI-approved hybrid Incident Command System (ICS) class where the students complete pertinent coursework on their own, then convene for a final training day where they conduct a student exercise to complete the course.

TRAINING AND EXERCISES OFFERED

The follow pages provide a comprehensive summary of all FY24 offerings. Acronyms used throughout the charts are defined here.

AHIMT - All-Hazard Incident Management Team

AHPS - All-Hazards Public Safety

COOP - Continuity of Operations Planning

COML - Communications Unit Leader

EOC - Emergency Operations Center

EP - Emergency Preparedness

EX - Exercise

FAC - Family Assistance Center

FE - Functional Exercise

FEMA Reg 3 - FEMA Region 3

FIT - FEMA Intergration Team

FSE - Full Scale Exercise

HSEEP - FEMA Homeland Security Exercise and Evaluation Program

HURREVAC - Hurricane Evacuation

ICS - Incident Command Systems

IMAT - Incident Management Assistance Team

IMT - Incident Management Team

IPPW - Intergrated Preparedness Planning Workshop

MCI - Mass Casualty Incident

MS-I - Medical Services Drill

NAPS - North Anna Power Station

NWS - National Weather Service

ORD/FD - Office of Risk Reduction / Fire Department

PAR/PAD - Protective Action Recommendation / Protective Action Decision

PIO - Public Information Officer

R1, R2, R3, R4, R5, R6, R7 - VDEM regions and regional teams (map below)

REP - Radiological Emergency Preparedness

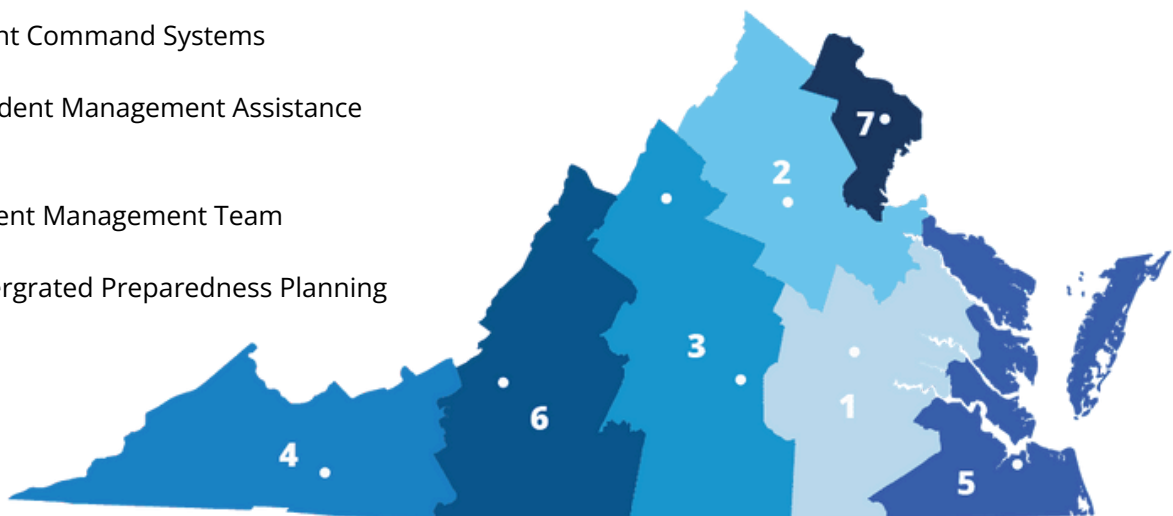
TTT - Train the Trainer

TTX - Tabletop Exercise

VANG - Virginia National Guard

VEMS - Virginia Emergency Management Symposium

VLO - Virginia Liaison Officer



TRAINING CONDUCTED IN FY24

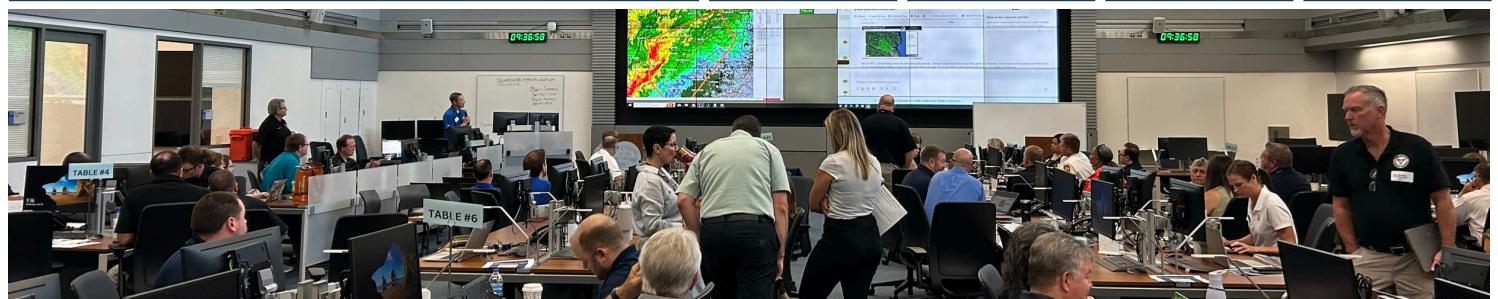
Offerings indicates the number of instances and course hours is for one offering. The number of students is cumulative for all offerings and contact hours denotes total time spent for all students.

Training Category- Basic Academy Courses (National Emergency Management Academy)

COURSE NUMBER	COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS	CONTACT HOURS
L0101	Foundations of Emergency Management	3	40	81	3,240
L0102	Science of Disaster	4	24	8	192
L0103	Planning Emergency Operations	3	16	57	912
L0105	Public Information Basics	7	24	148	3,552
L0146	Homeland Security Exercise and Evaluation Program (HSEEP)	6	16	118	1,888
TOTAL		23		412	9,784

Training Category- Emergency Management (EM) Courses

COURSE NUMBER	COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS	CONTACT HOURS
G202	Debris Management	2	24	36	864
G205	Recovery from Disaster: The Local Government	5	16	64	1,024
G288	Volunteer and Donations Management Workshop	4	10	57	570
G318	Local Mitigation Planning Workshop	5	12	69	828
G489	Management of Spontaneous Volunteers	1	7	15	105
G556	FEMA Local Damage Assessment	2	8	24	192
G557	Rapid Needs Assessment	3	8	54	432
G2300	Intermediate Emergency Operations Center Functions	3	24	43	1,032
TOTAL		25		362	5,047



Training Category- Incident Command System (ICS) courses

COURSE NUMBER	COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS	CONTACT HOURS
G191	ICS/EOC Interface	11	8	163	1,304
ICS 300	Intermediate Incident Command Systems	42	21	755	15,855
ICS 402	ICS for Elected Officials	1	4	7	28
V450	ICS Train the Trainer	2	16	20	320
ICS 400	Advanced ICS	30	15	458	6,870
TOTAL		86		1,403	24,377

Training Category- Search and Rescue (SAR) courses

COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS	CONTACT HOURS
SAR First Responder (all modules (1,2 &3))	10	24	147	3,528
Search Team Member	2	40	58	2,320
Search Team Leader	2	40	15	600
Management Team Operations	2	40	17	680
Tracking Team Operations	2	40	13	520
K9	2		24	
Land Navigation	2		24	
Scene Preservation	1		8	
Lost Person Behavior	2	16	33	528
Semi-tech	1		6	
GPS	1		16	
SAR Mapping	3	4	42	168
Is It Human	6	16	113	1,808
TOTAL	36		516	10,152



FEMA and Federal Consortium Partner Courses

COURSE NUMBER	COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS TRAINED	CONTACT HOURS
G2302	EOC Leaders Skillset Course	1	24	13	312
G2304	EOC Planning Skillset Course	1	24	21	504
G2306	EOC Resources Support Skillset Course	1	24	7	168
G2308	EOC Operations and Situational Awareness Skillsets	1	24	22	528
L0388	Advanced PIO	1	40	28	1,120
V022	HURREVAC Training Course	1	7	17	119
L0310	Hurricane Readiness for Inland Communities	2	7	89	623
AWR-167	Sport and Special Event Risk Management	3	16	60	960
AWR-313	Home-made Explosives: Awareness, Recognition, Response	2	8	50	400
AWR-315	Fundamentals of Criminal Intelligence	1	20	35	700
AWR-376	Understanding Targeted Cyber Attacks	1	8	40	320
AWR-407	Drone Assessment and Response Tactics (DART)	2	8	75	600
MGT-312	Senior officials Workshop for an All - Hazards Preparedness	1	6	25	150
MGT-323	Instructor Development Workshop (IDW)	2	24	62	1,488
MGT-324-C	Campus Emergencies Prevention, Response and Recovery, Customized	1	8	35	280
MGT-343	Disaster Management for Water and Wastewater Utilities	1	16	25	400
MGT-345	Disaster Management for Electric Power Systems	1	16	25	400
MGT-348	Medical Preparedness and Response for Bombing Incidents	2	16	50	800
MGT-384	Community Preparedness for Cyber Attacks	1	16	35	560
MGT-403	Underserved Populations Preparedness Planning for Rural Responders and Volunteers	1	8.5	35	297.3
MGT-404	Sport and Special Events Incident Management	1	16	25	400

FEMA and Federal Consortium Partner Courses Continued

COURSE NUMBER	COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS TRAINED	CONTACT HOURS
MGT-405	Mobilizing Faith-Based Community Organizations in Preparing for Disasters	1	8	25	200
MGT-409	Supporting Healthcare in Disasters: A Community Approach	1	16	25	400
MGT-412	Sport and Special Event Evacuation and Protective Action	3	15	90	1,350
MGT-439	Pediatric Disaster and Emergency Response	1	16	25	400
MGT-440	Enhanced Sports & Special Events Incident Management	2	24	40	960
MGT-456	Integration of Cybersecurity Personnel into the EOC for Cyber Incidents	1	16	25	1,200
MGT-465	Recovering from Cybersecurity Incidents	2	24	50	400
MGT-466	Sport and Special Event Enhanced Risk Management and Assessment	3	16	60	960
MGT-467	Sport and Special Event Public Information and Emergency Notification	3	16	60	960
MGT-475	Crowd Management for Sport and Special Events	4	16	80	1,280
PER-211	Medical Management of Chemical, Biological, Radiological, Nuclear, and Explosive Events	2	16	60	960
PER-334	Disaster Preparedness and Survival	2	12	40	480
PER-340	Active Threat Integrated Response Course (ATIRC)	1	24	25	600
PER-374	Active Threats on Campuses, Protective Measures and Response	1	8	25	200
PER-375	Surviving an Active Threat, Run. Hide. Fight	1	8	25	200
PER-405	De-Escalation Strategies and Professional Policing	1	16	25	400
TOTAL		57		1,454	22,079.5



Virginia Emergency Support Team (VEST) Training

COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS TRAINED	CONTACT HOURS
July- Access and Functional Needs and VEST Systems	2	4	226	904
August- VEST Systems and VEST SOG updates	2	4	205	820
September- Debris Management Workshop	1	2	160	320
October- VEST IPPW and Unmanned Aerial Vehicles	2	4	237	948
November- Winter Weather Exercise and COOP Updates	2	6	243	1,458
December- Artificial Intelligence	1	2	146	292
January- VDEM Recovery Plan and VLO Lunch and Learn NIMS compliance	2	4	253	1,012
February- Energy Security Plan and Flood Intelligence Unit	2	4	261	1,044
March- Business Intelligence Analysis (BIA)	1	2	139	278
April - VESTEX Prep Training	4	8	543	4,344
May - Trauma and Resiliency in Public Safety	1	2	110	220
June -REP Training and Hurricane Season Outlook	2	4	248	992
TOTAL	22		2,771	12,632

Hazardous Materials (Haz Mat) Courses

COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS TRAINED	CONTACT HOURS
Hazardous Materials Technician	6	80	140	11,200
Chemistry of Hazardous Materials	1	80	24	1,920
Hazardous Materials Advanced Tactical Control	2	80	36	2,880
Radiological Officer	2	4	16	64
Regional Hazardous Materials Team Training	48	24	700	16,800
Hazardous Materials Tactical Command and Safety	1	16	11	176
Hazardous Materials Conference	1	32	307	9,824
TOTAL	61		1,234	42,864

Incident Management Team and All Hazard Position Specific (IMT/AHPS) Courses

COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS	CONTACT HOURS
R0310 - Type III AHIMT Facilitator	1	40	24	960
O0305 - Type III AHIMT	3	40	115	4,600
L0956 - Liaison Officer	1	13	12	156
L0950 - Incident Commander	1	30	10	300
L0964 - Situation Unit Leader	1	31.25	29	906.25
L0965 - Resource Unit Leader	1	23.5	11	258.5
L0973 - Finance Section Chief	1	18	16	288
L0969 - Communications Unit Leader	1	25	22	550
L0960 - Division/Group Supervisor	1	18.45	34	627.3
L0967 - Logistics Section Chief	1	30	18	540
L0962 - Planning Section Chief	1	25	31	775
L0949 - COML TTT	1	21	7	147
TOTALS	14		329	10,108



Radiological Emergency Preparedness Program (REPP) Courses

COURSE NAME	OFFERINGS	COURSE HOURS	STUDENTS	CONTACT HOURS
PIO Radiological Emergency Process Briefing	1	1.5	19	28.5
Region 2 PAR/PAD Training	1	2	9	18
AWR-923-W Radiological Emergency Management	1	7	1	7
Orange County EP/REP Overview	1	2	7	14
Radiation Safety	1		9	
Radiological Response Training	3		30	
Louisa ORO/FD Training	1		7	
CDC "This is a T.E.S.T." Facilitator Training	1		8	
Medical Response to Radiological Emergencies	1		12	
REP Exercise Evaluator Course	1	16	8	128
TOTALS	12		110	195.5



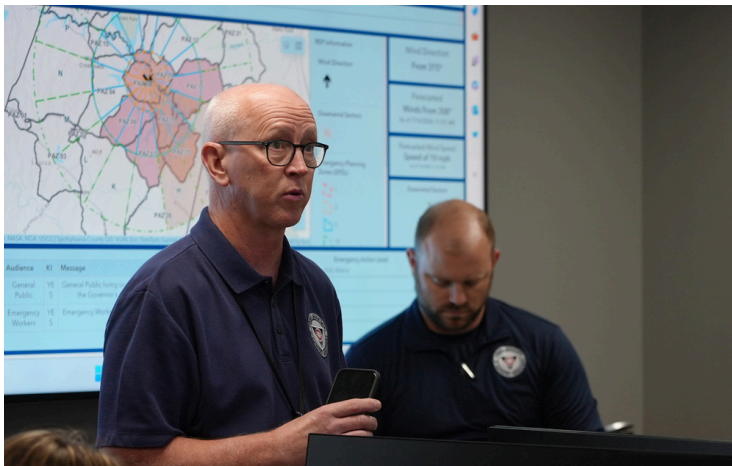
EXERCISES COMPLETED IN FY24

Acronyms used throughout are defined on page 29.

EXERCISE NAME	ENTITIES	EXERCISE TYPE	HAZARD/ THREAT	MISSION AREA	PARTICIPANTS
VANG / Verizon / VDEM Cyber Seminar	State	Seminar	Cyber	State Cyber	33
VANG / Verizon / VDEM Cyber TTX	State	Tabletop	Cyber	State Cyber	45
Virginia Operations Exercise Surry Power Station (VOPEX) 23	VEST / R5 Localities	Functional	Radiological	Radiological Evaluation	305
VCU Active Threat FSE	State / R1 Localities and VCU	Full Scale Exercise	Active Threat	Response	253
Buckingham County Active Threat TTX	R3 Localities and Partners	Tabletop	Active Threat	Response	45
Virginia FAC Workshop	State, Regional, Local, Federal	Workshop		Family Assistance Center	80
Amelia Active Threat Drill	R1 Localities and partners	Drill	Active Threat	Response	86
R5 Points of Distribution EX TTX	R5 Localities and Partners	Tabletop	Hurricane	Response	35
R3 Cyber Threat TTX	R3 Localities and Partners	Tabletop	Cyber	Response	96
IPPW	R4 Localities and Partners	Workshop	All Hazards Preparedness	Preparedness	42
IPPW	VEST Partners and State Agencies	Workshop	All Hazards Preparedness	Preparedness	147
Chesterfield County (Support)	R1 Localities and partners	Full Scale Exercise	MCI	Response	178
Amherst County Weather TTX	R3 Localities and Partners	Tabletop	Severe Weather	Response	28
IPPW	VEST Partners and State Agencies	Workshop	All Hazards Preparedness	Preparedness	147
Chesterfield County (Support)	R1 Localities and Partners	Full Scale Exercise	MCI	Response	178
Amherst County Weather TTX	R3 Localities and Partners	Tabletop	Severe Weather	Response	28
IPPW	R2 Localities and Partners	Workshop	All Hazards Preparedness	Preparedness	55
Louisa County Active Threat TTX	R2 Localities and Partners	Tabletop	Active Threat	Response	23

EXERCISE NAME	ENTITIES	EXERCISE TYPE	HAZARD/ THREAT	MISSION AREA	PARTICIPANTS
Mary Washington Hospital MS-I	R2 Staff, MWH, NAPS, Hanover	Drill	Radiological	Response	27
Integrated Preparedness Planning Workshop (IPPW)	R1 Localities and Partners	Workshop	All Hazards Preparedness	Preparedness	31
IPPW	R5 Localities and Partners	Workshop	All Hazards Preparedness	Preparedness	54
IPPW	R3 Localities and Partners	Workshop	All Hazards Preparedness	Preparedness	53
CNU TTX Facilitation	R5	Tabletop	Active Threat	Response	36
VEST Winter Weather FE	VEST Partners and State Agencies	Functional	Winter Weather	Response	70
IPPW	R6 Localities and Partners	Workshop	All Hazards Preparedness	Preparedness	36
Charles City County TTX	R1 Localities and Partners	Tabletop	Sever Weather	Response	29
IPPW	R7 Localities and Partners	Workshop	All Hazards Preparedness	Preparedness	37
R7 Manassas Airport TTX	R7 Localities and Partners	Tabletop	Airport	Response	33
Radiological Preparedness Game	VEST Partners, State Agencies, Locals, Private Sector	Game	Radiological Emergency	Response	83
State Cyber Response Plan Tabletop	VITA, VSP, VFC, VANG	Tabletop	Cyber	Response	24
Prince George County Emergency Operations Center (EOC) Tabletop	R1 Localities	Tabletop	Tornado	Response	38
R2 Recovery Workshop	R2 Localities	Workshop	Winter Weather	Response & Recovery	62
VEMS Exercise Workshop	Statewide	Workshop		HSEEP	16
VEMS Exercise Game	Statewide	Game		Scenario Based Game	36
VEMS Panel	Statewide	Presentation		Generations in work place	42
2024 Virginia Emergency Support Team Exercise (VESTEX)	VEST, R3, R4, R6, FEMA Reg 3 FIT, FEMA Region 3 IMAT	Functional Exercise	Hurricane/ Severe Weather/ Flooding	Response	375

EXERCISE NAME	ENTITIES	EXERCISE TYPE	HAZARD/ THREAT	MISSION AREA	PARTICIPANTS
2024 Region 6 Regional Cyber TTX	R6 and Locals	Tabletop	Cyber	Response	70
W&M / Williamsburg Cyber Attack TTX-in-a-Box	W&M (IHE) , Williamsburg, R5	Tabletop in a Box	Cyber	Response	32
2024 PAR/PAD Functional	VEST,R1, R2, R5, Dominion	Functional Exercise	Radiological	Response	65
2024 R4 FAC Workshop	VDEM Region 4 Localities and Partners	Workshop	MCI	Response & Recovery	50
Virginia Beach Evaluator Workshop	Virginia Beach, R5	Workshop		Preparedness	15
2024 NAPS Virginia Operations Exercise - Dress Rehearsal	VEST, R1, R2, Dominion	Functional Exercise	Radiological	Response	156
Hanover Evacuation Assembly Center Dress Rehearsal	R1, Hanover and Dominion	Full Scale Exercise	Radiological	Response	74
Norfolk Media Market TTX	R5, NWS, Norfolk	Tabletop	Severe Weather	Response	73



MANDATES ON LOCAL GOVERNMENTS

SUMMARY

In FY24, the Virginia Department of Emergency Management (VDEM) reviewed VDEM-specific mandates on local governments. There were no additional or new mandates administered by VDEM and imposed on local governments in FY24.

The catalog can be found at: <https://dmz1.dhcd.virginia.gov/MandatesSearch/MandatesSearch.aspx>, and contains VDEM-specific mandates on local governments, fiscal impacts, and justifications.

CONTINUITY OF OPERATIONS

SUMMARY

Continuity of Operations (COOP) planning enables agencies to identify and prioritize the functions that must be continued immediately following an emergency disrupting its normal operations. COOP planning supports continuity of government (COG) and maintains citizens' trust in government. Through effective COOP planning, agencies can maintain their ability to accomplish mission essential functions and primary business functions which together capture the business processes necessary to support other state agencies, local jurisdictions, the private sector, and citizens of the Commonwealth.

Executive Order (EO) 41 (2019) underscores the significance of continuity planning, by identifying COOP as an overarching emergency management initiative. Specifically, EO 41 (2019) requires state agencies to develop, maintain, and exercise a COOP plan. Every agency is required to test or exercise the plan and provide training and briefings to ensure all agency personnel understand their role in supporting the agency during a COOP event.

PRIORITIES OF EFFORT

VDEM's Planning and Intelligence Division is responsible for developing and maintaining the agency's COOP. In compliance with EO 41 (2019), the Planning and Intelligence Division coordinated a comprehensive plan update in 2023 with input from all divisions and bureaus.

After the retirement of our State All Hazards Planner, who was responsible for maintaining the Agency's COOP plan, VDEM is in a period of transition. VDEM has recently welcomed a Strategic Planning Branch Manager and a new State All-Hazards Planner, these individuals will be responsible for updating VDEM's COOP plan. Complying with the Code of Virginia and updating the 2023 plan is a high priority for the Planning and Intelligence Division and VDEM.

COOP PLANNING SUPPORT

As the lead agency for emergency management, VDEM has additional responsibilities to support state agencies and local governments with COOP planning. The Code of Virginia § 46-146.18 directs VDEM to provide technical support to state agencies, as well as local and tribal governments. This support is provided by request.

EO 41 (2019) requires VDEM to provide a COOP plan template to enable conformity of plans among the state agencies. The Strategic Planning Branch of VDEM's Planning and Intelligence Division completed a new template in September 2023. The new template has been provided to state emergency management coordinators and training will be offered as needed.

PLANNING EFFORTS & UPDATES

SUMMARY

The Commonwealth's planning efforts are driven by the preparedness cycle and especially the threats and hazards that make us vulnerable as a Commonwealth. The preparedness cycle is intended to prioritize and coordinate a risk-informed and integrated approach to planning, training, exercises, and investment through grants that ensures a secure and resilient Commonwealth with the capabilities needed to prevent, protect, mitigate, respond, and recover from the threats and hazards that make us most vulnerable.

As indicated by the Commonwealth's Threats and Hazards Identification Risk Assessment (THIRA) and the Hazard Identification Risk Assessment (HIRA) processes, the most-likely and most-dangerous threats and hazards include flooding, hurricanes/tropical storms, severe winter weather, biohazards, complex coordinated attacks, cyber incidents/attacks, and nuclear power incidents/radiological releases. Other threats and hazards that require continuous efforts throughout the preparedness cycle include tornado activity, domestic terrorism, opioid crisis, civil unrest, and election security. Each incident challenges us to evaluate how the Commonwealth prevents, protects against, mitigates, responds to, and recovers from man-made and natural disasters.

COMMONWEALTH OF VIRGINIA EMERGENCY OPERATIONS PLAN

Code of Virginia §44-146.18.4 directs VDEM to prepare and maintain a State Emergency Operations Plan for disaster response and recovery operations that assigns primary and support responsibilities for basic emergency service functions to state agencies, organizations, and personnel as appropriate.

The Commonwealth of Virginia Emergency Operations Plan (COVEOP) is produced by VDEM and promulgated and issued by a Governor's executive order. The COVEOP was last promulgated by EO 42 (2019). An update was coordinated with all Executive Branch agencies within the Commonwealth in 2023 and is currently under review.

The COVEOP provides a framework for the Commonwealth of Virginia's emergency response and recovery operations regardless of hazard or cause. It outlines authorities (i.e., Executive Order 42 and State Code), when the plan is activated, how we alert/organize/form/coordinate with the "whole community" before, during, and after a disaster, as well as roles and responsibilities.

The scope of the plan addresses all threats and hazards, regardless of whether they are naturally occurring or manmade. It establishes interagency, multi-jurisdictional, and public/private mechanisms for state/federal agency incident management operations. The goal is to establish, manage, and synchronize a whole-of-state and community approach to any crisis.

Activation of the COVEOP occurs in one of two ways. First, as directed by the State Coordinator during steady state periods (without declaration) to facilitate the preparedness cycle, or when circumstances require an increased readiness level. Second, during an emergency, when the Governor deems it necessary, they can direct the State Coordinator of Emergency Management to activate the Virginia Emergency Support Team (VEST) and the Virginia Emergency Operations Center (VEOC).

COVEOP-related annexes published since 2019 include:

- Food Emergency Response (VDACS Lead) (2019)
- State Coordinated Regional Shelter (VDSS Lead) (2020)
- Disaster Feeding (VDSS Lead) (2021)
- Statewide Recovery (VDEM Lead) (2021)
- Complex Coordinated Attack (VDEM Lead) (2022)
- Cyber-Incident Response (VDEM/VFC/VITA Led) (2022)
- Radiological Emergency Response (VDEM Lead) (2023)
- Severe Winter Weather (VDEM Lead) (2023)
- Special Pathogens (VDH) (2023)
- Volunteer and Donations (VDEM Lead) (2023)
- Aviation Operations (VDEM Lead) (2023)
- Family Assistance Center (VDEM Lead) (2024)
- Hurricane and Tropical Storm (VDEM Lead) (2024)

The COVEOP is consistent with the Commonwealth of Virginia Emergency Services and Disaster Law (§ 44-3.2 of the Code of Virginia), the National Incident Management System as implemented in the National Response Framework (Fourth Edition) adopted in 2019, and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. § 5121 et seq., as amended) with its implementing regulations.



PLANNING TO ADDRESS EMERGING AND GLOBAL THREATS

The persistent and evolving threat of nation-state cyberattacks against our homeland poses a significant risk to the Nation's and the Commonwealth of Virginia's information and operational technology infrastructure (IT and OT, respectively). These sophisticated adversaries target critical systems, seeking to disrupt essential services, compromise sensitive data, and undermine public trust. Strengthening the Commonwealth's cybersecurity posture is paramount to safeguarding national security, protecting critical infrastructure, maintaining economic stability, and deterring potential adversaries.

The Virginia Information Technology Agency and Virginia State Police are the lead agencies coordinating cybersecurity in the Commonwealth. In VDEM's role providing coordination and support, the Agency was awarded fiscal year 2023 Regional Catastrophic Grant Program funding to prepare the Commonwealth for a coordinated cyberattack from nation-state actors. The Blue Book Project will prepare for these threats and bolster the Commonwealth's, and its partner's, capabilities.

In alignment with PPD-211 and the VDEM mission, the Blue Book Project will enhance the security and resilience of the Commonwealth's critical infrastructure, stakeholders, and community against cyber threats. The Blue Book Project is informed by the National Response Framework, ensuring that all activities will be conducted in a scalable, flexible, and adaptable manner that is consistent with existing incident response organization and doctrine. By fostering collaboration among federal, state, local, tribal, and private sector organizations, as well as public and private owners and operators of critical infrastructure, the Blue Book Project will better prepare the Commonwealth for responding to a coordinated cyberattack from nation-state actors.

This Project will develop a comprehensive Concept of Operations (CONOPS) document that will supplement and inform existing emergency plans, including the Commonwealth's Emergency Operations Plan. The CONOPS will outline the overarching operational concept and strategic vision for effectively managing the consequences of a cyber-attack that impacts the Commonwealth's critical infrastructure. It will serve as a roadmap, guiding stakeholder coordination and response efforts, including government agencies, private sector partners, and emergency response organizations.

In addition, the team will also undertake a thorough assessment of the current policy landscape, identifying existing policies, funding requirements, potential sources, and any gaps that need to be addressed. Furthermore, the Blue Book Project will explore the legal authorities necessary for state support to defense agencies in the event of a cyber-attack, ensuring a clear understanding of roles, responsibilities, and jurisdictional boundaries.

The Blue Book Project will culminate in a series of exercises designed to test the documented procedures and coordination mechanisms against realistic cybersecurity scenarios. These exercises will involve key stakeholders and simulate various cyber-attack scenarios, allowing for the identification of strengths, weaknesses, and areas for improvement in the CONOPS document.

The successful execution of this project will enhance the Commonwealth's preparedness and resilience against nation-state cyber threats, bolstering the ability to detect, respond to, and recover from cyberattacks targeting critical infrastructure. By establishing a clear Concept of Operations, identifying necessary policies and legal authorities, and validating the CONOPS through rigorous testing, this project will contribute significantly to the overall cybersecurity posture of the Commonwealth and the protection of the Nation's vital assets.

The Blue Book Project will work to achieve the following four (4) objectives.

1. Leverage the expertise of stakeholders from the federal, state, local, and private sector to execute activities that help ensure the Commonwealth's resilience in the face of growing threats.
2. Maintain awareness of the evolving threat environment to inform the state's preparedness and response planning and strategies.
3. Develop strategies and plans that define the overall coordination framework (operations and management) needed to protect Virginia's critical infrastructure and people, and support the military in restoring mission critical functions, as well as outline processes to respond and recover from unavoidable attacks that damage or destroy systems.
4. Test and assess the state's resilience to threats by implementing an exercise series.

These objectives align to the four phases of The Blue Book Project planning process.

ADDITIONAL PLANNING EFFORTS UNDERTAKEN IN FY24***Critical Infrastructure Planning***

In accordance with Virginia State Code 44-146.18, the Virginia Department of Emergency Management (VDEM) will "coordinate and administer disaster mitigation, preparedness, response, and recovery plans and programs with the proponent federal, state, and local government agencies and related groups." Additionally, State Code 2.2-222.1 states, "The Secretary shall also ensure that plans for protecting public critical infrastructure are both developed and fully implemented by those state agencies, jurisdictions, and subdivisions of the Commonwealth with responsibility for critical infrastructure protection."

Critical infrastructure are assets, systems, and networks, whether physical or virtual, so vital to the United States, the Commonwealth of Virginia, or its local jurisdictions that their incapacitation or destruction would have a debilitating effect on physical security, environmental impacts, economic vitality, public health or safety, or any combination thereof at a national, state, or local level.

Critical infrastructure serves as a major center of gravity for the Commonwealth. There are 8 different community lifelines which encompass various forms of critical infrastructure throughout the United States. When critical infrastructure within a community lifeline becomes compromised from natural, manmade or technological disasters, the severity of the event has the potential to disrupt the basic functions within a community through other community lifelines in a cascading manner. Therefore, preserving critical infrastructure through assessments and mitigation controls is paramount towards ensuring the stability of the Commonwealth and achieving a high level of resilience.

VDEM gained consensus and support from various state agencies this year on the creation of a Critical Infrastructure Charter for the Commonwealth. The purpose of the Charter is to provide a strategic framework by which state agencies and private sector partners organize and collaborate to maintain a plan to implement and measure an agreed upon set of annual objectives linked to a specific threat, where relevant. The Charter will increase our resilience and ability to identify our "centers of gravity" and develop strategies to protect our community lifelines. The Charter provides direction for the organization of a Critical Infrastructure Working Group (CIWG). The CIWG is composed of Sector Risk Management State Agencies (SRMSAs) and chaired by the VDEM Critical Infrastructure Branch Manager. The CIWG enhances Statewide agency collaboration, establishes a shared understanding of critical infrastructure assessments, and coordinates efforts to mitigate risk and protect community lifelines at the regional and /local/tribal levels.

The CIWG has three primary goals:

- Engage critical infrastructure stakeholders from public and private sectors.
- Develop an Implementation Plan that defines annual and multiyear priorities and objectives.
- Develop a process for identifying, assessing, documenting, and maintaining state critical infrastructure.

Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR)

The THIRA/SPR process sets a strategic foundation for putting the National Preparedness System into action for grant funding, exercise planning, and strategic planning.

VDEM completes the THIRA every three years. The most recent report was completed December 2022 and will be reviewed and completed next in 2025. It is important that VDEM completes the THIRA every three years, as it enables the organization to assess year-to-year trends in changes to their capabilities and capability gaps. While the THIRA is completed every three years, the SPR is reviewed annually. This report was most recently completed in December 2023 and will be completed again by the end of 2024.

The THIRA/SPR is a key component of the preparedness process since it is intended to prioritize and coordinate a risk-informed and integrated approach to planning, training, exercises, and investment through grants that ensures a secure and resilient Commonwealth with the capabilities needed to prevent, protect, mitigate, respond, and recover from the threats and hazards that make us most vulnerable.

State Hazard Mitigation Plan and Hazard Identification and Risk Assessment (HIRA)

The Commonwealth of Virginia Hazard Mitigation Plan (HMP) provides guidance for hazard mitigation activities within the Commonwealth. The plan's vision is supported by goals and actions that will reduce or prevent injury from natural hazards to residents, communities, state facilities, and critical facilities. The 2023 plan was approved by FEMA in May 2023 and is an update from the 2018 plan. We are currently pursuing an Enhanced status which will result in an additional 25 percent funding from the federal government each year.

The HMP was first issued as part of the Commonwealth of Virginia Emergency Operations Plan in July 2001 and was first approved by FEMA on September 28, 2004. The Commonwealth received approval of its Enhanced status on March 14, 2007, a designation which recognizes a state's additional efforts to coordinate mitigation grant administration at the state level. The plan was updated again in 2010 and 2013.

Chapter 3 of the HMP, the Hazard Identification Risk Assessment (HIRA), defines and analyzes the natural hazards that impact the Commonwealth. The individual hazard profile sections cover three requirements for the HIRA, which are identifying and profiling hazards, assessing vulnerabilities, and estimating potential losses. Each sub-section follows the same format throughout the plan, and includes background information, location and spatial extent, significant historical events, and probability of future occurrences. There are four sub-sections within probability of future occurrences: impact and vulnerability, risk, future conditions (climate), and jurisdictional risk (including linkages to FEMA's Community Lifelines).

LOCAL CAPABILITIES ASSESSMENT FOR READINESS(LCAR)

SUMMARY

VDEM facilitates the annual emergency management assessment through a standardized Local Capabilities Assessment for Readiness (LCAR) survey. The survey is developed in alignment with Virginia Code §44-146.19(F), and measures emergency management stakeholder engagement, and VDEM priority areas. Jurisdictions, including 95 counties, 38 cities, and 6 towns, are required to submit an LCAR annually by August 1st. Neither federally or state-recognized tribes are required to complete the LCAR process. 134 jurisdictions (96%) completed the LCAR process in 2024.

Final analysis of the 2024 LCAR data will be available in December 2024. Highlights regarding local staffing, sheltering, and preparedness capabilities are provided below.

Unlike federally driven assessments linked to specific grant programs, the LCAR tools enable Virginia emergency managers and elected officials to identify, research, and analyze areas of interest to the Commonwealth. For the purposes of this report, emergency management (EM) programs are distinct from daily public safety (law enforcement, Fire/EMS, and PSAP/911) functions.

SCOPE OF REPORT

The LCAR tool currently measures the extent to which local EM programs have the framework and resources to prepare, respond, and recover from emergencies that exceed normal public safety operations and may trigger requests for external assistance.

VDEM recognizes that emergency management begins and ends at the local level; LCAR data enables state, local and other partners to understand current program capabilities and identify areas in which local emergency management program capacity could be strengthened.

As an annual snapshot capturing information ranging from staffing levels and administrative processes to recovery and mitigation activities, it is important to note that LCAR data is used for strategic, rather than operational planning.

LCAR Measurement Areas

- Administration
- Finance
- Training & Exercise
- Planning
- Public Information and Warning
- Operational Coordination
- Prevention
- Protection
- Mitigation
- Response
- Recovery
- Sheltering

¹ Code of Virginia § 44-146.19 § 44-146.19. Powers and duties of political subdivisions. F. All political subdivisions shall provide (i) an annually updated emergency management assessment and (ii) data related to emergency sheltering capabilities, including emergency shelter locations, evacuation zones, capacity by person, medical needs capacity, current wind rating, standards compliance, backup power, and lead agency for staffing, to the State Coordinator of Emergency Management on or before August 1 of each year.

KEY FINDINGS

Analysis centers on local EM program capabilities to protect life (evacuate, shelter, and house), property (including critical infrastructure and cost recovery), and the environment through plans, partnerships, and staffing.

Staffing Profiles in EM Programs

Emergency management (EM) programs vary widely in staffing and capabilities across the Commonwealth. While code and funding mandates shape the EM program for all jurisdictions, localities retain flexibility in how these requirements are prioritized and fulfilled.

Staff Time for EM Program

While many of the designated local emergency management officials are full time employees, the emergency management function is only one of many assigned duties.

Full time Local EM Program Managers that spend at least 75% of time on EM duties.



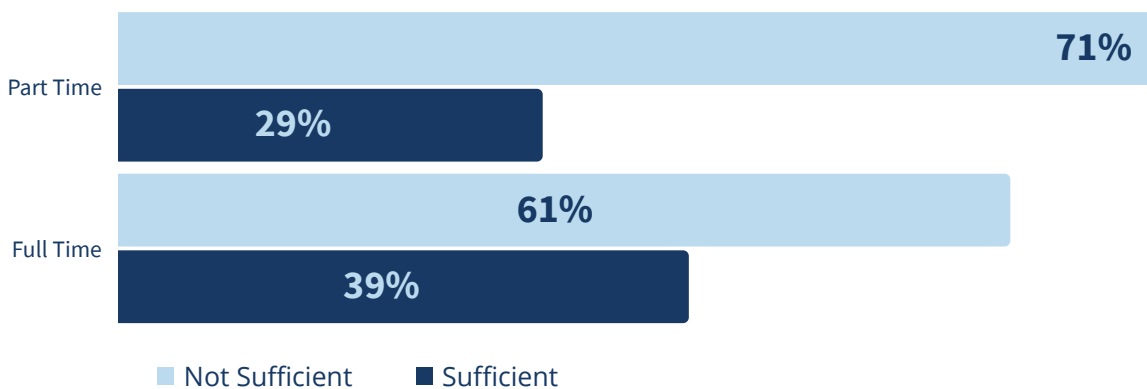
4.1 million (48%) of Virginians live in a locality with at least one full time employee spending at least 75% of their time on emergency management activities.

STAFFING SUFFICIENCY

Respondents were asked to assess if current staffing levels – whether full or part time – were sufficient to maintain essential EM program performance functions.

Sufficiently Staffed Local EM Programs

34% Overall less than half of programs report sufficient staffing levels to meet the needs of the locality. (Roughly one half of full time and one third of part time report sufficient staffing)



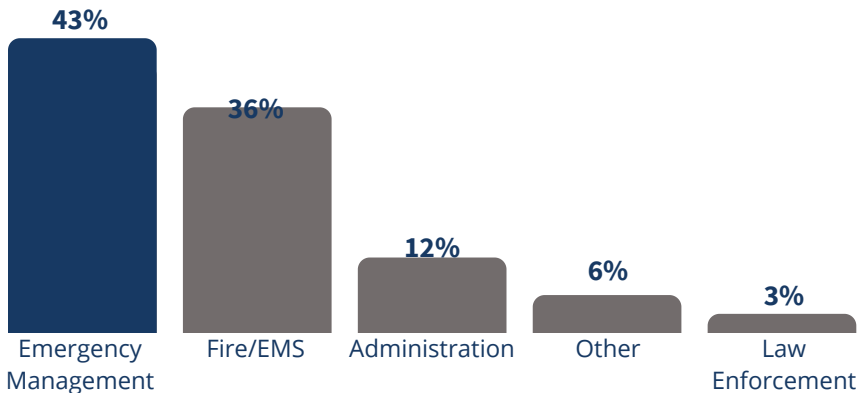
Primary Discipline of Local EM Program Managers

Primary discipline indicates focus of professional knowledge and experience, which is more likely to include specialized emergency management areas such as sheltering, recovery, and mitigation. This background can reduce challenges in both life safety operations and administrative processes for grants or disaster reimbursement.

Emergency Management as a Primary Discipline

43%

▼ 30% decrease in localities reporting their EM program manager's primary discipline as emergency management from 61% in 2022



Staffing Profile

Although each of the key elements of the staffing profile were reported at levels of slightly less than half, less than a quarter of all EM programs reported all three factors.

Local EM Programs with top three staffing factors

16%

- **Emergency manager** managing the program
- **Full-time** and invest 75% or more of time in EM functions
- **Sufficient staffing** to maintain essential EM program functions



1 in 5 Virginians - Only 1.7 million (20%) of Virginians live in a locality with all three staffing factors that increase the likelihood of maintaining EM operational resources and administrative plans, policies, and procedures.

VDEM response and administrative staff may be leveraged to augment locality staffing efforts as circumstances permit; deriving insights from LCAR is one method that VDEM can use to evaluate potential locality needs and prioritize requests for supplemental staffing during times of widespread need.

Disaster Recovery - Policies, Plans, and Procedures

Although the LCAR covers all emergency management mission areas, Recovery is highlighted in this report due to the complexity – and potential fiscal impacts. While the figures reported below reflect the overall percentages for localities, preliminary analysis suggests the long-term value of sufficient EM program staffing.

Disaster Plans reported by EM Programs

47%

Disaster Recovery

22%

Disaster Recovery Center

Disaster Policies and Contracts

64%

Disaster Expenses

39%

Pre-Disaster Debris Removal Contracts

People-Centered Disaster Functions

45%

Disaster Housing Plans

57%

Survivor Care / Case Management Capability

Finance-Focused Disaster Processes

61%

Manage Federal Public Assistance Process

69%

Manage jurisdiction-wide Damage Assessments

Recovery – Fiscal Vulnerability

Local governments that have **not reviewed or lack** existing **financial policies** and **procedures are at risk of not being fully reimbursed** for their costs following a disaster.

This would include, but not limited to:

- **pay policy** (including overtime) and method for documenting,
 - **insurance policies** on buildings, contents, and equipment,
 - **procurement policies** - including procurement with federal funds, accounting system and fund tracking to track expenditures to a disaster, and a
 - **document management process** to be able to submit documents for reimbursement
-

LCAR - Additional Analysis

VDEM integrates insights from this analysis into established annual evaluation and program delivery cycles across agency mission areas. VDEM has also begun to provide substantive analysis for the localities to inform EM program efforts to augment budget, staffing, policy, and programing discussions at local and state level. The identification of capability variances, fiscal stress, and demographic data can help prioritize efforts to build EM program capacity and find ways to buy down risk across the Commonwealth.

STATUS OF PLANS

LOCAL EMERGENCY OPERATIONS PLANS

Code of Virginia § 44-146.19(E) requires each local and interjurisdictional agency to prepare and keep current a local or interjurisdictional emergency operations plan for its area. Additionally, every four years, each local and interjurisdictional agency shall conduct a comprehensive review and revision of its emergency operations plan to ensure that the plan remains current, and the revised plan shall be formally adopted by the locality's governing body.

VDEM REGION	PLAN TYPE	LOCAL PLAN EXPIRATION	JURISDICTION
5	Local EOP	2023-03-26	City of Portsmouth
6	Local EOP	2023-09-09	Patrick County
5	Local EOP	2023-10-22	Matthews County
4	Local EOP	2024-01-27	Pulaski County
3	Local EOP	2024-01-28	City of Lynchburg
5	Local EOP	2024-03-12	City of Williamsburg
3	Local EOP	2024-04-07	Campbell County
5	Local EOP	2024-04-15	City of Suffolk
4	Local EOP	2024-05-24	Wythe County
5	Local EOP	2024-06-11	Surry County
4	Local EOP	2024-06-17	Russell County

As of July 2024, 128 of the 139 jurisdictions local EOPs are current (92%). The expired plans are listed above.

INSTITUTIONS OF HIGHER EDUCATION (IHE) CRISIS AND EMERGENCY MANAGEMENT PLANS (CEMP)

There are 40 public institutions of higher education (IHEs) within the Commonwealth, and all must meet the requirements of §23.1-804 of the *Code of Virginia*. Those requirements include:

- The governing boards of each public IHE are to develop, adopt, and keep current a crisis and emergency management plan.
- Each public IHE is to conduct a comprehensive review and revision of its crisis and emergency management plan to ensure that the plan remains current. The governing board shall adopt the revised plan formally every four years and the adoption will be certified in writing to VDEM.
- Annually, the Chief Executive Officer of each public institution of higher education is to review the institution’s crisis and emergency management plan, certify in writing to VDEM that a review has been completed, and make recommendations to the institution for appropriate changes to the plan.

Currently, 34 (85%) of state IHEs are compliant with these requirements. Eighty-three (83) percent (5 of 6) of those expired are community colleges. The expired plans are listed below.

VDEM REGION	PLAN TYPE	CEMP EXPIRATION	JURISDICTION
4	CEMP-IHE	2023-09-20	Wytheville Community College
3	CEMP-IHE	2024-02-07	James Madison University
2	CEMP-IHE	2024-02-13	Germanna Community College
5	CEMP-IHE	2024-03-01	Virginia Peninsula Community College
2	CEMP-IHE	2024-06-04	Laurel Rudge Community College

Each public institution is to conduct a test or exercise of the plan annually and certify in writing to VDEM that it was conducted. Activation of the crisis and emergency management plan and completion of an after-action report by the IHE in response to an actual event or incident satisfies the requirement to conduct such a test or exercise.

**CEMP-IHE- Crisis Emergency Management Plan - Institution of Higher Education

LOCAL HAZARD MITIGATION PLANS

The following table provides the status of State and local Hazard Mitigation Plans for each Planning District Commission (PDC).

PLANNING DISTRICT COMMISSION (PDC)	PLAN EXPIRATION DATE	COMMENTS
Accomack-Northampton PDC (22)	4/25/2027	Plan is approved
Central Shenandoah PDC (6)	5/3/2026	Plan is approved
Commonwealth Regional Council (14)	3/19/2029	Plan is approved
Cumberland Plateau PDC (2)	2/9/2025	Plan is approved
George Washington Regional Commission (16)	3/27/2028	Plan is approved
Hampton Roads PDC	6/7/2027	Plan is approved
Lenowisco PDC (1)	5/17/2026	Plan is approved
Middle Peninsula PDC (18)	4/11/2027	Plan is approved
Mount Rogers PDC (3)	2/25/2024	Plan is expired
New River Valley PDC (4)	11/26/2022	Plan is expired; Plan update is in progress
Northern Neck PDC (17)	3/29/2028	Plan is approved
Northern Shenandoah Valley PDC (7)	9/11/2028	Plan is approved
Northern Virginia RC (8)	2/22/2028	Plan is approved
Rappahannock-Rapidan RC (9)	12/10/2023	Plan is expired
Central Virginia PDC	2/8/2026	Plan is approved
Richmond Regional and Crater PDCs (15 and 19)	8/7/2027	Plan is approved
Roanoke Valley-Allegheny PDC (5)	9/2/2024	Plan update in progress
Southside PDC (13)	9/1/2025	Plan is approved
Thomas Jefferson PDC (10)	1/31/2028	Plan is approved
West Piedmont PDC (12)	4/10/2027	Plan is approved
State Plan	3/9/2028	Plan is approved; Plan update in progress