

Central Virginia Emergency Management Alliance



Thursday, February 15, 2018 @ 0930 hours
Richmond Planning District Commission 9211 Forest Hill Ave, Richmond, VA (Board Room)

Meeting was called to order by Chair Ben Ruppert at 0935.

1. Welcome & Introductions

Mr. Ruppert welcomed everyone and thanked RRPDC for hosting. Introductions were made. List of attendees is attached. Ben asked if there were any additions to the agenda. A change in the agenda order was requested to allow the Training and Exercise Committee Chair to do a presentation on a new calendar resource to accommodate his attendance at the Advanced EM Academy. There were no other changes.

2. Minutes from January 2018 Regular Meeting

Motion: To approve minutes as presented.

Made by: Donald Hunter (Prince George County)

Second: Anthony McLean (City of Richmond)

Discussion: None

Motion carries.

3. Special Presentations

Jennifer McKee (VDEM GIS Section; jennifer.mckee@vdem.virginia.gov) offered a presentation on a new GIS layer that will assist with identifying addresses near alarm sites for the nuclear power stations. When a pole alarm fails during use (test or otherwise), this layer will note the pole in the GIS layer and correlate addresses that are pulled from a VGIN (911) database. This database is updated quarterly through VGIN to maintain accuracy. This will enable partners to do manual notifications specifically to these addresses to enhance information and emergency notification processes. Currently, the layer is only applicable to localities in the EPZs for the North Anna and Surry Power Stations, but similar layer applications could be developed like tracking resource requests or showing baseline sheltering information. If a locality is in the 10-mile EPZs for these sites and needs access to the system, please contact Doug Gagnon (doug.gagnon@vdem.virginia.gov) with your locality point of contact so you can be added as soon as possible. If the locality is outside of the 10-mile EPZ, but would like access, please contact Doug and he can add you. If your locality already has an ArcGIS AGOL account, please let Doug and Jennifer know and they can grant your account access.

- Corey Beazley (Hanover) advised Dominion and other stakeholders are still working through the use of the IPAWS system as it was presented at the recent Dominion

workshop. There are no new details yet on that process, but more information will be forthcoming.

4. Standing Committee Reports

a. **Mass Care** | Paul Hundley (Richmond) Next meeting: 03/01/2018 at the RRPDC

- Working through the FY2016 grant award and will be asking VDEM for an extension to complete spending out the funds. The metrics of the grant have been exceeded insofar as the number of students for instruction for the grant, but the cost of the courses overall has been less than what was anticipated, leaving some funds to be spent.
- Please invite your Social Services or other agency leads with the power to commit to training and exercises to the committee meetings. This will provide an opportunity to better understand the training and resource needs for the region and how to best use funds to support regional mass care initiatives.

b. **Planning** | Anna McRay (Henrico) Next meeting 02/21/2018 via WebEx

- Ben provided an update on the THIRA progress. The contract for Dewberry has been extended to March 2018 to allow completion of the final product. Documents from the last workshop have been sent out for review. In particular attention for the committee chairs, please be sure to review the information for accuracy and send comments back to Jada by 02/28/18 so they can be shared with Dewberry to ensure completion of the project by the March 15 date.
- The final draft of the Regional Continuous Improvement Strategy is ready and will be reviewed under New Business as it needs to sit on the table until the next regular meeting for adoption.
- Following the meeting, Doug (VDEM) provided the attached update on local adoptions of the Regional Hazard Mitigation Plan:

Locality (County, City, Town)	Adopted (Y/N)	Date Adopted
Claremont (Town of)	Y	11/1/2017
Chesterfield	Y	8/23/2017
Colonial Heights	N	
Dendron (Town of)	Y	12/4/2017
Dinwiddie	Y	8/15/2017
Emporia (City)	Y	9/19/2017
Greensville	Y	9/5/2017
Hopewell	Y	8/8/2017
Jarratt (Town of)	N	
McKenny (Town of)	Y	9/14/2017
Petersburg (City)	N	
Prince George	Y	8/8/2017
Stony Creek	Y	10/10/2017

Surry County	N	
Surry (Town of)	Y	11/14/2017
Sussex	Y	9/21/2017
Wakefield	Y	11/13/2017
Waverly	Y	12/12/2017
Ashland	N	
Charles City	N	
Goochland	Y	9/5/2017
Hanover	Y	8/23/2017
Henrico	Y	9/12/2017
New Kent	Y	9/5/2017
Powhatan	Y	8/28/2017
Richmond City	Y	12/11/2017

- After eight years of service, Anna has requested to be replaced as the regional representative to the FEMA Region 3 Regional Advisory Committee. This position was initially developed when the region was a UASI and we have remained actively involved as a partner to form policy and offer information on impacts to the Central Virginia region. Anna requested that Ben appoint Curt Nellis (Powhatan County) fill the role to continue to actively advocate for the region. Ben thanked Anna for her service and welcomed Curt to the position, where his first meeting with the group will occur in June in Washington, DC.
- c. **Public Outreach** | Anthony McLean (Richmond) Next meeting 02/26/2018 at the RRPDC
- Please note the change of the next meeting date due to the President’s Day holiday on 02/19/2018.
 - Survivor Day is April 21. Please make sure Jada has point of contact information for your locality if you will be participating. There are backpacks in the Conex storage box in Hanover. There had been an odd smell with them, but this seems to be tied to storing them in the cardboard boxes in the Conex box. Currently there are 360 kits waiting to be used. The expired first aid kits in them can be switched out by coordinating with Sherri Laffoon in Chesterfield. Thanks to Sherrie for storing the new first aid kits and overseeing the swap out. New flyers are being produced, and the website is currently open for registration.
 - Emergency preparedness guide revisions have been completed, and they will be going out for printing shortly. An initial order of 5,000 guides will be filled with this initial printing order.
 - CVEMA was chosen to participate in the Create-A-Thon coordinated through VCU over the upcoming Spring Break period. During this time, a communications team from VCU’s program will focus on efforts to revise and revamp outreach messaging and marketing materials. Ideas include expanding

beyond the older “Have a Kit, Make a Plan, Stay Informed” platform to new messaging like Seattle, WA has adopted in their “Who Depends on You” campaign. There will be more information on this initiative after the next Public Education committee meeting.

- The CERT TtT course that had to be cancelled is in the process of being rescheduled. Please stay tuned for new dates.

- d. **Training Committee** | Bill Lawson (Richmond) Next meeting 02/20/2018 at the RRPDC
 - Bill gave a demonstration of the new regional training and exercise calendar and walked the group on how to enter information to be added to the calendar. While this calendar is focused on training and exercise opportunities, additional calendars could easily be developed to capture other regional events that might use a lot of resources or offer opportunities to accomplish tasks like getting task books signed off, etc. The course information link is at <https://goo.gl/forms/aPtDCKfWn5gSF9Uj1>, and the calendar can be viewed at <https://teamup.com/ks8szm1w3b1nggexbb>

5. New Business

- a. **NEMA Survey**
 - Ben received a national survey participation request from the National Emergency Managers Association (NEMA) to assess effectiveness and applicability of federal grant funding to the regions. This is similar to a recent survey many of us saw from IAEM. To ensure our voices are heard and the many successes in our region are reconized in future planning efforts, please be on the lookout for an email from Curt to send him information to collate for our area. He will be submitting the survey on March 7 for our region.
- b. **Social Media Engagement**
 - Sherri attended a local social media engagement course and wanted to share information from that session with the region to enhance our own social media presence. She had a conflict and was unable to attend today. This item will be held over for a special presenation at the next CVEMA meeting.
- c. **Motion:** To accept the proposed 2018-2023 Regional Continous Improvement Strategy.
Made by: Emily Dillon (Chesterfield County)
Second by: Bev Brandt (Colonial Heights)
Discussion: Anna McRay (Henrico County) provided an overview of the information in the document, which has been out for general review and comment since the December 2017 meeting. This item will lay on the table until the March 2018 CVEMA meeting, where it will be discussed further and adopted if so voted.

Pencil changes can be accepted and included as changes in March. Jada will send an electronic copy of the draft document out with the minutes from this meeting.

6. Old Business

None

7. Open Discussion & Roundtable

Curt asked about the status of the CCTA grant. No one from VDEM was present to provide an update. Ben will reach out to Stacie Neal to find out the status.

Amelia County (Kent Emerson) – Nothing to report.

Chesterfield County (Emily Dillon) – Schools (Donnie Green) advised he is in the midst of updating active shooter response processes and coordinating with the public safety partners on drills and testing of their plan. Emergency Management introduced the County's new CERT coordinator and noted that a morning session of CERT will start on 02/12/2018 and an evening session will start 03/27/2018. They are also offering a Psychological First Aid course on March 2.

Colonial Heights (Bev Brandt) – Meeting with the PIOs in the region next week to continue to work on the JIC concepts from the recent workshop. Reviewing the existing JIC plan, training, and identifying other independent study classes to support the initiative.

Hanover County (Corey Beazley) – Corey will be meeting with Governor Office staff about regional interoperable communications needs and efforts tomorrow. Agenda items include the status of the SCIP and FirstNet priorities with the new Governor. If you have any issues, concerns, or information to share with the team, please let him know as soon as possible.

Henrico County (Anna McRay) – Coordinated a successful tabletop exercise yesterday with Henrico Sheriff, Police, and Fire on a scenario involving a hostile situation at Jail West in the County. If anyone would like the resources to conduct a tabletop with their own Sheriff partners, please let her know. The next Basic CERT class in the County will be starting on March 1 (Thursday evenings) from 6p-9p.

Hopewell City (Ben Ruppert) – Ben introduced the new part-time staff member to his office – Robert Williams. He also reminded everyone about the upcoming VEMA Symposium in Bath County.

Powhatan County (Curt Nellis) – The County's new administrator has asked for an increased presence on social media, so Curt videoed the water on the James River near the old Beaumont site during the recent floods. This video reached 63,000 folks, had 30,000 views, and 50 shares – a definite success on the Facebook social media platform!

Prince George County (Donald Hunter) – Nothing to report.

Richmond City (Anthony McLean)– Basic CERT course coming up March 10, 17, and 24. City of Richmond has been successful in partnering with their local mental health partners to offer the Psychological First Aid training. They will be printing 250 of the national manuals for use, if anyone would like copies, please contact Anthony.

American Red Cross – ARC is continuing their smoke alarm installation initiatives. If your locality would like to participate, please contact Meredith Snellings.

Central Virginia Healthcare Coalition (Pete Svoboda) – Advised that they are sponsoring two tabletop exercises designed to help meet CMS facilities exercise metrics on 02/28/18 (Chesterfield) and 03/01/18 (Henrico). These will be followed by a full-scale exercise for these participants on 03/21/18. He is looking for five facilitators for each site to help keep the conversation going at the tabletop exercises – if you are available, please contact him. Corey (Hanover County) offered thanks for the conference calls and coordination during the recent Code Red diversion status because of the flu. It was very helpful to hear the hospitals offer their status and needs on the conference calls, and it helped with operational planning and information sharing.

National Weather Service (Bill Sammler) – Bill advised that a piece of equipment associated with the RADAR system is being replaced, and RADAR services from Wakefield will be unavailable. Other RADAR sites are able to fill in during the outage, and more information will be coming soon on timing and duration.

Virginia Commonwealth University (Jim Keck) – Advised that the survey on mass notification systems closes today. If your locality has not participated, please take a moment to support the study.

Virginia Department of Emergency Management – no report

Virginia Department of Transportation (Mark Irving) – Beginning to plan for a tabletop exercise involving the Benjamin Harrison Bridge on 03/05/2018. He will send meeting information to the EMs in the affected localities. Also continuing to host Traffic Incident Management courses in the region.

Virginia Emergency Management Association (VEMA) – Ben Ruppert reminded everyone about the upcoming Symposium in Bath County at the end of March. Registration is still open. Anna McRay offered a quick legislative update from the General Assembly on the shelter information bill and information on the bills regarding sex offender registration in emergency shelters. Please be sure to watch for updates from our Legislative Committee on bill progression, as cross-over day was this week and we are in the second half of the Assembly session for this long (60 day) session. Emily offered congratulations to Kent on his recertification of his PEM certification, and reminded everyone that a CEM testing session will be offered at the VEMS Symposium as well as an on-site PEM credential review for the state certifications.

The meeting adjourned at 11:01am with Curt Nellis (Powhatan County) making a motion and Bev Brandt (Colonial Heights) seconded. The next regular Alliance meeting will be March 15, 2018, at Eanes-Pittman Training Center in Chesterfield County.

Respectfully submitted,

Anna McRay
Recording Secretary

In attendance:

Anna McRay, Henrico, Recording Secretary

Anthony McLean, Richmond

Ben Ruppert, Hopewell, Chair

Beverley Brandt, Colonial Heights

Bill Lawson, Richmond

Bill Sammler, NOAA/NWS

Corey Beazley, Hanover

Curt Nellis, Powhatan

David Christoph, VDOT

Donald Green, Chesterfield Public Schools

Donald Hunter, Prince George

Emily Ashley, Chesterfield

Jada Smith, RRPDC

Jason Satterwhite, REC

D.M. Rozell, Rappahannock Electric COOP

Jess Robinson, Chesterfield

Jim Schillinger, Red Cross

Jim Keck, VCU

John Scrivani, VDOT

Kent Emerson, Amelia

Mark Irving, VDOT

Mark Bittner, Crater PDC

Martha Shickle, RRPDC

Paul Hundley, Richmond

Peter Svoboda, CVHC

Robert Paxton, VDEM

Robert Williams, Hopewell

Steven Singer, Powhatan

Jason Kerrick, Hanover

Ernie Young, Rappahannock Electric COOP

Instructions for adding an item to the CVEMA Training and Exercises Calendar

This submission form is designed to populate the CVEMA Regional Training and Exercise Calendar. These submission are reviewed and uploaded twice a month. For any questions or concerns please contact CVEMA Training and Exercise Subcommittee or Richmond Regional Planning District Commission. The calendar submission form is located here: <https://goo.gl/forms/aPtDCKfWn5gSF9Uj1>

Your Name: Enter the name of the person actually completing the form

Your Email: Enter the email address of the person actually completing the form

Your Phone: Enter the phone number of the person actually completing the form

Jurisdiction/Agency: Enter the organization that is hosting the training or exercise. For example: “Chesterfield/Fire” “Henrico/Emergency Management” “Powhatan/Sheriff” etc...

These four entries will be used by T&E Committee members if more information is needed to update the calendar. This information can help with justifications, reporting and information for grant submissions.

Calendar Name: Use the drop down menu to indicate if this is for a training class or an exercise

Start Date and End Date: Use the drop down calendar to note the dates of the event. If your training is more than one consecutive day, it can be one event that is x days long. For nonconsecutive training, each event needs to be added separately as a one day event. For a reoccurring event, contact a T&E Committee member.

Start Time and End Time: Enter the correct times and use the drop down menu for AM or PM. If it is a multi-day event, indicate the start and end times for each day, not total.

Who is the course point of contact?: Enter the name, email address, and phone number of the person who will serve as the POC for the course.

Description: Enter information about the event such as title, audience/participants, in-service or CE credits, how to register, link to registration and prerequisites, etc... Do not include exact locations, people will just show up! You can note that further details will be emailed to those registering for the event. Use this space to provide any information about your event that will help people register or attend.

Click the “**SUBMIT**” button

Please only enter training and exercises for your agency or jurisdiction. An exception is if FEMA, VDEM, or another agency is hosting something in your jurisdiction. In that case, you can coordinate with the sponsoring agency to enter the information on their behalf with their knowledge. The calendar is located here: <https://teamup.com/ks8szm1w3b1nggexbb>



**Central Virginia Emergency Management
Alliance (CVEMA)
2018 – 2023 Continuous Improvement
Strategy**

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| Mission & Values |

Our Mission:

The mission of the Central Virginia Emergency Management Alliance (CVEMA) is to ensure a resilient, safe, secure, and prepared Central Virginia through the development of a coordinated prevention, preparedness, response and recovery strategy in response to natural, technological, and human caused emergencies, including security threats.

Assumptions

CVEMA partners understand the unique roles and responsibilities of the individual participants in the Alliance. CVEMA works under the following assumptions in all planning and collaboration efforts:

- The Central Virginia Region is composed of many jurisdictions of differing demographics, characteristics and response capabilities.
- Each local jurisdiction bears the ultimate responsibility for its community's preparedness for, response to and recovery from all threats and incidents.
- CVEMA supports and promotes regional collaboration but does not supersede local governance.
- CVEMA engages the whole community of federal, state, private, non-profit and citizens of Central Virginia.

Goals and Objectives

Working collectively to support each other in the emergency management cycle, the 25 localities and the numerous state, federal, non-governmental, and private sector partners within the CVEMA footprint strive to:

- Foster regional collaboration;
- Support and coordinate with other regional organizations;
- Pursue and develop mutually beneficial grant investments;
- Participate in all-hazards public outreach and public education;

- Support planning efforts, frameworks and operating procedures to facilitate successful disaster operations;
- Develop and expand public safety relationships with members and invited guests.

| Strategy Overview |

Understanding the challenges of limited resources and time, CVEMA strives for an environment of continuous improvement that supports the initiatives and goals of all partners involved in the emergency management cycle. This includes numerous collaborative initiatives that address the five distinct, yet interrelated, phases of local and regional Emergency Management – prevention, preparedness, response, recovery, and mitigation. To support these local and regional efforts, CVEMA developed the 2018-2023 Continuous Improvement Strategy through a two-phased development process. A comprehensive web-survey was conducted and a one-day agency-partner workshop held to inform and guide the development of this planning resource. From these processes, goals and objectives were developed to provide overarching guidance and direction for the coming years. This document, and the methodology employed in its development, will be reviewed biannually for opportunities linked to numerous local and regional initiatives, including grant coordination.

The 2018-2023 Continuous Improvement Plan (CIP) will serve as a dynamic guide for CVEMA through 2023. Focused on four essential organizational goals, the related objectives and tasks allow CVEMA partners to maintain a strategic direction closely aligned to annual budget cycles at the local, regional, state, and federal level. The biannual executive review will identify opportunities for strategic changes or modifications as CVEMA’s operating environment changes. The built-in annual program appraisals will serve as a needs assessment and test of effectiveness for all core programs or processes.

| Region-wide Survey |

The Region-wide survey was designed to measure a variety of specific topics through both quantitative and qualitative means. Over a three-week period in August 2016, a different weekly

on-line survey was sent to each local government emergency management partner who was urged to participate and respond within the respective seven-day response period. During the course of the survey period, an average of 15 localities participated (16 in Week One, 20 in Week Two, and 10 in Week Three). On average, this led to a 60% completion rate for the entire survey period, with 64% for Week One, 80% for Week Two, and 40% for Week Three.

To analyze the results, each of the topic's measurement tools were examined and compared. In cases of free-text responses, each response was individually read to identify common, or repetitive themes. The quantitative results and qualitative findings reported below are generalized to organization where possible.

Week One Survey – Priorities, Programs, and Value

This survey focused on understanding the local government overarching priorities and how Emergency Management priorities are encompassed. The survey also gauged what outreach programs were available in the region, and the importance of these programs to the individual locality. Finally, the survey asked what CVEMA can do to improve upon to enhance local government Emergency Management efforts and what value CVEMA brings in its collaboration and support to the region.

The survey underscored the vast range of Emergency Management resources and programming available across the region, but overall found that all programs depend on coordination and collaboration, both internally at the local level and across jurisdictional boundaries in the region. Participants noted that at the overarching local government level, economic development and stability, partnered with the ability to leverage skills and knowledge of all partners in the locality to ensure a safe and efficient environment were paramount. Specific to the local Emergency Management programs, all participants shared the common thread of active participation in planning, response, recovery, mitigation, and prevention efforts and a focus on integrating these five phases of emergency management into other public safety and public service initiatives of the localities. These efforts are combined with regional, state, and

federal integration of resources and programming to ensure a holistic “whole community” framework that seeks to capture experience and resources in the region.

The participants noted several types of programming in place to help meet local and program specific objectives. This included:

- Use of Citizen Corps Programs to support efforts including CERT (80%), Neighborhood Watch (70%), Volunteers in Police Services (40%), and Medical Reserve Corps (40%).
- 100% of participants find value in participating in community fairs and events, and in participating in public speaking presentations that are specific to emergency management (90%) messages and priorities.
- Participants also take part in outreach initiatives such as “See Something, Say Something” (80%), and other focused partner specific outreach for faith-based partners, skilled care facilities, and day cares (60%), among others.

It is difficult to rank these outreach programs with other volunteer programs that may be found in individual localities and across the region, however participants indicated there is tremendous value in programs such as CERT, Neighborhood Watch, Medical Reserve Corps, and “See Something, Say Something” to support their prevention, preparedness, response, recovery, and mitigation efforts. These outreach and volunteer programs provide opportunities for CVEMA to achieve better meeting coordination among partners, and to enhance its regional planning and training efforts. Additionally, participants found value in the resources and information available through CVEMA, particularly assets that help to support smaller EM offices.

Week Two Survey – Strengths and Weaknesses

Week Two of the survey process initiated the regional SWOT analysis and focused on internal factors that impact local emergency management agencies (EMA). This included a basic assessment of resources, personnel, equipment, training, and what the agency believes it is doing well, where it is weak, and identify other challenges. While these are internal factors, it is important for the EMA to consider them as opportunities for improvement in future planning initiatives.

Strengths

The participating EMAs (20 of the 25 localities) noted “people” are amongst their strongest resources. This includes support from elected officials during times of crisis, career staff that support EM initiatives, and volunteers to include CERT, Amateur Radio partners, and career/volunteer Fire and EMS assets. Regardless of where the “people” come from, the majority of the EMAs felt that staff, both career and volunteer, were eager to learn more about emergency management in general and demonstrated a strong desire to help their community in times of crisis. Across the region, it is felt that EMAs are strong support partners to other public safety and public service entities, and everyone collectively seeks to enhance preparedness and resiliency efforts across the region. It was a consistently expressed opinion that efforts ranging from training to information technology enhancements to information sharing are important at both the local and regional levels. EMAs cited the many non-governmental, private sector, state, and federal partners who contribute knowledge, skills, and resources to the increasingly complex planning, response, recovery, and recovery efforts. Emergency Management principles and practices are no longer unique to government but are shared across the many stakeholder partners in the region.

Weaknesses

Participants noted additional partners are always needed to expand planning, training, and community outreach efforts. Staff size in local EM offices in the CVEMA region ranges from one part-time employee to five full-time employees. Efforts which would benefit from additional support include planning, training and exercises across the Emergency Management cycle, leveraging resources and technology, and a coordinated pursuit of funding opportunities. It was noted that additional training specific to EOC operations, and the development of more resources to support localities currently dependent on over committed resources in both response and recovery operations are needed. This would also contribute to maintaining clear roles as well as lines of authority in planning, response, recovery, and mitigation efforts.

Finally, understanding gaps and vulnerabilities identified through regional efforts such as the Hazard Mitigation Plan (HMP) and the Threat Hazard Identification and Risk Analysis (THIRA),

which are based on identifiable locality specific data, priorities and objectives, provide each participating community in the Region with greater awareness and insight across a spectrum of threats and hazards. This awareness of hazards and risk can increase the community's support for emergency management and lead to greater self-sufficiency.

Week Three Survey – Opportunities and Threats

The final week of the online survey data gathering process focused on perceived opportunities and threats. Focusing on external factors, this survey assessed the 10 participants' awareness of the opportunities and threats and what could be leveraged to enhance emergency management efforts in the region.

Opportunities

Many of the opportunity related comments addressed then impact of local disasters across the nation on financial resources, particularly on grant availability. As we see more complex response and recovery efforts nationwide, the CVEMA region understands the importance of leveraging lessons learned and best practices to enhance regional planning and coordination efforts. It will also be imperative to understand the changing demographics of the localities as they work to attract younger populations, thereby increasing workforce and volunteer opportunities to support each portion of the EM continuum, and as communities age, again increasing potential volunteers but also increasing planning needs for disabled, access, and functional need populations. The participants underscored the importance of resources to support the development of regional plans and training initiatives that would be available for localities to leverage if they so desired, while maintaining established autonomy to develop planning resources independently if appropriate.

Threats

Several incident/event trends were noted across the participating localities. This included the need to be flexible in incorporating mitigation, recovery, and resilience planning efforts, flood plain planning efforts, Center for Medicare & Medicaid Services (CMS) requirements, impacts of a changing climate, and complex coordinated terror and other national security challenges. It is

understood that many other partners need to come to the table to support these efforts, to include the traditional public safety partners in law enforcement, fire, and emergency medical services, along with other locality entities that are a part of the individual locality planning efforts. This is compounded by the constant threat of reduction or removal of federal funding resources, limited ability to consume other funding streams outside of existing limited local and state funding resources, and limited or insufficient permanent staffing resources.

It is paramount to adequately anticipate and execute regional efforts in a relatively short timeframe, sharing a joint regional coordination partnership while encompassing and supporting individual locality autonomy. In the CVEMA region where staffing in EM offices range from 1 part-time employee to five full-time employees, this effort includes working to expand planning, training, and exercise opportunities across the entire Emergency Management cycle, leveraging resources and technology where applicable and effective, and coordinating funding opportunities when practical. Sharing resources and information whenever possible reduces taxing needs on the individual locality and enhances the overall regional preparedness platform.

| Local Government Partners Workshop |

The executive leadership for CVEMA is open and incorporates feedback from its partners as part of its strategic planning process. This allows orientation of the Alliance's planning coordination efforts to that of the expectations of the participating localities and other stakeholders. An integral component of the CVEMA 2018-2023 Continuous Improvement Strategy development was the Local Government Partners Workshop conducted at Tuckahoe Library on September 20, 2017.

Given that the region is currently not a recipient of additional Department of Homeland Security funding such as Urban Area Security Initiative (UASI) funds, the need to coordinate regionally with local government partners was seen as a priority for this particular project. While it is understood that all stakeholders in CVEMA are important partners whose opinions and feedback are relevant, there is a current need to better coordinate local government efforts at this time to guide future project development. Seven participants took part in the workshop including:

- Chesterfield County
- Greenville County
- Henrico County
- King William County
- City of Colonial Heights
- City of Hopewell
- City of Richmond
- University of Richmond
- Richmond Regional PDC

Workshop Objectives

The workshop followed the model of the Center for Public Safety Excellence (CPSE) to extract the most efficient and effective output possible. The workshop was facilitated by Capt. Joe Powers with the Henrico County Division of Fire’s Planning Section.

The six-hour workshop was guided by three fundamental objectives:

- Review the results from the web-based survey
- Review existing Homeland Security Strategic Plan and other planning resources
- Define & Prioritize Goals and Objectives Community’s Expectations for the Organization

The workshop’s participants succeeded in meeting all the objectives. Below is a summary of the local government stakeholders’ feedback.

General Local Partner Expectations:

- Understanding of citizens (demographics, socio-economic needs), Have Community Awareness
- Focus on Community Outreach and Public Education
- Coordination and Information Sharing
- Enhanced ability to share training and exercise needs and availability
- Include and leverage agency partnerships within the localities to enhance training, exercises, and information sharing
- Ability to share information and resources at the local level
- Ability to share information with State and Federal EM partners

MORE: What We Currently Do Well

- Delivery of Public Education
- Information sharing at the local emergency management level
- Making small amounts of funding go a long way
- High Standards for Recruitment
- High Standards for Training
- Delivery of the Smoke Alarm Program
- Scenario-based Drills

BETTER: Do These More Often

- Recruit more participation from private sector partners
- Community Education
- Community Disaster Preparedness
- Educating locality leadership on efforts of CVEMA
- Educating locality leadership on emergency management efforts
- Marketing disaster preparedness initiatives
- Collaborative Public Health Education
- Language & Cultural Awareness Training

DIFFERENT: What We Should Improve Upon and Do Better

- Develop additional outreach for other partners (businesses, faith-based, etc)
- Stay ahead of changing needs
- Better structure meetings in the region to integrate with similar meeting types and better manage CVEMA meeting schedules
- Enhanced planning, training, and exercises with mass care and health providers
- Improve Community Communication
- Establish the relevance of CVEMA
- Don't Be Distracted by Good Ideas

Strategic Goal Development

Throughout the workshop, participants identified the organization's environment had changed since the original goals and objectives were developed in 2013. Overall, the 2013 goals were aligned, but through a comprehensive review of strengths, weaknesses, opportunities, and threats, participants recommended consolidating and establishing new organizational goals. Objectives were developed in concert with established goals and expectations of exiting CVEMA committees.

Strategic Goals and Objectives Defined

GOAL 1: TRAINING

Develop and sustain training and exercise opportunity that support and include regional partners and stakeholders.

- 1.1 Enhance and support interagency and interjurisdictional training and exercise opportunities
- 1.2 Increase Volunteer Organizations Active in Disaster (VOAD) participation in regional training and exercises opportunities
- 1.3 Increase training and exercise opportunities with the Central Virginia All-Hazards Incident Management Team (CVAHIMT)
- 1.4 Increase training and exercise opportunities with private sector partners

GOAL 2: RESOURCE SUSTAINABILITY

Develop and implement an effective and comprehensive plan and process to manage and leverage resources across the CVEMA region.

- 2.1 Establish and enhance sustainable volunteer partnerships
- 2.2 Support and maintain regional grant discovery, development, and application processes
- 2.3 Market CVEMA as a reliable resource to individual agencies to support local emergency management partners and processes
- 2.4 Discover and develop alternate opportunities to support funding for training and exercise opportunities

GOAL 3: WHOLE COMMUNITY ALL HAZARDS EXTERNAL/PUBLIC OUTREACH

Develop resources to support local and regional whole community all-hazards outreach and public outreach efforts.

- 3.1 Maintain a continuous presence and engagement with whole community partners
- 3.2 Capitalize Public Outreach opportunities during prevention, preparedness, response, recovery, and mitigation phases of the Emergency Management cycle.

- 3.3 Engage business and private sector partners in Emergency Management initiatives
- 3.4 Develop and enhance whole community outreach efforts, including initiatives specific to non-English, low income, and other functional need populations.

GOAL 4: PLANNING

Develop and utilize processes, data, and technology systems that support the current and future requirements of the Central Virginia Emergency Management Alliance.

- 4.1 Maintain strategic partnerships to enhance the effectiveness of planning efforts to address identified threats and hazards
- 4.2 Pursue external strategic partnerships and opportunities to increase efficient and mutual benefits in support of local and regional planning efforts and initiatives
- 4.3 Develop and maintain sustainable regional plans
- 4.4 Support initiatives for information and resource sharing

| Strategy's Intentions for Adaptation |

The 2018-2023 CVEMA Continuous Improvement Strategy is not intended to be a static document or guide the region through the next five-years without changes. The organizational environment is dynamic and will be affected by factors the stakeholders could not have anticipated during the development of the CIP. It is imperative for the custodians of the 2018-2023 Continuous Improvement Strategy to allow the document to adapt to the changing needs of CVEMA, the member localities, and other stakeholders over the next five years.

To accomplish this task of adaptation, the lifespan of the document will include:

- Biannual program manager review and strategic recommendations by the Planning Committee
- Biannual communication of progress and recommendations to the organization through the Executive Committee and the Planning Committee
- Annual program appraisals to align with upcoming grant and funding opportunities
- Annual updates of Objectives & Tasks to align with the existing environment by the Planning Committee with feedback/input from all CVEMA Committee leads
- Coordinated Feedback Sessions within CVEMA to be held every 2.5 years to align with each plan development cycle.