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 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.

Staffing	125 Salaried Employees, 22 Contracted Employees, 154 Authorized, and 184 Wage Employees.
Financials	Budget FY 2015, $61.13 million, 10.70% from the General Fund.

Trends		Key Perf Areas	➡ % corrective measures addresse
	⬆ Number of customers	Productivity	⬆ % increased students trained
	⬆ Population diversity		
	⬇ Funding for Homeland Security	Legend	⬆ Improving, ⬇ Worsening, ➡
Legend	⬆ Increase, ⬇ Decrease, ➡ Steady		Maintaining

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

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 Agecny (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.

In providing resources and expertise, VDEM seeks to lead the effort to protect Virginia and Virginians from the impact of emergencies and disasters, natural and manmade.

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 Suport 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.

Customers

Customer Summary

The Virginia Department of Emergency Management (VDEM) anticipates that its customer base (general public/state agencies/business) will increase as the population of Virginia and visitors to the state increase. Further, VDEM's customer population is becoming more diverse. In a report completed by the University of Virginia's Weldon Cooper Center for Public Service, it was reported that there was a 92 percent increase in Virginia's Hispanic population from 2000 to 2011 with the 2011 total population of Hispanics being reported as 630,000.

The Preparedness Division is leading the Commonwealth of Virginia's effort to improve emergency planning for populations with access and functional needs. The following are examples of activities that have occurred since July 2013:

- The Local Planning Assistance Branch in the Preparedness Division recently completed a series of grant funded workshops on inclusive planning in each of the VDEM regions, bringing together local emergency managers as well as staff from agencies and organizations that support people with access and functional needs.
- Emergency Support Function 6 (ESF6), mass care and sheltering includes a Special Needs Cadre that supports local governments when situations arise for people with access and functional needs that are outside of the normal scope of response. Currently, there are 4 members of the cadre who are available to report for duty to the Virginia Emergency Operations Center (VEOC) during emergencies. There are several people, primarily from Health and Human Resource Agencies who are available to provide subject matter expertise. There is an on-going effort to recruit additional members and identify resources.
- The Preparedness Division has been supporting the student research projects of Professor Shital Thekdi of the University of Richmond, Robbins School of Business. The students are undergraduates who are researching populations with access and functional needs. The intent is that the research will ultimately facilitate improved local planning by enabling local emergency managers to better understand and plan for their populations.

The State Planning Assistance Branch is in the process of establishing a state level advisory group for access and functional needs. This work group will advise the state on emergency preparedness, response, and recovery planning for individuals with access and functional needs. Private business customers will likely increase as more businesses become involved in emergency management within their organizations. Additionally, in 2011, VDEM began a Public Private Liaison Program to further reach out to private business customers. As a result, more private businesses will become involved in emergency management, since involvement with critical infrastructure protection has increased private business customer participation to some degree already. Projected growth in the customer base will also be a result of a steady increase in volunteers on account of various local, state and national programs (Citizens Corps, American Red Cross, etc.) to involve the populace in emergency activities. VDEM will continue to strengthen its relationships with local and state governments through local and state training and exercise events.

Customer Table

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

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 2015	FY 2016
0100	General Fund	$6,539,323	$6,464,938
0200	Special	$2,188,193	$2,249,124
0218	Fire Protection Fund	$160,808	$160,808
0224	Virginia Disaster Response Fund	$578,101	$578,101
0410	Highway Maintenance And Operating Fund	$1,170,639	$1,170,639
1000	Federal Trust	$50,488,216	$50,488,216

Revenue Summary

 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%. Funds are primarily passed through to local and state agencies to enhance their emergency preparedness and for operational costs.

Performance

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 Communit Right-to-Know Act (EPCRA) reporting requirements under Superfund Amendments and Reauthorization Act (SARA) Title III.

Measure ID	Measure	Alternative Name	Estimated Trend
12777502.002.001	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).	% corrective measures addresse	Maintaining
M127SA12001	Percentage of increase of students trained by quarter.	% increased students trained	Improving
12777501.001.001	Statewide average score of the Local Capability Assessment of Readiness (LCAR) self assessments by localities annually.		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 2013 as it relates to services provided in the four phases of emergency management: preparedness, response, recovery and mitigation.

Statistics Table

Description	Value
Media inquiries	296
HazMat notifications	1,632
Search and Rescue Missions	101
Local Emergency Plans that are current (out of 138)	138
Students trained	8,316
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
Exercise Participants	0
Non-disaster grant reimbursements processed	0
Disaster donation requests processed	0
Disaster applications processed in 2013	0

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 en-duser, 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.

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.