

2014-16 Strategic Plan

Department of Emergency Management [127]

Mission

The Virginia Department of Emergency Management mission is to protect the lives and property of Virginia's citizens and visitors from emergencies and disasters by coordinating the state's emergency preparedness, mitigation, response and recovery efforts.

Vision

The Virginia Department of Emergency Management is recognized as an effective and innovative leader in the field of emergency management.

Values

Finance

Financial Overview

VDEM funding comes from federal funds (FY 2015 and FY 2016 83%), general fund dollars (FY 2015 and FY2016-11%) Commonwealth transportation dollars (2%), Dominion Power funding for state and local government radiological emergency preparedness (4%) and other sources such as hazmat training funds from fire programs and disaster response funds from hazmat billings less than 1%.

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	6,539,323	54,585,957	6,464,938	54,646,888
Changes to Initial Appropriation	0	0	174,834	0

(Changes to Initial Appropriation will be 0 when the plan is created. They will change when the plan is updated mid-biennium.)

Customers

Anticipated Changes to Customer Base

Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Resident	Citizens	0	0	Increase
Federal Agency	Federal Government	0	0	Increase
Local or Regional Government Authorities	Localities	141	141	Stable
Property Owner	Private Businesses	0	0	Increase
Employee, Part-Time	VDEM Reservists	90	90	Stable
State Government Employee	VDEM Staff	135	154	Stable
Developmentally-Disabled	Special Interest/Needs	0	0	Increase
Employer/ Business Owner	Media	0	0	Increase
Employer/ Business Owner	Private Businesses	0	0	Increase
General Assembly	General Assembly	140	140	Stable
Governor	Governor's Cabinet	12	12	Stable
Local or Regional Government Authorities	Regional Authorities	0	0	Stable
Non-Profit Agency (Boards/Foundations),	Non-Profits	0	0	Increase
Non-Profit Agency (Boards/Foundations),	Volunteer Organizations	0	0	Increase
Recreationalist	Visitors	0	0	Increase
Resident	General Public	0	0	Increase

Resident	Individual Disaster Victims	0	0	Increase
Resident	Volunteers	0	0	Increase
State Agency(s),	Other States and the District of Columbia	50	50	Stable
State Agency(s),	State Agencies	165	165	Stable
State Agency(s),	Virginia Colleges and Universities	76	76	Stable

Partners

Name	Description
Local governments and other grant applicants	Funding for the grants is a shared cost – local, state and federal. The capability of local governments to implement projects and manage funds is very important to the success of these grants
Localities	Provides first response actions and coordination in an emergency event
Media	Conveys educational and warning messages.
Military Installations in Virginia	Provides access to Department of Defense resources
National Park Service	Search and rescue over public park land located within the commonwealth.
Federal Agencies	Provide funding and program direction.
Federal Emergency Management Agency	Urban search and rescue, public assistance program, Radiological Division and mitigation program
Federal Emergency Management Agency (FEMA)	The Stafford Act provides for up to 75% of the funds for disaster assistance and 100% of the funds for housing assistance to individuals.
Federal Government	Provides disaster assistance and information exchange
Other state and federal agencies	Among the other state and federal agencies who manage disaster recovery activities are those who provide: environmental protection, analysis and remediation, crisis counseling, community re-development and housing rehabilitation, advice to tax-payers on relief related to disaster costs, lending organization, employment agencies and assistance to small businesses.
Other States and the District of Columbia	Provides information and assistance as needed
Local governing Bodies	Local government implements the policies and consumes funding provided.
Local Governments	Governmental entity to which VDEM provides primary support.
Private Businesses	Provides access to resources, protection of critical infrastructure, and information exchange.
Private Industry	Provide funding for the effectiveness of programs.
Small Business Administration	Loans to individuals and businesses
Special Interest Needs	Engage VDEM for support or guidance.
State Agencies	Those governmental entities to which VDEM provides support and or relies upon for assistance and expertise.
Citizens of the Commonwealth	End recipient of all VDEM programs.
Consultants	Used for training, the preparation and review of exercises as well as the review of local and state program components.
Department of Homeland Security, Domestic Nuclear Detection Office, FBI	Control, detect and monitor chemicals, biological, radiological nuclear or explosive material of concern
Environmental Protection Agency	Response to and regulates the cleanup of spills
United States Air force	Air Force Rescue Coordination Center for national search and rescue
United States Coast Guard, District 5 operations center.	Federal coordination of maritime search and rescue incidents including navigable waterways within the coastal regions of the Commonwealth.
Virginia Emergency Management Association (VEMA)	Professional association for emergency managers in Virginia.
Voluntary agencies	Many voluntary organizations respond to disasters and perform specific functions for which members are trained. During planning, response and recovery operations emergency management works very closely with specific voluntary organizations in achieving our shared mission of protecting people from the impact of

	emergencies and disasters.
Volunteer Organizations	Provides resources and coordination in crisis activities
Commonwealth Information Technology Partnership (ITP)	Partnership between Virginia Information Technologies Agency (VITA) and Northrop Grumman, which provides end-user, server and network support to VDEM.
Nuclear Regulatory Commission (NRC)	Provide radiological guidance.

Agency Goals

• Increase public awareness and preparedness for emergency and disaster threats

Summary and Alignment

Maintain public education and outreach to various citizen groups through the Ready Virginia program and increase the number of partners promoting preparedness.

Objectives

» Achieve a greater level of response capability to emergencies and disasters by emergency management organizations.

Description

To be accessible to local governments when assistance is needed.

Objective Strategies

- Accessibility through multiple means of communications.
- Activate VERT for training, exercises and real time events.
- The Watch Center is staffed 24 hours/7 days a week at VEOC.

Measures

- ◆ Implement short-term enhancements and long term initiatives as identified in 2014 in-season hurricane review.
- ◆ Number of Virginia Emergency Response Team (VERT) positions completing required National Incident Management System (NIMS) compliance training.
- ◆ Pass 2015 Emergency Management Accreditation Program (EMAP) 5 - year evaluation
- ◆ Per recommendation of Senate Bill 381, onboard Sheltering Coordinator and Planning positions.
- ◆ Percent of jurisdictions by VDEM region that participating in Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises.
- ◆ Percentage of corrective measures addressed by the Virginia Department of Emergency Management (VDEM) within 90 days of completion of the after action review of the annual Virginia Emergency Response Team Exercise (VERTEX).
- ◆ Percentage of increase of students trained by quarter.
- ◆ The number of hours of training delivered each year. The number of hours of training is more reflective of the volume of training than the number of courses. VDEM is moving to an academy approach in training delivery and one course may be 80 hours in length.

» Ensure accuracy and timeliness of the Emergency Communication and Warning Process.

Description

Ensure all stakeholders promptly receive the information and services they require.

Objective Strategies

- Continually examine processes to validate and improve delivery of services.
- Develop current operations page for the VDEM website.
- Facilitate a near-seamless transition to the new alerting system.
- Maintain a fully operational alternate EOC site (COOP).
- Maintain and expand redundant communications and warning systems.

Measures

- ◆ Percent of alerts transmitted by Virginia Emergency Operations Center (VEOC) within ten minutes of notification.

• Improve capabilities and standardize processes

Summary and Alignment

Create a strong coalition of agencies and organizations (volunteer, federal, state, local, private sector) by uniting each entity in support of and participation in each other's respective activities.

Objectives

- » **Enhance the capabilities of the Virginia Emergency Response Team (VERT) to coordinate the Commonwealth response during disasters and emergencies.**

Description

Enhancing the capabilities of VERT to coordinate the Commonwealth response during disasters and emergencies includes: Increasing/varying training; varying exercises; encouraging daily use of the Crisis Management Information System (CMIC); establishing and exercising a fully operational alternate EOC site (COOP); and through outreach and recruitment, expanding the number of state agencies and personnel fully trained as members of VERT.

Objective Strategies

- Encourage daily use of the Crisis Management Information System (CMIC)
- Establish and exercise a fully operational alternate EOC site (COOP)
- Expand the number of state agencies and personnel fully trained as members of the VERT through outreach and recruitment
- Increase/vary training
- Vary exercises

Measures

- ◆ Implement short-term enhancements and long term initiatives as identified in 2014 in-season hurricane review.
- ◆ Percent of Virginia Emergency Response Team (VERT) representatives who complete National Incident Management System (NIMS) and Crisis Management training.

- » **Enhance delivery of disaster assistance to local governments, organizations, individuals, households and businesses following natural or human caused disasters.**

Description

Conduct and develop timely, quality damage/impact assessments and identify critical recovery issues and needs in the context of supporting sectors.

Identify, coordinate and leverage the delivery of resources (financial, technical and logistical) to support the recovery process.

Effectively develop, track, document and package applicant projects and associated costs to maximize and expedite the delivery of assistance/reimbursement process from available and applicable funding resources, and to support state and federal audit process.

Effectively monitor recovery operations to ensure compliance with all applicable laws, regulations, policies and programmatic requirements (procurement, environmental, historic, etc.)

Strengthen interface between recovery phases – short-, interim-, and long-term as well as partner agencies, to ensure effective coordination, efficient operations and seamless phase transition

Ensure capability to effectively support development of locally based strategy to address immediate, interim, long-term disaster recovery/housing needs and associated support in coordination with the Commonwealth's Economic Crisis Strike Force and the appropriate federal, state, private, and voluntary agencies.

Objective Strategies

- Acquisition of Mitigation and Public Assistance grant management systems to support the management of grants associated with the Recovery and Mitigation programs.

- Develop recovery and mitigation frameworks, plans, policies, strategies and supporting systems to support the effective delivery of disaster assistance following a disaster while increasing the level of resiliency of the Commonwealth and its political subdivisions.
- Established the Virginia Hazard Mitigation Advisory Committee (VHMAC) and Virginia Hazard Mitigation Working Group (VHMWG) to coordinate, review, and validate the State HM Planning process through review of materials, documentation, data, mitigation goals and strategies. As part of the HMA Grant programs process, the committee meets to review, evaluate, and rank mitigation project submissions from eligible subgrantees.
- Establishment of contracts for emergency services, debris and debris monitoring services to support recovery operations.
- Establishment of ESF 14 – RECOVERY COMMITTEE in April 2007 to support recovery and mitigation planning process. Members include: VDEM, Virginia Department of Housing and Community Development, Virginia Housing Development Authority, Virginia Department of Social Services, FEMA, HUD, USDA –Rural Development, local government representation (e.g., Virginia Beach; James City County); Virginia Voluntary Organizations Active in Disasters (SBA, VA have also participated in meetings).
- Establishment of MOUs with the Department of Corrections and the Department of Behavioral Health and Developmental Services to support potential temporary housing initiatives.
- Establishment of MOUs with the Virginia Society of Professional Engineers, Virginia Society of American Institute of Architects, and the Department of Forestry to support the damage assessment process.

Measures

- ◆ Number of days between the occurrence of a major disaster and Governor's request for federal disaster assistance.
- ◆ Pass 2015 Emergency Management Accreditation Program (EMAP) 5 - year evaluation
- ◆ Per recommendation of Senate Bill 381, onboard Sheltering Coordinator and Planning positions.
- ◆ Percent of appeals to meet federal criterion for responding to appeals made under the Other Needs Assistance (ONA) program following a disaster event.

• Ensure that all activities reflect best practices of the profession.

Summary and Alignment

Participate in statewide, regional and national organizations and taskforces to ensure that VDEM continues to be a leader

Objectives

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• **Provide the highest quality of customer service.**

Summary and Alignment

Provide high quality services to all users. Our continued success will depend on maintaining the highest level of customer satisfaction.

Objectives

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• **Ensure that all programs have adequate resources**

Summary and Alignment

Requires sufficient resources (funding, staffing and training and equipment) to support the agency and its programs. The performance of the assigned tasks and responsibilities will be dependent on a reliable source of funding.

Objectives

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» Ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

Description

[Nothing Entered]

Objective Strategies

[Nothing Entered]

Measures

- ◆ Pass 2015 Emergency Management Accreditation Program (EMAP) 5 - year evaluation
- ◆ Processing time for payments of Federal Emergency Management Agency (FEMA) Homeland Security Grants to non-state agencies

• Ensure compliance with federal and state regulations, policies and procedures

Summary and Alignment

Exceed the minimum federal and state standards of compliance.

Objectives

• Strengthen the culture of preparedness across state agencies, their employees and customers.

Summary and Alignment

Ensure compliance with federal and state regulations, policies and procedures for commonwealth preparedness. Additionally, ensure compliance with guidance and best practices promulgated by the Secretary of Public Safety and Homeland Security, in collaboration with the governor's cabinet, the Department of Planning and Budget and other groups and organizations as deemed necessary. The goal supports achievement of the commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds

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Major Products and Services

The Virginia Department of Emergency Management (VDEM) works with local government, state and federal agencies and voluntary organizations to provide resources and expertise through the four phases of emergency management-preparedness, response, recovery and mitigation.

Ready Virginia is a statewide public effort to prepare Virginians for all hazards, including natural disaster and potential terrorist attacks. Ready Virginia is hosted by VDEM and provides information on assembling a disaster supply kit and preparing an emergency plan while keeping the public informed during and after emergencies. Ready Virginia provides many free online and print resources in English and Spanish for local emergency management agencies, state and local government agencies, businesses, schools and individuals to use and distribute. One emergency preparedness flier is also available in the top 10 languages spoken most frequently in Virginia. These resources help to increase awareness of threats and also allow for communities, groups and individuals to prepare for emergencies. The agency's website and Ready Virginia website were redesigned and improved in 2012, and a mobile version of the website was introduced in 2012 as well. In 2013, a free mobile app for iPhone and Android devices was launched. These resources were developed and made possible only through federal grant funds. VDEM also develops and maintains state emergency plans as blueprints for response to a variety of scenarios and assists communities in developing localized emergency operations plans. VDEM also provides training in emergency management to prepare localities.

The Training and Exercises Division offers emergency management training both in the classroom and online, National Incident Management System (NIMS) training and technical support, and Homeland Security Exercise and Evaluation Program (HSEEP) training and exercises and technical support.

When disaster strikes, response needs to be fast, efficient and effective. VDEM manages and staffs the Virginia Emergency Operations Center (VEOC), which serves as the operations center for state efforts before, during and after emergencies and disasters strike or threaten Virginia. Located in a secure facility on the grounds of the Virginia State Police Headquarters in Chesterfield County, Va., the VEOC responds to calls for assistance from local governments throughout the Commonwealth. During a disaster, representatives from state and federal agencies along with private and nonprofit organizations work at the VEOC to form the Virginia Emergency Response Team (VERT). VERT personnel ensure needed resources are provided to disaster stricken areas, coordinating everything from sandbags and generators to bulldozers for debris removal and helicopters for rooftop rescues. A state-of-the-art mobile command post is also available to assist with extended field operations.

As the state's Search and Rescue Coordination Center, the VEOC provides a central coordination point for a statewide search and rescue response. The VEOC also provides the emergency communications support for the agency's Hazardous Materials Emergency Response Program, receiving calls, dispatching Regional Hazmat Officers and coordinating the response to local hazardous materials emergencies.

The State Warning point/Watch Center, part of VEOC, is the emergency point of contact for the Commonwealth, connecting the VEOC to local emergency managers across Virginia, to other state emergency operations centers across the country, to partner agencies and the federal level. Staffed 24 hours a day, seven days a week, the Watch Center coordinates day-to-day situational assessment, alerts and warnings, resource management, operational planning and reporting, and external relations.

VDEM's Operations Division works in partnership with the National Weather Service, the Virginia Silver Jackets Team, and localities on identifying

and addressing flood issues. The Integrated Flood and Warning System (IFLOWS) program operates and maintains a series of automated rain and stream gauges to collect and disseminate data that increases flood observation and warning capabilities. This program is focused on reducing the loss of life from flash floods; reduce property damage; and reduce disruption of commerce.

For recovery, VDEM coordinates the delivery of disaster assistance to impacted communities to include, but not limited to, the federal programs of public assistance, individual assistance and mitigation.

The Technological Hazards Division provides assistance to local jurisdictions in emergency situations involving hazardous materials and weapons of mass destruction. Technological Hazards provides on-scene response, technical assistance, response advice, and serves as a liaison to other agencies and groups. Technological Hazard Officers are also prepared to conduct offensive-control actions to include hot-zone entry for reconnaissance, stabilization, and product confinement. Technical assistance and on-scene response is available on a 24/7 basis.

Local Support Services (LSS) consists of eight Regional Coordinators and additional staff. Almost identical to the Virginia State Police Divisions, the seven designated Emergency Management (EM) regions contain an average of 16 - 20 jurisdictions. The Regional Coordinators are the eyes and ears of the senior staff, offering an opportunity to forge strong relationships. These relationships enhance our ability to effectively partner with Virginia localities in times of crisis.

A Regional Coordinator is assigned to each EM region to provide ongoing support in the design, development, analysis and implementation of comprehensive all hazards emergency management programs at the local and regional levels.

Regional Coordinators maintain a continuing dialogue between localities and VDEM's central office staff to ensure that state and federal programs support and enhance development of comprehensive local emergency management capabilities. They coordinate emergency preparedness and response activities at the regional level with state agencies and help to synchronize target and threat assessments, state planning, federal funding and incident management activities between state agencies and localities.

When major emergencies or disasters affect communities, the regional coordinators provide critical coordination of information and resources to those communities in order to alleviate problems and to promote a return to normalcy. Additionally, when disaster strikes, the LSS Division has the flexibility to relocate additional Regional Coordinators into an impacted area. This flexibility can achieve closer support for overwhelmed jurisdictions or provide a network of 24-hour operations.

VDEM serves as an entity that administers federal, state and private grant funds for pass through to local government to support preparedness, response, recovery and mitigation efforts.

Performance Highlights

Key performance measures address three elements of our mission – to build the capability of state government to manage emergencies and disasters, to help local governments build their own emergency management capabilities, and to encourage the general public to be aware and react to threats that occur in their communities.

Virginia Department of Emergency Management (VDEM) continues to build on these capabilities and has made progress.

The Local Capability Assessment of Readiness (LCAR) is a web-based format that facilitates a local jurisdiction's requirement to report a self assessment of emergency management to the Virginia Department of Emergency Management (VDEM) pursuant to the Code of Virginia. The results present a statewide view of local preparedness and an opportunity for VDEM to deploy resources to the jurisdictions to help improve local emergency management programs.

The results over the past several years show that local government's performance scores have consistently increased as measured by the LCAR self assessment tool with 100 percent participation achieved in 2013 and 99% this year. In 2010 the state average score was 71% and this year it is 78%.

The 2014 LCAR content was revised for the 1st time since 2010 when the current web-based format was introduced. Several new questions were added that address the National Incident Management System (NIMS) and LCAR now replaces NIMS reporting. LCAR also allows a jurisdiction to meet Emergency Planning and Community Right-to-Know Act (EPCRA) reporting requirements under Superfund Amendments and Reauthorization Act (SARA) Title III.

Staffing

Authorized Maximum Employment Level (MEL)	154
Salaried Employees	125
Wage Employees	184
Contracted Employees	22

Key Risk Factors

VDEM has identified several factors/forces that would significantly impact the agency's ability to implement its missions and move toward the realization of its vision. First, emergency events put day to day activities on hold. VDEM employees need to be prepared to react to the

potential threat or impact of disasters regardless of cause, severity or scope. Lacking proper planning, outreach, partnering and personnel and up-to-date technology could increase the risks associated with transitioning into an active emergency event. Second, quality of personnel is also a risk. VDEM needs to be able to provide the proper training and compensation to attract and maintain quality employees. Third, the inability to secure stable, constant and adequate funding to support emergency management could largely impact VDEM's ability to provide training and support to prepare localities for emergency events, respond, recover and mitigate the impacts of future events. Lastly, VDEM has the risk of not meeting the expectations of the public. VDEM is the means of information for the public, media, localities and elected officials. VDEM must maintain multiple means of communication and provide the most up-to-date and accurate information.

Management Discussion

General Information About Ongoing Status of Agency

The Commonwealth of Virginia first received accreditation through the Emergency Management Accreditation Program (EMAP) in 2005 and again in 2010. In order to receive accreditation, the Commonwealth of Virginia's Emergency Management Program must be found compliant with 64 standards established by EMAP. The standards encompass the following categories: Administration, Plans and Evaluation; Coordination; Advisory Committee; Administration and Finance; Laws and Authorities; Hazard Identification, Risk Assessment, and Consequence Analysis; Hazard Mitigation; Prevention; Operational Planning; Incident Management; Resource Management and Logistics; Mutual Aid; Communications and Warning; Operations and Procedures; Facilities; Exercises, Evaluations and Corrective Actions; Crisis Communications, Public Education and Information. The Commonwealth's Emergency Management Program must go through an EMAP Assessment every 5 years to retain accreditation. VDEM is the lead agency for the EMAP accreditation process, and is working with state agencies with emergency management responsibilities in preparation for EMAP accreditation in 2015.

Maintain the VDEM Employee Training and Development Policy so that 90 percent of new employees meet all training requirements within one year of employment.

Exercise and continue efforts to refine the VDEM Continuity Plan to ensure the capability to continue mission essential functions during a disaster or small scale event that affects operations.

Ensure the COVEOP *continues to align* with the most recent federal doctrine and guidance, most notably the Comprehensive Plan Guidance 101 (CPG 101) to include all support and incident annexes, *continuing the* four year revision cycle compatible to the cycle required of localities as well as colleges and universities.

Maintain public education and outreach to various citizen groups through the Ready Virginia program and increase the number of partners promoting preparedness.

Provide direct assistance to local governments and state agencies during emergencies and disasters, and functions internal to the agency to ensure the effectiveness of the commonwealth's organization and response to emergencies and disasters.

Enhance the capabilities of the Virginia Emergency Response Team (VERT) to coordinate the commonwealth response during disasters and emergencies.

Continue to identify and address the needs of individuals with disabilities in all aspects of disaster planning, and afford all individuals with equal access to programs, services, and activities related to emergencies and disasters.

Provide 24hour crisis coordination, information dissemination and state warning point services through the Virginia Emergency Operations Center (VEOC).

Information Technology

Current State:

The Information Technology (IT) Division at the Virginia Department of Emergency Management (VDEM) consists of seven (7) staff members, responsible for planning, administration and first-tier support of the systems and applications supporting the agency's operations at VDEM headquarters and the Emergency Operations Center (EOC). (As of July 25, 2014, two (2) of these positions are vacant.) The agency also has one contractor supporting the Financial Management System (FMS). The entire IT Division staff are members of the Virginia Emergency Response Team (VERT) and augment the EOC when the Governor declares a State of Emergency. The division also coordinates the provision of IT support for state personnel (including reservists, temporary employees and contractors) operating in any Joint Field Office (JFO) established by the commonwealth and the Federal Emergency Management Agency (FEMA) as a result of a natural or man-made disaster. In addition to the sites mentioned above, the division is also responsible for planning continuity of IT operations between those sites and Disaster Recovery (DR) at the agency's designated DR site.

VDEM is not responsible for the IT infrastructure (including servers, networks computers and networked printers) that supports its operations. That responsibility rests with the Commonwealth Information Technology Partnership (ITP) (the Virginia Information Technologies Agency and Northrop Grumman Corp). ITP resources providing end-user, server management and network management services are currently shared with the Virginia State Police and the Virginia Department of Corrections. VDEM has not (as of July 25, 2014) "transformed" into the commonwealth's IT Infrastructure Service Model and the agency is paying a "legacy" surcharge on top of infrastructure services charges. Planning for "transformation" is on-going.

Current Initiatives:

- Coordinating and/or providing support for the agency's mission-critical applications, including but not limited to WebEOC, the Virginia Interoperability Picture for Emergency Response (VIPER), Geographic Information System (GIS), the FMS and the standard suite of desktop applications (Microsoft Office, Outlook, etc.).
- Coordinating with the ITP (VITA/Northrop Grumman) for the provision of the agency's day-to-day operational needs for desktops, servers and network services.
- Compliance with the commonwealth's information security program.
- Coordinating with the ITP to plan transformation.
- Coordinating with the ITP to ensure the conversion of the desktop and laptop operating environment to Windows 7 was and will remain successful.
- Collaboration with internal and external entities for the implementation of new applications
 - Emergency Grant Management System (EGMS) and other grant-related systems (VDEM Recovery & Mitigation, Grants and Finance Divisions).
 - Response to and support of the activation of the VERT and any JFO requirements.
 - Identification of administrative solutions to support the agency's "back-office" operations.
 - Development of and enhancements to custom web applications and continued support of legacy custom applications and databases to facilitate the agency's daily operations.

Estimate of Technology Funding Needs

Workforce Development

The Virginia Department of Emergency Management (VDEM) has 154 full-time positions with 133 positions filled. The workforce also includes 11 part-time wage, 70 reservist positions, 114 adjunct instructors, and 22 temporary employees.

When the Virginia Department of Emergency Management's permanent staff is not available to support extended response and recovery operations during major disasters and emergencies, the Reservist Cadre provides additional skilled and experienced personnel to support the state's actions in a disaster or as needed. Growth in the program will be needed if emergencies and disasters continue to increase.

VDEM's workforce has a median age of 49 with 7.6 years of service. During the next five years, 18% of the workforce can retire with full benefits; 33% can retire within 10 years. The agency is pursuing several strategies to maintain its leadership and institutional knowledge, such as partnering with universities that offer degrees in homeland security and emergency preparedness. VDEM is committed to offering specialized training to maintain a proficient workforce. The agency is exploring cross training and job rotation for VDEM staff.

The emergency management field is increasingly competitive as federal, state and local governments, as well as private companies and contractors, compete for competent employees. In response, VDEM is continuing to make progress on strategic objectives to improve recruitment and retention:

- A 2011 comprehensive compensation analysis was conducted to ensure salaries were internally equitable and externally competitive; we continue to monitor the market rates.
- VDEM has increased the maximum advertised salaries for vacancies in order to access a larger segment of the labor market.
- The agency is evaluating internal career development strategies in order to retain highly qualified staff and prepare future leaders.
- The agency continues to promote teleworking to support the Continuity of Operations Plans and enhance work/life balance.

VDEM will continue these efforts and identify new ways of attracting and retaining a highly motivated and skilled workforce.

Physical Plant

The Virginia Department of Emergency Management (VDEM) does not own the physical plants it currently utilizes. The state Emergency Operations Center (EOC) is co-located within the Virginia State Police headquarters in Chesterfield County. The agency's headquarters building, located in Chesterfield County, houses the majority of VDEM staff and is leased from a private company.

As a result of VDEM's mission, the agency maintains a fleet of four-wheel drive vehicles and other emergency response units for staff use for incident response. This fleet also serves as mobile offices for field based employees. These units serve as the agency service delivery outlets with customers and first line of defense during an incident. Agency owned vehicles range in age from new to eleven years old. The agency's goal is to replace vehicles once they are not cost-effective to maintain. Currently there is a limited funding stream to replace these vehicles which makes it difficult for the agency to maintain its readiness at the preferred level.

Supporting Documents

Title	File Type
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