



REGIONAL VISION DISCOVERY

for Emergency Management Coordination

08/27/2020

Opening

- Discovering a New Vision
- Value of the Regional Approach
- Vision → Strategic Initiatives → Implementation
 - *Recommendations to ECC Agreement Review and Revision Committee.*



- As you know, we began the process earlier this year to develop a new vision for the regional emergency management program. Work on that was interrupted by our response to the pandemic. As we **continue the discovery process for the new vision** and development of strategic initiatives we have the strength of drawing on what was learned over the past six months. We learned that **together we are greater than the sum of our parts**.
- It will take some time to complete an after-action review to identify all the lessons learned from the pandemic response which included integration of the local Incident Management Teams working alongside regional efforts undertaken by a Regional EOC, but a key assessment at this stage is that the Regional Office of Emergency Management Coordination **adds value to our community**, and has the **opportunity to add more**. The message we have received from members of this body, as well as the ECC Management Board and the communities, is that a **regional approach is desired**.
- We are asking the members of this body to define your (*our*) **vision** and assist in developing that into **strategic initiatives for implementation**.
 - In the near future we will ask this body to provide a recommendation to the ECC Agreement Review and Revision Committee to define the scope of the regional emergency management program within the context of the ECC agreement.

Best Practice Review

1. Accepted suggestions offered by members of this body for which emergency management programs to review (three included here)
2. Held discussions with jurisdictional representatives and reviewed materials published online
3. Identified organizational parallels and strengths
4. Summarized high-level findings

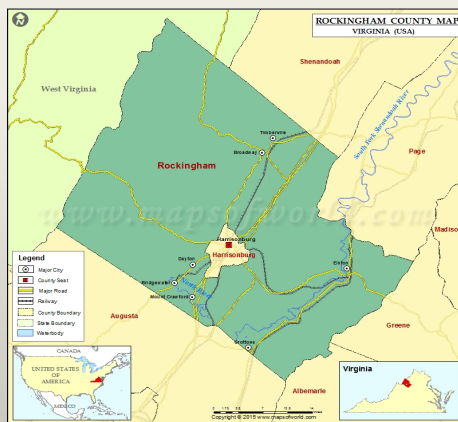


Best Practice Review and Summary Findings

Process included:

1. Accepted suggestions of this committee for emergency management programs to review
2. Held discussions with jurisdictional representatives and reviewed materials published online
3. Identified organizational parallels and strengths
4. Summarized high-level findings

Rockingham-Harrisonburg-JMU



Parallels

- Regional EOP with County, City, and University
- Jurisdictional Emergency Managers
- EOC location shared by two of three participants
- Regional CERT & VOAD programs

Strengths

- Scaled approach to EOC activations, using participants' emergency manager(s) and supporting liaisons
- Regional disaster recovery taskforce

Rockingham – Harrisonburg – James Madison University

Population ~134,000 (Rockingham County and City of Harrisonburg)
~22,000 Students

We found several parallels with our emergency management program including:

- Regional EOP with County, City, and University
- Jurisdictional Emergency Managers
- EOC location shared by two of three participants
- Regional CERT & VOAD programs

Strengths include how the participants described their use of liaisons. In an operational role the emergency managers of each entity work together during planning, response, and recovery. During an activation, if one agency has a localized emergency, the others send liaisons to support the primary agency. Larger responses determine the need for a formal regional activation.

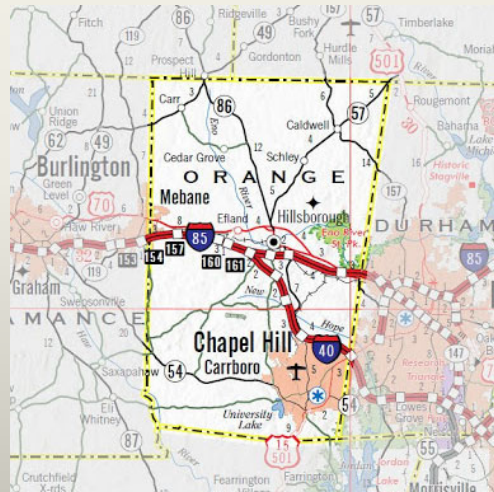
Orange County, NC

Parallels

- Similar population (144K) w/large public university
- Jurisdictional Emergency Managers
- Regional CERT and LEPC

Strengths

- Planning and coordination bench depth
- Responsive scaling of resources
- Regular programming and planning meetings w/all EM representatives (including hospital and university)



Orange County, NC Region


Population ~144,000 (Carrboro, Chapel Hill and Hillsborough)
~30,000 students at University of NC at Chapel Hill

We found several parallels with our emergency management program including:

- Similar population (144K) w/large public university
- Jurisdictional Emergency Managers
- Regional CERT and LEPC

Strengths include program bench depth with not just local emergency managers but also coordinators, and planners within each entity. All of whom meet regularly to collaborate and build on their capacity. They have also demonstrated a capability to scale-up in response to an identified need. For example this summer they added additional staff to the emergency management team with one additional coordinator and two planners. Another on-going project they shared with us, is their work to develop a combined regional emergency operations plan (EOP).

Hampton Roads Emergency Management



Parallels	Strengths
<ul style="list-style-type: none"> ■ Regional OEM ■ Jurisdictional Emergency Managers ■ Regional planning support and technical assistance ■ Regional public education and preparedness ■ Regional interoperable and operable emergency communications 	<ul style="list-style-type: none"> ■ Planning and coordination bench depth ■ Extensive regional collaboration (incl. multiple taskforces) ■ “Whole of community” approach, including private industry and NGOs ■ Regional coordination for hazard mitigation programs ■ Regional grant development and administration (state, fed, private)

Hampton Roads - Emergency Management

Population ~1.7M

Although they have a much larger resource pool and greater number of hazards and threats to respond to, we found several parallels with our emergency management program including:

- Regional Department of Emergency Management (within the Planning District Commission)
- Jurisdictional Emergency Managers
- Regional planning support and technical assistance
- Regional public education and preparedness
- Regional interoperable and operable emergency communications (disaster response capability)

Strengths include planning and coordination bench depth with local emergency managers, coordinators, and planners within their entities with extensive regional collaboration. The “whole community approach” has the emergency managers working with non-governmental organizations and private industry to develop preparedness and response programs.

Regional office of emergency management efforts include grant identification, development, and administration.

Three Localities - Six Takeaways

1. The Charlottesville-UVA-Albemarle current approach to regional emergency management coordination demonstrates successes, often in parallel with like jurisdictions.
2. Multiple regions have invested in, or are targeting, creation regional emergency management programming.
3. Where regional EOPs do not exist, they are being developed.



Several key takeaways from our reviews:

1. The Charlottesville-UVA-Albemarle current approach to regional emergency management coordination demonstrates successes, often in parallel with like jurisdictions.
2. Multiple regions have invested in, or are targeting, creation regional emergency management programming. As we have seen across the Commonwealth and throughout the nation, the value and strength of a regionalized and collaborative approach is recognized and sought after.
3. Where regional emergency operation plans do not exist, they are being developed. During an emergency response, resources can be limited so it is imperative to have a well thought out and collaborative approach to large scale incidents built on established principles (e.g. NIMS or National Incident Management System). Assistance from state and federal partners are enhanced through regional coordination.

Three Localities - Six Takeaways

4. Whole of community approach builds bi-directional investment which enhances the capability to scale-up as needed.
5. Preparedness efforts, such as hazard mitigation programs, are often coordinated regionally.
6. Regional grant development and administration strengthen applications and increases award opportunities. (state, fed, private)



4. Whole of community approach builds bi-directional investment which enhances the capability to scale-up as needed.
5. Preparedness efforts, such as hazard mitigation programs, are often coordinated regionally. We see this in programs such as “Ready Hampton Roads” or “Ready Orange” for community preparedness.
6. Regional grant development and administration strengthen applications and increases award opportunities. (state, fed, private)

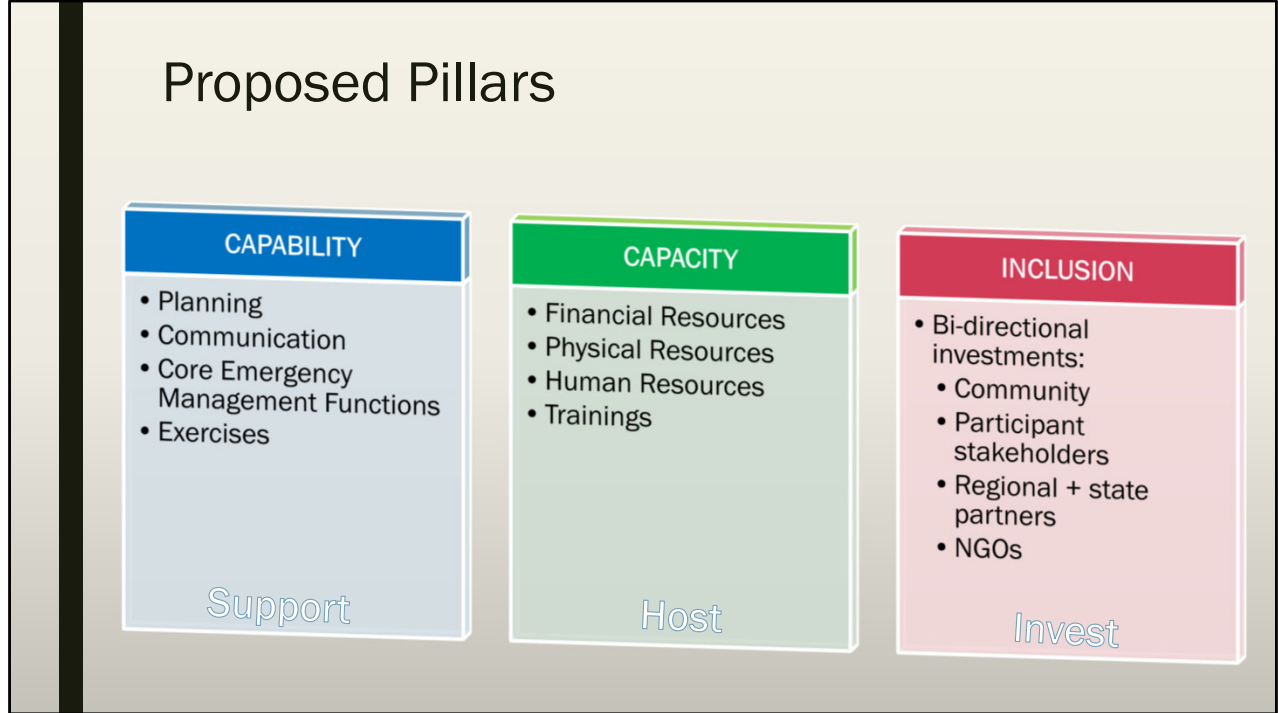
Proposed Vision

The Regional Office of Emergency Management Coordination will lead **collaborative** region-wide efforts, **inclusive** of all partners and the communities we serve, to support **capability** and **capacity** for disaster mitigation, preparedness, response, and recovery.



As this steering committee begins the work on establishment of the new vision, we wanted to propose a starting point for the discussion.

The Regional Office of Emergency Management Coordination will lead **collaborative** region-wide efforts, **inclusive** of all partners and the communities we serve, to support **capability** and **capacity** for disaster mitigation, preparedness, response, and recovery.

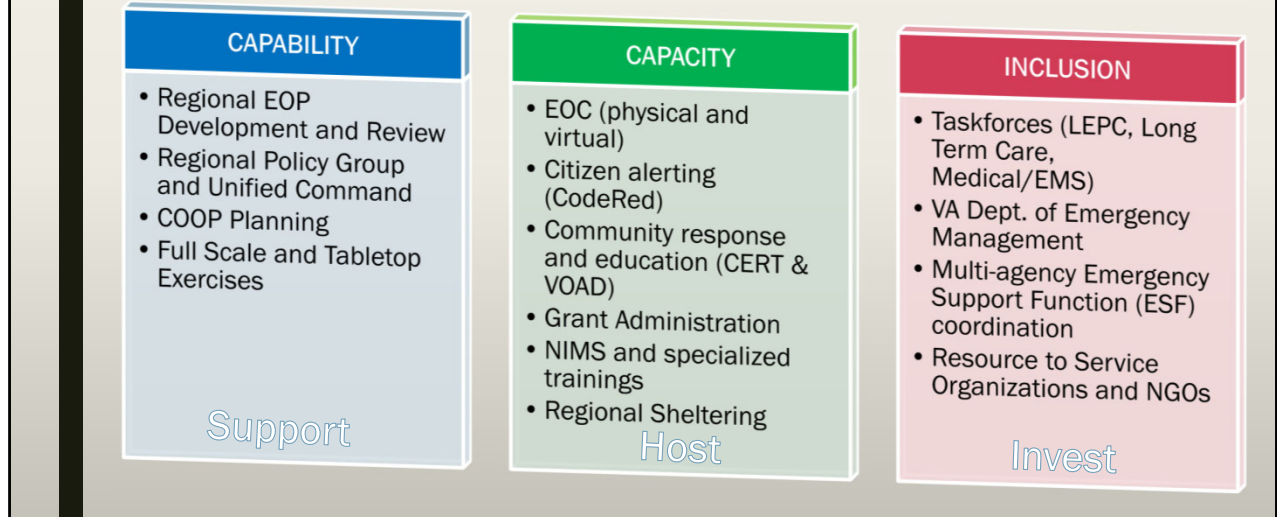


Using that proposed vision, we can begin to develop pillars of a regional program such as:

- Support for building **capabilities** within individual offices of emergency management and the communities served such as planning; communication, core emergency management functions (mitigation, preparedness, response, and recovery), disaster exercises, and resilience programs.
- Hosting programs to enhance **capacity** for emergency management programs be it Financial, Physical, or Human Resources. For example staffing during events or providing regional training opportunities.
- Investing in **inclusion** to be bi-directional, to and from Community members, participant stakeholders, regional and state partners, and non-governmental organizations.

Some overlap between pillars. For example trainings and exercises can be **hosted** by the regional office to build the collective **capacity** to respond while also **supporting** enhanced **capabilities**.

Charlottesville-UVA-Albemarle: Current Programs, Aligned



An illustration of the current activities of the region and how they align with the purposed vision.

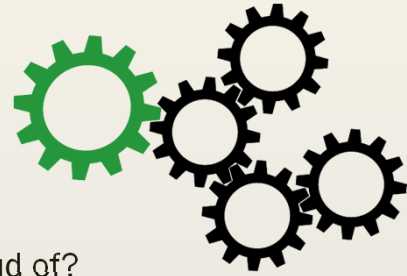
For our first pillar, As a region we provide **support** in order to build regional **capabilities** in many ways. We host the continual review of the regional Emergency operations plan. We also support the needs of the Regional Policy Group and Unified Command during activations. We provide assistance with developing and maintaining plans such as local COOP Plans. We also provide technical support for Full Scale and Tabletop Exercises for all of our partners including policy table tops such as the water systems table top slated for 2021 and the physical full scale exercises like the tri-annual airport exercise.

Looking at the second pillar, we currently **host** several programs that enhance our regional emergency management **capacities**. We manage the VEOCI platform as well as maintain and support the physical EOC for all partners. We oversee the dissemination of the regional public facing emergency alerting system CodeRed. National community response and education programs are also hosted regionally. We have trained over 1500 community members since 2010 using our Community

Emergency Response Team program and over 500 of those trained have become active members of our citizen response team. We are also actively growing our chapter of VOAD. That is Volunteer Organizations Active during Disasters. The region has also developed applications for grant funding and managed over \$200,000 in awards over the last six years. Another large program we provide to the region is our NIMS and specialized trainings. We host trainings and workshops on topics such as the regional sheltering process, Hazmat and Rail, Damage assessment, and leadership.

Finally, we continue to **invest** in community **inclusion** through multiple regional programs . Our partners actively participate in a number of specialty groups including our Regional Long Term Care and Medical/EMS taskforces. We also host our regional Local Emergency Planning Committee in which we provide the opportunity to share information and bring in training opportunities to our partners. We also invest in our state partners such as the VA Dept. of Emergency Management. We engage with them on a daily bases providing local intel and best practices. Our partners meet monthly through our ESF's or Multi-agency Emergency Support Function. During these meetings we provide guidance, gain understanding, and build trust. We also engage with Service Organizations and NGOs routinely. Just in the last few months, we partnered with the Chamber of Commerce on Project Rebound, partnered with UnitedWay on donation management, and partnered with the Thomas Jefferson Health District to release consistent and timely public health information with the JIC, or joint information center.

Future State



- What contributions and accomplishments are your organization proud of?
- How can a regional approach to emergency management better support your organization's successes?
- What are your organizational and/or regional goals?

Further discussion:

- What contributions and accomplishments are your organization proud of?
- How can a regional approach to emergency management better support your organization's successes?
- What are your organizational and/or regional goals?