

2018-20 Executive Progress Report

Commonwealth of Virginia
Secretary of Public Safety and Homeland Security
Department of Emergency Management

At A Glance

The Virginia Department of Emergency Management mission is saving lives through effective emergency management and homeland security. "A Ready Virginia is a Resilient Virginia"

Staffing 133 Salaried Employees, 0 Contracted Employees, 160 Authorized, and 155 Wage Employees.

Financials Budget FY 2019, \$63.48 million, 11.74% from the General Fund.

Trends
Legend

↑ Increase, ↓ Decrease, → Steady

Key Perf Areas

↑ Deploy state assets for Search & Rescue response

↑ Local EOPs up to date

Productivity

↑ Close out state & federal disasters timely

Legend

↑ Improving, ↓ Worsening, → Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov

Background and History

Agency Background Statement

In July 1973 and largely as a result of the devastation of Hurricane Camille in 1969, the Virginia Emergency Services and Disaster Act established the Virginia Office of Emergency Services. The new agency's purpose was to assist in protecting the commonwealth and its residents from the effects of both natural and human-caused disasters.

Emergency management in its infancy trained U.S. citizens about how to respond to an atomic bomb, drilling "Duck and Cover" into school children and adults alike. Since then, the field has evolved into a complete profession that includes extensive planning, preparing, responding to, recovering from and mitigating all types of emergencies and hazards.

Today, the Virginia Department of Emergency Management (VDEM) works with local, state and federal agencies and voluntary organizations to provide resources during emergencies. The agency's mission is to protect the lives and property of Virginia's citizens from emergencies and disasters by coordinating the state's emergency preparedness, mitigation, response and recovery efforts.

Through preparedness, VDEM develops and maintains state emergency plans; offers training courses in emergency management, hazardous materials response and search and rescue; and conducts, in partnership with the National Weather Service, annual public awareness campaigns promoting tornado, hurricane and winter weather safety. Response assists local governments in reacting to crises and provides status reports to the governor on existing conditions. Recovery involves VDEM working with the Federal Emergency Management Agency (FEMA) to coordinate and administer programs that help citizens return to their normal lives quickly. Lastly, mitigation goes beyond helping communities recover from disasters and assists local jurisdictions in designing effective, long-range mitigation plans to address potential hazards specific to their community.

Emergency management has changed since 1973. The ability to address an operating environment that includes tornados, sea level rise, nuclear power plants, flooding, hurricanes and ISIL requires an organized postured for 2020 challenges.

In 2014, the Governor established a vision for emergency management. This included:

- Quick, integrated response

- Strategic and sustainable programs
- Regional capacity for disaster response
- Professional development for emergency management

However, VDEM in 2014 continued to work as a small agency while the scope and resources had changed drastically. The grants were managed across program areas and centrally with no coordination of strategies. During an incident response and recovery, actions were Richmond/National Capital Region-centric and worked very independently of localities and federal entities. Professional development across the agency workforce was uneven and without a strategic focus. Our situational awareness was simply a description of what had happened rather than an analysis of the situation and application for future planning. Finally, coordination was lacking across plan development, the use of response assets, and training and exercises. To achieve the Governor's vision for emergency management would require a systemic reorganization.

Immediate steps were taken to integrate program areas, looking at systems across the entire process rather than as attached to an emergency management project or function. To this end, the grants division was moved into finance along with procurement, budget and accounting. In addition, all grants were redirected to be managed as either a preparedness or disaster grant and the process for determining grants awards was made transparent by the full engagement of stakeholders.

This same integration of programs was implemented agency wide. Regional staff that had reported to different program managers formed regional offices, adding what had been centrally staffed planners and managers. All operational programs were pulled into one response division along with disaster logistics that help coordinate the deployment and return of all personnel and equipment. All employees were assigned and trained in emergency management operations in order to provide a set of rosters assigned to rotations during activation.

The most prominent change in the VDEM of 2020 is the establishment of a forward leaning deployment posture with mission ready packages. This capability is just beginning to be realized with the regional offices and revised structure of all specialty team assets working in concert.

The measures and next steps for VDEM continue to push into the next evolution of emergency management. As VDEM works to wisely spend the available grant funding, the decline of these funds makes seeking non-grant funding sources a priority for the future. This is not only necessary to keep the resources moving forward during a response and recovery, but to continually build and fund baseline capabilities in areas such as communications, situational awareness, alert warning systems, incident management, search and rescue, hazard materials response, and planning. Without the ability to sustain these programs over time and declines in federal funding levels, the Commonwealth increases the risk of the threats growing in complexity and magnitude without an appropriate response for life and safety.

Major Products and Services

An incident starts at the community level. From a tornado touchdown to terrorism, the exact point starts within one or more Virginia localities. With that understanding, a primary service offered by VDEM includes the depth of skills found within each of the seven regional teams. Each region has, at a minimum, a Hazardous Materials Officer, an All Hazards Planner, a Disaster Response and Recovery Officer and Chief Regional Coordinator. They can be on site of almost any scene in two hours or less and are able to assist with coordinating any portion of the response that is helpful to that locality. As an incident spreads to a greater number of localities, the VDEM regional team works with the Virginia Emergency Support Team (VEST) to bring additional resources to bear. This enhanced posture provides the local emergency manager a quicker and more integrated response when assistance is needed.

VEST is a combination of up to 40 state agencies, private and non-profit partners working together to share information, make immediate decisions, and deploy additional resources ranging from specialty teams (search and rescue, incident management team, UAV monitoring) to access to emergency contracts for debris removal or trucks of provision for first responders or citizens. To maintain a level of readiness that includes a rotating, two hour recall response, involves monthly training and exercises. Entire sections of the VEST must train and exercise together routinely in the Virginia Emergency Operations Center as well as in the field with the local agencies and non-profit organizations.

To keep this response level at optimal readiness requires effective programs including grants management, a statewide training program, local, state and federal coordinating exercises, maintenance and monitoring of the equipment and training certifications for all specialty teams, and a situational awareness structure that allows data to be mined and integrated for future planning. These programs are the core of the central office of VDEM and work in coordination with the VEST partners and federal agencies focused on public safety concerns. The services provided to support the VEST are evident; however each program also supports the local governments in their routine duties including citizen and local elected official education, as well as training and exercise of local first responders.

Human Resources manage the recruitment, onboarding and day to day concerns of all employees – including adjunct faculty and reservists. Likewise the Finance division manages the appropriations, purchasing, payment and all grants across the agency as well as passed through to local government entities in form of grants. During activation these divisions join to ensure surge staffing levels are met and all time, costs and missions are captured for financial reconciliation and reimbursement.

The Planning division is responsible for the statewide planning including threat and risk assessment, continuity of operations and the Commonwealth of Virginia Emergency Operations Plan. The watch and fusion center functions also reside within the Planning division. The watch is a 24/7 operation managing the deployment and return to base of assets, situational awareness and notification of any incident and data gathering for any situational awareness product development. The VDEM fusion center staff work both in the Virginia State Police fusion center working homeland security intelligence, but also work in plans to assist in situation awareness, future planning and components of the threat and risk plans.

In Response & Recovery Division the specialty teams are strategically managed. This division coordinates special teams such as Search and Rescue, Technical Rescue, Incident Management Teams, Unmanned Aerial Vehicles, Urban Search and Rescue and Hazardous Materials response. Ensuring these teams are ready to respond includes coordination of appropriate Memorandum of Understandings, having a strategic plan to ensure staff training and equipment refresh meet the response demands, and coordination of teams in routine agency and local events in order to maintain a balance of exercises with drills. The disaster logistics team supports all specialty teams and VDEM in equipment needs and manages the logistics function during activation. On the Recovery side, the division develops and trains staff to the duty of standing up the recovery efforts for one or more localities. This includes development of custom training, planning and financial tool kits. As activation transitions from response to recovery this team works in the field to ensure assess damages, voluntary resources are made available and that all impacted know their resources and points of contact for specific recovery issues.

Regional Support involves the enhanced staff assigned to each of VDEM's seven regions. Each team is staffed with four or more personnel who assist the localities, higher education and regional non-profit partners with plans, response and recovery from small or large event and assist with securing additional resources as an event grows in scope and scale. The regional staff are the locality's first contact for all VDEM activities.

State Coordinators office includes the VEST staffing, external affairs and policy. VEST staffing includes the full time management of the training, exercise and crisis applications systems that support a planned or no notice event. This includes cross training approximately 30 emergency support function duties across over 40 state agencies, private and non-profit partners. In addition the staff serves as the leaders for each of the three VEST teams to ensure continuity across the shifts of activation. External affairs division coordinate both policy and communications with media, elected officials, citizens and all emergency management partners.

Customers

Customer Summary

The Virginia Department of Emergency Management (VDEM) serves the localities, all state partners, regional state and federal partners, elected officials at all levels and residents with damages after a disasters. Efforts to maintain or increase these partnerships impacts the Virginia Emergency Support Teams ability to respond and assist in recovery.

VDEM anticipates its customer base increasing as the population increases and due to the continuing goal of full integration of services and programs.

Examples of areas of increase include:

- Disability Community – The Access & Functional Needs Advisory Committee (AFNAC) is comprised of subject-matter experts from state disability service and two local emergency management representatives for the purpose of guiding and furthering the Commonwealth's efforts to ensure universally accessible emergency plans and services. This committee advises VDEM on inclusive emergency planning and disability integration during response operations. Many members participate as partners with the disability community during response to identify and resolve citizen's access and functional needs issues and unmet needs. There are approximately 30 agencies, including FEMA's Office of Disability Integration and Coordination, represented on AFNAC.
- Local elected officials – While ongoing communication has been a part of VDEMs profile, communications have been increased with local elected officials during a response, as recovery actions are needed, and as funding is assessed and hopefully recovered on behalf of the locality.
- Non-profit organizations and Private sector partners – Through the outreach of the Recovery and Resilience Division, partnership with private sector entities engaged in addressing resilience to flooding and sea level rise are on the increase. In addition, the Virginia Emergency Support Team is working to increase the private sector partners with an emphasis on supply chain as well as continually expand the non-profit opportunities through connection to the Virginia Organizations Active in Disasters (VOAD).

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Local or Regional Government Authorities	Localities	141	141	Stable
Local or Regional Government Authorities	Regional Authorities	40	150	Increase
State Agency(s),	Other States and the District of Columbia	50	50	Stable
State Agency(s),	State Agencies	40	165	Increase
State Agency(s),	Virginia Colleges and Universities	35	76	Increase
Federal Agency	Federal Government	6	6	Stable
Resident	Citizens	0	0	Increase
Developmentally-Disabled	Special Interest/Needs	0	15	Increase
Governor	Governor's Cabinet	12	12	Stable

General Assembly	General Assembly	140	140	Stable
Resident	Individual Disaster Victims	0	8,411,804	Increase
Non-Profit Agency (Boards/Foundations),	Volunteer Organizations	20	100	Increase
Non-Profit Agency (Boards/Foundations),	Non-Profits	20	100	Increase
State Government Employee	All state employees	20,000	103,991	Increase
Employee, Part-Time	VDEM Reservists	20	20	Increase
Employer/ Business Owner	Media	0	15	Increase
Employer/ Business Owner	Private Businesses	0	15	Increase
Property Owner	Private Businesses	0	0	Stable
Resident	General Public	0	0	Stable
Recreationalist	Visitors	0	0	Stable
Resident	Volunteers	0	0	Stable

Finance and Performance Management

Finance

Financial Summary

The Virginia Department of Emergency Management's financial resources come from a variety of funding sources that fall into two broad categories: non-general and general funds. Non-general funds are further broken down into federal funds and special funds. Federal funds are further divided into two major funding sources, disaster and homeland security. These funds are for reimbursement to local and state government agencies related to expenditures from disasters or homeland security for preparedness. The annual amount that is received in federal funds can fluctuate based on the impact of disasters and homeland security funding. Decrease in federal funding impacts the ability of VDEM to provide its previously mentioned major products and services. It is currently anticipated that federal funding will continue to decrease based on previous trends.

Special Funds are generally comprised of two main funding streams: Commonwealth Transportation Fund, which is used to assist in the operation of the Commonwealth Hazardous Material Program and Dominion Power for the Radiological Emergency Preparedness Fund.

Fund Sources

Fund Code	Fund Name	FY 2019	FY 2020
01000	General Fund	\$7,449,541	\$7,479,078
02127	Vdem Special Revenue Fund	\$396,431	\$394,431
02151	Radiolgl Emrgcy Preprdnness Fd	\$2,242,655	\$2,244,655
02180	Fire Programs Fund	\$160,808	\$160,808
02240	Virginia Disaster Response	\$250,000	\$250,000
02790	Virginia Disaster Relief Fund	\$100,000	\$100,000
04100	Hwy Maintenance & Operating Fd	\$1,212,509	\$1,212,509
10000	Federal Trust	\$51,667,205	\$51,667,205

Revenue Summary

As Virginia's Emergency Management Agency, VDEM aspires to promote best practices and policy as it pertains to safeguarding public funds. VDEM's funding derives from several different types of funding, general funding (12%), special funds (7%) and federal funding (81%). VDEM manages over \$65 million dollars in a fiscal year, which approximately \$40 million passed through to prepare, respond, and recover from natural and manmade disasters. These pass through funds are from various funding streams (23) which are different and distinct programs.

Performance

Performance Highlights

VDEM's measures of performance continue to change and improve with the recent reorganization. The ability to be on the ground working alongside our local emergency managers within two hours or less of any natural or man-made disaster is an improvement in the ability to provide response and recovery services. Because of the forward leaning posture the Virginia Emergency Support Team (VEST) pre-deploys assets into the areas of anticipated disaster (for example, the locality that is anticipated to have a hurricane make landfall). During Hurricane Matthew a call from Virginia Beach for support from the National Guard was responded to within 8 minutes - because the resource had been pre-deployed and was literally parked outside of the Virginia Beach Emergency Operations Center. Another example is a recent straight line

wind event damaging 35 properties in Colonial Beach. The VDEM regional team was on site in under two hours, used current technology to assist with damage assessments and had a complete picture of all damages with local government and residents life and safety needs within hours. These are but two examples of the ways in which the performance and expectations for coordination of response and recovery efforts had dramatically changed.

Financially VDEM has changed its performance by moving all grants into one division and syncing it with all financial process. This has created great efficiencies by having a single point of contact regardless of the funding stream, unified all processes into a single process, automated the exchange of all documentation and expedited payments.

The last performance change to highlight is the continuation of the development of special teams. VDEM has had long standing partnership and support of speciality teams include Incident Management, Search and Rescue and Hazardous Materials team (among others). VDEM is able to leverage the support of these teams during disasters with a forwarding leaning posture, involved them in the grant stakeholder process and incorporated them into all training and exercises. This has provided a more cohesive approach to response and recovery.

Selected Measures

Measure ID	Measure	Alternative Name	Estimated Trend
127.0011	Achieve or exceed state SWAM spend requirements of 42%		Maintaining
127.0010	State and federal disasters closed in order to enable locality to fully recover	Close out state & federal disasters timely	Improving
127.0012	Completion annual threat and risk analysis		Maintaining
127.0008	Deploy state assets for response to assist local/regional efforts - Search and Rescue Response	Deploy state assets for Search & Rescue response	Improving
127.0015	Local emergency operations plans are up to date and approved	Local EOPs up to date	Improving

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.

Agency Statistics

Statistics Summary

The following statistics reflect a broad glance of VDEM operations for calendar year 2017 as it relates to services provided in the four phases of emergency management: preparedness, response, recovery and mitigation. The attached VDEM 2017 Annual Report provides more up to date information.

Statistics Table

Description	Value
Media inquiries	296
HazMat notifications	1,532
Search and Rescue Missions	96
Local Emergency Plans that are current (out of 138)	138
Courses and Training Classes Conducted	130
Brochures distributed for emergency preparedness (including Spanish)	462,590
Brochures distributed for emergency preparedness in Spanish	27,295
Local Exercises Conducted	7
State Exercises Conducted	7
EMAC Missions	11

General Information About Ongoing Status of Agency

The Commonwealth of Virginia first received accreditation through the Emergency Management Accreditation Program (EMAP) in 2005, 2010 and again in 2015. 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 worked closely with Virginia Tech in earning their accreditation.

Professional develop is a renewed effort at VDEM. Not only are opportunities to attend the Foundations or Advanced Emergency Management Academy made available to all employees and partners, but tuition reimbursement and continuing education have encouraged many employees to seek advance degrees and skills.

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.

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 Support Team (VEST) to coordinate the commonwealth response during disasters and emergencies.

With the leadership of the Statewide Shelter Coordinator a multi-discipline stakeholder driven committee is working 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 Operational IT Investments

The Information Technology (IT) Division at the Virginia Department of Emergency Management consists of eleven (11) staff positions, 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 September 16, two (2) of these positions were vacant but already approved to be filled). IT Division staff are all members of the Virginia Emergency Support Team (VEST) 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 taken steps towards "Transforming" into the Commonwealth's IT Infrastructure Service Model and the agency is paying "Legacy" surcharge on top of infrastructure service charges. Activities towards transformation are ongoing. As of September 2016, VDEM is awaiting delivery of three finalized Transformation Statements of Work (Network Services, Security Services, and Crisis Information Systems) from the ITP.

Significant accomplishments over the past year include:

- Implementing products and services for over \$2.5 million in new IT projects.
- Significant upgrades to functionality and workflow of the Request Management process in WebEOC and continued enhancement of information sharing among multiple WebEOC systems through WebFUSION.
- Migration of VDEM email to the COV domain.
- Significant progress towards finalization and initialization of Transformation, including initiation of two Transformation custom work requests for Network Services and Security Services.
- Continued development and refinement of practices to use ArcGIS Online
- Support of the activation of the Virginia Emergency Response Team
- WebEOC and GIS support through multiple emergency responses that did not require augmentation of the VEST.

The IT Division's top priorities include:

- Procurement of Open-Source Communications Analysis Software.
- Working with agency executive and divisional leadership to ensure that all personnel have adequate technology to perform job duties and agency mission.
- Establish IT strategic plan for all current and legacy systems.
- Compliance with the Commonwealth's information security program.
- Establish agency technology committee with divisional representatives to assist with strategic planning processes.
- Coordinating with internal and external partners for the establishment of an alternate Emergency Operations Center/Operations Division location.
- Investigating alternative technologies including tablet computers
- Implementation of new technologies as they become available through the Commonwealth IT Infrastructure Sourcing project, starting with the transition of VDEM's email from Outlook to Google.
- Coordinating and/or providing support for the agency's mission-critical applications, including but not limited to WebEOC, GIS, Cardinal and the standard suite of desktop applications (Microsoft Office, Outlook, etc.).
- Compliance with the Commonwealth's information security and risk program.
- Coordinating with the Information Technology Partnership to maintain progress towards Transformation.
- Collaboration with internal and external entities for the implementation of new applications.
- Response to and support of the activation of the Virginia Emergency Support Team (VEST) and any Joint Field Office requirement
- 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.

Factors Impacting the Current Agency IT

The principle issues impacting VDEM IT include human resources, funding and the relationship with the IT Partnership.

- VDEM's operations, especially upon activation of the Virginia Emergency Support Team (VEST) require a higher degree of availability than those of other agencies. Communications, including voice and data, are key to accomplishing the agency's primary mission of coordinating the response to and recovery from natural and man-made disasters. VDEM is totally dependent on the IT Partnership to provide those services, because it possesses no organic resources. We rely on the Partnership to provide on-site end user and other support 24 hours/day-7 days/week during VEST activation and during the operating hours for JFO operations. In addition, we rely on the ITP to provide connectivity to whatever network services FEMA provides for the JFO or alternatives to that connectivity.
- When a State of Emergency is declared, the entire IT division joins the VEST and deploys to the VEOC, bringing routine support and development to a halt. The division is forced to react to unplanned events and rearrange priorities on the fly, and to react to the initiation of JFO operations with minimal planning.
- VDEM's IT division is staffed to support specific mission-focused activities, however, VDEM shares a small handful of NG end user support resources with Virginia State Police and the Department of Corrections. This results in VDEM's IT staff regularly being pulled away from regular duties to perform work that we are currently being charged by VITA for NG to perform. This draws on VDEM's resources and impacts efficiency and effectiveness of the IT staff.
- A large portion of VDEM's IT budget is dedicated to paying for VITA services and telecommunications costs, which due to the agency's mission are fixed costs. Because VDEM has not been fully "transformed" into the Commonwealth's service model, VDEM is being assessed Legacy charges in addition to the charges for services received. Transformation is expected to be completed in FY17 and the charges will disappear when full transformation has occurred. The exact financial impacts of Transformation are unknown and VITA's Transformation process does not allow for the preparation of detailed estimates or schedules until a solution is developed and approved by the agency, but VDEM has rough estimates.
- VDEM is subject to the actions and initiatives of the IT Partnership and spends a lot of time reacting and responding to circumstances not of its making and out of its control.
- A significant portion of the agency's operations and maintenance costs are federally funded. Given turmoil in the federal budget, there is concern that these sources may not be available for the extent that they have been historically. Of particular concern with respect to grant funding is the continuation of support for VDEM's two GIS analysts. Reliance on federal funding carries significant requirements on how funds can be spent, specifically with respects to hardware. To mitigate these impacts, VDEM's Plans Division has hired three GIS analysts who primarily work in the Virginia Fusion Center. We will be working to develop a staff augmentation schedule with those personnel.

Proposed IT Solutions

The agency anticipates continued planning for Transformation, culminating in the initiation of Transformation activities by mid/late FY 2018, and completion of those activities in FY 2019. The applications and application services that the agency employs will continue in an operations and maintenance mode throughout the biennium. VDEM intends to study the potential for enterprise solutions for Financial Management, Budget, and Human Resources, if they make business sense to the agency, as they become available. In addition, VDEM is interested in investigating hardware alternatives, specifically tablet computers. Interoperability, communications, continuity of operations and disaster recovery are all critical to the success of the agency's missions and will be the foci of studies and planning as well. VDEM also continues to make progress in improving its IT Security program.

Workforce Development

The Virginia Department of Emergency Management (VDEM) has 160 full-time positions. with approximately 133 positions. The workforce also includes 14 part-time wage, 41 reservist positions, and 114 adjunct instructors.

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.

Through the recent reorganization the composite of the VDEM workforce has changed. While experience in emergency management has not decreased, the current workforce is younger and with more advanced degrees. The agency accomplished this by using recruiting techniques such as LinkedIn, advertising through association websites, and using the surrounding states as well as FEMA region III to recruit on our behalf. In the fall of 2017 VDEM began an intern program in coordination with state colleges offering degrees in homeland security. The goal is to have 10-14 students each year spend a semester learning about the "boots on the ground" while bringing new ideas, technologies and approaches to VDEM.

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:

- VDEM has increased the maximum advertised salaries for vacancies in order to access a larger segment of the labor market.
- VDEM has implemented more targeted recruitment strategies to attract a diverse and highly qualified applicant pool.
- The agency continues to evaluate 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 has revised its Tuition Reimbursement Policy to enhance job performance and improve opportunities for internal career growth and development.
- The agency has renewed its focus on professional development to ensure staff is knowledgeable of current trends and practices in their respective fields.
- The agency has revamped its internship program to train and develop future leaders.

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.

However both facilities no longer meet the agency's needs. The EOC technology has been upgraded but during an activation it no longer holds the staff necessary to manage a disaster or provides us the capabilities to apply the technologies of 2020! The same is true of the central office. The space is no longer able to house the staff and resources needed to support the true reflection of the depth of the new partnership with speciality teams, enhanced training programs and overall expanded coordination with stakeholders.

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. While a significant number of the vehicles have been replaced, the agency now has a strategic plan for vehicle replacement projecting out several years the needs and goals. Unfortunately 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.