

AGENDA NOTE – HRPDC EXECUTIVE COMMITTEE MEETING

ITEM #19: FOR YOUR INFORMATION

A. Air Quality Regulations

On September 2, 2011, President Obama announced that he had requested the U.S. Environmental Protection Agency to withdraw the draft Ozone National Ambient Air Quality Standards. Commissioners may recall from a 2010 briefing from Mr. Tom Ballou, Virginia Department of Environmental Quality, that more stringent ozone standards were being considered by EPA and were expected to be promulgated later in 2010 or 2011.

Attached are copies of the following:

- Statement the by President on the Ozone National Ambient Air Quality Standards
- Statement by EPA Administrator Lisa P. Jackson on the Ozone National Ambient Air Quality Standards
- Letter, Cass R. Sunstein, Office of Management and Budget, to Lisa P. Jackson, EPA Administrator, September 2, 2011

Based on a September 2, 2011 White House telephone briefing, further consideration of revisions to the ozone standard will be delayed until 2013 following completion of the review of the scientific literature by the Clean Air Scientific Advisory Committee later in 2011. This would put the standards review on the normal five-year regulatory schedule.

Attachment19A

B. Multidisciplinary Taskforce on Economic Competitiveness and Versatility

Attached is a copy of Executive Order 39, which notes that Virginia, recognized as a business friendly state, needs to stay attuned to market forces, focus government on core services, and maintain sound fiscal management. (The associated release from the Governor's Office is also attached.) That being said, the state is threatened because of the federal budget situation and the high level of federal dollars this state receives (#1 in total per capita federal spending in 2009). Virginia must be vigilant in protecting the federal assets located in this state.

Thus the Governor is authorizing the development of a multidisciplinary taskforce which will consist of the Lieutenant Governor, the Secretary of Finance, the Secretary of Commerce and Trade, the Secretary of Technology, the Secretary of Veterans Affairs and Homeland Security, the Senior Economic Advisor, the Director of the Office of Intergovernmental Affairs, the President and CEO of the Virginia

Economic Development Partnership, as well as others appointed by the Governor who will serve at his pleasure and at his discretion.

This taskforce will analyze the workforce, identify opportunities to diversify the economy, solicit ideas from the public, quantify the impact of federal budget actions on Virginia, and support collaboration in local and regional entities to aid adapting to changes in federal spending.

Attachment 19B

C. Article, Richard Flannery, HRPDC Emergency Management Administrator featured in the Disaster Recovery Journal, summer 2011 volume 24 number 3.

Attached is a copy of an article written by HRPDC Emergency Management Administrator, Richard Flannery in conjunction with Theresa A. Kirchner Ph.D., MBCP entitled "Leveraging Regional External Agencies to Strengthen your Program," featured in the **Disaster Recovery Journal**, summer 2011 volume 24 number 3.

Attachment 19C

D. Article, Sara Kidd, HRPDC Senior Environmental Planner featured in NEWSBRIEF a Publication of the Virginia Chapter of the American Planning Association, summer 2011 volume 8 issue 2.

Attached is a copy of an article written by HRPDC Senior Environmental Planner, Sara Kidd entitled "The Planner's Toolbox: What Can You Really Do with GIS?" featured in **NEWSBRIEF** a Publication of the Virginia Chapter of the American Planning Association, summer 2011 volume 8 issue 2.

Attachment 19D

Office of the Press Secretary

FOR IMMEDIATE RELEASE

September 2, 2011

Statement by the President on the Ozone National Ambient Air Quality Standards

Over the last two and half years, my administration, under the leadership of EPA Administrator Lisa Jackson, has taken some of the strongest actions since the enactment of the Clean Air Act four decades ago to protect our environment and the health of our families from air pollution. From reducing mercury and other toxic air pollution from outdated power plants to doubling the fuel efficiency of our cars and trucks, the historic steps we've taken will save tens of thousands of lives each year, remove over a billion tons of pollution from our air, and produce hundreds of billions of dollars in benefits for the American people.

At the same time, I have continued to underscore the importance of reducing regulatory burdens and regulatory uncertainty, particularly as our economy continues to recover. With that in mind, and after careful consideration, I have requested that Administrator Jackson withdraw the draft Ozone National Ambient Air Quality Standards at this time. Work is already underway to update a 2006 review of the science that will result in the reconsideration of the ozone standard in 2013. Ultimately, I did not support asking state and local governments to begin implementing a new standard that will soon be reconsidered.

I want to be clear: my commitment and the commitment of my administration to protecting public health and the environment is unwavering. I will continue to stand with the hardworking men and women at the EPA as they strive every day to hold polluters accountable and protect our families from harmful pollution. And my administration will continue to vigorously oppose efforts to weaken EPA's authority under the Clean Air Act or dismantle the progress we have made.

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CONTACT:

EPA Press Office (News Media Only)

press@epa.gov

202-564-4355

FOR IMMEDIATE RELEASE

September 2, 2011

Statement by EPA Administrator Lisa P. Jackson on the Ozone National Ambient Air Quality Standards

Since day one, under President Obama's leadership, EPA has worked to ensure health protections for the American people, and has made tremendous progress to ensure that Clean Air Act standards protect all Americans by reducing our exposures to harmful air pollution like mercury, arsenic and carbon dioxide. This Administration has put in place some of the most important standards and safeguards for clean air in U.S. history: the most significant reduction of sulfur dioxide and nitrogen oxide air pollution across state borders; a long-overdue proposal to finally cut mercury pollution from power plants; and the first-ever carbon pollution standards for cars and trucks. We will revisit the ozone standard, in compliance with the Clean Air Act.

R278



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

ADMINISTRATOR
OFFICE OF
INFORMATION AND
REGULATORY AFFAIRS

September 2, 2011

Dear Administrator Jackson:

On July 11, 2011, the Environmental Protection Agency (EPA) submitted a draft final rule, "Reconsideration of the 2008 Ozone Primary and Secondary National Ambient Air Quality Standards," for review by the Office of Information and Regulatory Affairs (OIRA) under Executive Orders 13563 and 12866. The President has instructed me to return this rule to you for reconsideration. He has made it clear that he does not support finalizing the rule at this time.

OIRA shares EPA's strong and continued commitment to using its regulatory authorities, including the Clean Air Act (the Act), to protect public health and welfare. Over the last two and a half years, EPA has issued a significant number of rules to provide such protection. We also recognize that the relevant provisions of the Clean Air Act forbid EPA to consider costs in deciding on the stringency of national ambient air quality standards, both primary and secondary.

Nonetheless, we believe that the draft final rule warrants your reconsideration. We emphasize three related points:

1. Under the Act, finalizing a new standard now is not mandatory and could produce needless uncertainty. The Act explicitly sets out a five-year cycle for review of national ambient air quality standards. The current cycle began in 2008, and EPA will be compelled to revisit the most recent standards again in 2013. The new scientific work related to those forthcoming standards has already started (see point 2 below). A key sentence of Executive Order 13563 states that our regulatory system "must promote predictability and reduce uncertainty." In this light, issuing a final rule in late 2011 would be problematic in view of the fact that a new assessment, and potentially new standards, will be developed in the relatively near future.
2. The draft reconsideration necessarily depends on the most recent recommendations of the Clean Air Scientific Advisory Committee (CASAC), which in turn rely on a review of the scientific literature as of 2006. Executive Order 13563 explicitly states that our regulatory system "must be based on the best available science." As you are aware, work has already begun on a new and forthcoming scientific review, "based on the best available science." We urge you to reconsider whether to issue a final rule in late 2011, based on evidence that is no longer the most current, when a new scientific assessment is already underway.
3. Under your leadership, EPA has taken a series of strong and unprecedented steps to protect public health by reducing harmful air pollution in general and ozone in particular. For example, EPA and the Department of Transportation recently finalized the first joint rule reducing air pollution (including ozone) from heavy-duty

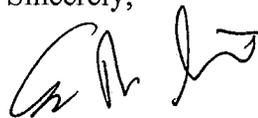
trucks, with overall net benefits of \$33 billion. EPA also recently finalized its Cross-State Air Pollution Rule, which will reduce air pollution (including ozone) and which is projected to prevent 13,000 to 34,000 deaths annually, producing annual estimated net benefits in excess of \$100 billion. In addition, EPA has proposed national standards for mercury and other toxic pollutants; EPA's preliminary estimates, now out for public comment, suggest that these standards will prevent 6,800 to 18,000 premature deaths annually. These standards, whose annual net benefits are currently estimated to exceed \$40 billion, are projected to reduce ozone as well. Cumulatively, these and other recently proposed and finalized rules count as truly historic achievements in protecting public health by decreasing air pollution levels, including ozone levels, across the nation.

As noted, Executive Order 13563 emphasizes that our regulatory system "must promote predictability and reduce uncertainty." Executive Order 12866, incorporated in Executive Order 13563, states that each "agency shall avoid regulations that are inconsistent, incompatible, or duplicative with its other regulations . . ." Executive Order 12866 also states that the "Administrator of OIRA shall provide meaningful guidance and oversight so that each agency's regulatory actions are consistent with . . . the President's priorities . . ." In light of these requirements, and for the foregoing reasons, I am requesting, at the President's direction, that you reconsider the draft final rule.

More generally, the President has directed me to continue to work closely with all executive agencies and departments to implement Executive Order 13563 and to minimize regulatory costs and burdens, particularly in this economically challenging time. The President has instructed me to give careful scrutiny to all regulations that impose significant costs on the private sector or on state, local, or tribal governments.

We look forward to continuing to work with you to create, in the words of Executive Order 13563, a regulatory system that will "protect public health, welfare, safety, and our environment while promoting economic growth, innovation, competitiveness, and job creation."

Sincerely,

A handwritten signature in black ink, appearing to read "Cass R. Sunstein". The signature is fluid and cursive, with a prominent initial "C" and "S".

Cass R. Sunstein

COMMONWEALTH OF VIRGINIA



OFFICE OF THE GOVERNOR

NUMBER THIRTY NINE (2011)

MULTIDISCIPLINARY TASKFORCE ON ECONOMIC COMPETITIVENESS AND VERSATILITY

Importance of the Initiative

The Commonwealth of Virginia continues to be recognized by many as the most business-friendly, entrepreneurial, and dynamic economy in the nation. Maintaining this status requires the constant monitoring of market forces; agile adaptation to new information; vigilance against new programs and trends that would extend government beyond core services; and swift response even to risk factors outside of our immediate legislative or budgetary control. Modern Virginians are the beneficiaries of over a century of sound fiscal management and we will pass that good inheritance to future generations. Virginia has held its treasured AAA bond rating from each of the three rating agencies longer than any other state in the Union.

Today we are faced with the stark reality that our federal government has not followed Virginia's example of thrift, moderation, and restraint. For the first time, the credit rating of the world's greatest economy has been downgraded by at least one rating agency. While we may doubt the wisdom and timing of that downgrade, there is no doubt that the size, scope, debt, and spending of the federal government has grown at an unconscionable and unsustainable pace. Because it has not lived within its means for decades, the federal government is now forced to take bold steps to change course. Virginia welcomes those necessary and inevitable federal budget reforms and will, as it has in every prior change of course in federal spending, do its part in preparing for the impact and come out stronger than before. That includes a continuing effort to diversify our state's economy into multiple high and long-term growth sectors.

The connection between Virginia and the federal government is well-known both politically and economically, but difficult to accurately quantify. Less than five percent of Virginia workers are federal employees; moreover, 92 percent of all the jobs created since February 2010 are in the private sector. Still “[t]he people of Virginia are acutely aware of the integral role military and national security facilities play in the economic vitality of the Commonwealth. The estimated \$56 billion the Department of Defense alone is projected to spend in the Commonwealth in 2010 translates to business for Virginia and high-quality jobs for our citizens.” (*Governor’s Exec. Order No. 22(2010)*)

In 2009, Virginia ranked first among the states in total per capita federal expenditures. The Commonwealth also ranked first in per capita spending for procurement, second in defense spending, fourth in salaries and wages, and fifth in retirement and disability payments. Conversely, Virginia ranked 39th in per capita federal spending for direct payments and next to last in per capita federal grant spending. Because of this wide diversity in the measurement of federal spending in Virginia, and because we do not know what form anticipated federal reforms will take, we have to take steps now to prepare for the potential impact on our revenue from personal withholdings and corporate income taxes, as well as the secondary impact on sales and other taxes. In addition, while we have a relatively low unemployment rate around 6 percent, there are far too many Virginians out of work. We must continue to focus our efforts on the expansion, retention, and recruitment of jobs.

Virginia will be vigilant in protecting the military and national security assets located in the Commonwealth as authorized in Executive Order 22, but must continuously seek new opportunities for growth. To that end, the Lieutenant Governor in his capacity as Chief Job Creation Officer, will be charged with leading a multidisciplinary taskforce to identify strategies to further strengthen the Commonwealth’s economic diversity and competitiveness in light of future federal action.

To accomplish this, in accordance with the authority vested in me by Article V of the *Constitution of Virginia* and by Section 2.2-134 of the *Code of Virginia*, I hereby create the Multidisciplinary Taskforce on Economic Competitiveness and Versatility.

The Multidisciplinary Taskforce on Economic Competitiveness and Versatility

The Taskforce will consist of the Lieutenant Governor, the Secretary of Finance, the Secretary of Commerce and Trade, the Secretary of Technology, the Secretary of Veterans Affairs and Homeland Security, the Senior Economic Advisor, the Director of the Office of Intergovernmental Affairs, the President and CEO of the Virginia Economic Development Partnership, as well as others appointed by the Governor who will serve at his pleasure and at his discretion.

The Multidisciplinary Taskforce’s responsibilities shall include the following:

1. Analyze and report to the Governor the state of Virginia's workforce and its degree of versatility to respond to future contraction in federal spending, both in terms of individual regions and economic sectors.
2. Identify appropriate opportunities for further diversifying Virginia's economy to help reduce private sector reliance on federal spending and provide alternative employment for potentially displaced federal workers.
3. Receive from the private sector, economic development allies, institutions of higher education, legislators, elected officials, and other interested parties ideas for promoting Virginia's economic versatility and analyzing those ideas for further action by the Governor.
4. Manage the communication among the Commonwealth of Virginia, the Joint Select Committee on Deficit Reduction as established in the *Budget Control Act of 2011* (Public Law No: 112-25), and the Virginia congressional delegation relative to any budget reform proposals and their impacts on the Commonwealth.
5. Quantify and report to the Governor the impact to the Commonwealth, its subdivisions, and private industry of any such proposals to address the federal deficit.
6. Identify the regions, localities, and economic sectors most readily affected by federal contraction or budget reform proposals.
7. Support and foster collaboration among local and regional entities in identifying appropriate strategies for adaptation to changes in federal spending and policies.
8. Determine the best and most efficient manner to foster and promote business, technology, transportation, education, economic development and other efforts to support, attract and retain a broad array of new private sector businesses to the Commonwealth.
9. Determine, in conjunction with the Commission on National Security Facilities, the best and most efficient manner to foster and promote business, technology, transportation, education, economic development and other efforts to support and retain existing military and non-military national security facilities in the Commonwealth.
10. Inform the Governor on a regular basis on all pertinent findings and recommendations.

Multidisciplinary Taskforce Staffing and Funding

Necessary staff support for the Multidisciplinary Taskforce's work during its existence shall be furnished by the Office of the Governor and the Office of the Secretary of Commerce and Trade, and such other agencies and offices as designated by the Governor. An estimated 150 hours of staff time will be required to support the work of the Interagency Taskforce. No public funds will be expended in support of this Taskforce.

The Taskforce shall report quarterly, beginning on October 1, 2011, to the Governor and shall issue such other reports and recommendations as necessary or as requested by the Governor.

Effective Date of the Executive Order

This Executive Order shall be effective upon its signing and pursuant to Section 2.2-135 of the *Code of Virginia* shall remain in force and effect until August 31, 2012, unless amended or rescinded by further executive order.

Given under my hand and under the Seal of the Commonwealth of Virginia, this 1st day of September 2011.

Robert F. McDonnell, Governor

Attest:

Secretary of the Commonwealth

DISASTER RECOVERY

JOURNAL

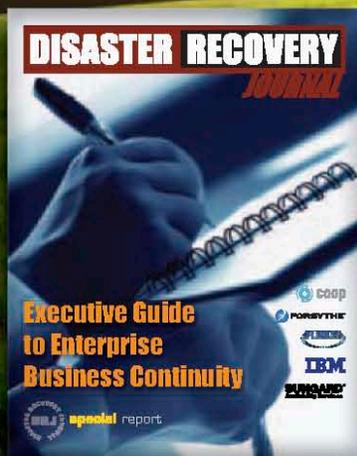
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- The Silver Lining In Japan
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Attachment 190

Leveraging Regional External Agencies to Strengthen your Program

By **RICHARD FLANNERY, MS, CFM & THERESA A. KIRCHNER, Ph.D., MBCP**

As business continuity professionals, we are familiar with the DRII Professional Practices which outline what to do and how to do business continuity planning. Professional practice subject matter area No. 10 deals with emergency management from a business continuity/disaster recovery perspective, and it includes numerous references to the need to communicate and interact with external agencies. However,

the importance of not only understanding and leveraging external agencies, but also supporting them for mutual benefit, has a much broader scope for business continuity professionals than that covered in the Emergency Management Professional Practice. In fact, the broad scope of emergency management, as defined from a government perspective, includes mitigation, preparedness, response, recovery, and post-event planning and implementation.

As a result, all 10 of the DRII Professional Practices include references to coordination with external sources/entities and recognizing the importance of understanding the potential impacts of laws, regulations, codes, zoning, standards, practices, resources, and opportunities related to developing, implementing, and maintaining emergency procedures that are specific to the organization's location and industry.

This article concentrates on services and opportunities provided by state and regional public authorities. Although national agencies were created to support and monitor legal and regulatory mandates and are important and useful, many of those mandates delegate responsibility down to the state, regional, and municipal levels. As a result, your interaction and that of your organization – with external agencies such as homeland security, emergency management, fire, police, public utilities, and elected officials – is likely to take place at the local level. Detailed

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information on suggested interactions with business continuity professionals and external agencies is outlined in the DRJ/ARMA/DRII/FSTC/NFPA 1600 Generally Accepted Practices (GAP) document, which is posted on the DRJ Web site. Another good source of information about local public/private interactions is your local Association of Contingency Professionals chapter, since public authority representatives are often ACP members and attend ACP meetings.

Regionally-Operated Public Authorities

External agencies operating at the regional level are powerful resources, but understanding the plethora of public/private entities, the interactions among them, and related opportunities for business continuity professionals and their organizations can be somewhat daunting. As a result, organizations, particularly small and medium businesses, are either

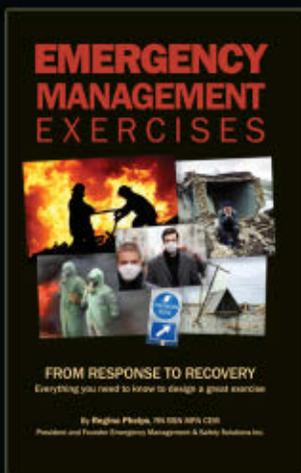
unaware of or fail to understand the wealth of strategic and tactical options that such relationships may provide. Examples of regional emergency management-related entities include the following:

- ◆ Emergency management association is a generic term for a professional association for emergency management that operates at the local and state level, primarily on the public side. Such an association is usually titled with the state name, followed by emergency management association. For example, in Virginia, the organization is called Virginia Emergency Management Association.
- ◆ Regional or area councils and planning district commissions are emergency management groups/committees which are established throughout the U.S. and are created by state statute. These entities are separate from the state EMAs described above. A region may have more than one such entity (such as one that engages in strategic emergency planning and another which focuses on operational and tactical emergency management).
- ◆ Local emergency planning committees (LEPC) are mandated at the federal level by the Environmental Protection Agency under Title III of the Superfund Amendments and Reauthorization Act. All communities must maintain LEPCs, which engage in emergency planning for disasters related to hazardous materials in the community.
- ◆ Voluntary Organizations Active in Disaster (VOAD), a coalition of major national U.S. voluntary organizations, is the primary point of contact for voluntary efforts in the FEMA National Response Coordination Center. It supports training of volunteers to participate in disasters and enables a business organization to serve as a volunteer entity under the umbrella of one of the VOAD service organizations. Examples of those service organizations include the Red Cross, Salvation Army, United Way, faith-based groups, and civic/community service-based organizations (e.g. Rotaries and Ruritans). The business supplies volunteers who can be deployed around the country as needed to assist with disaster situations. It also supplies the resources required to support those volunteers.
- ◆ The Community Emergency Response Team (CERT) is an example of a program operating under the VOAD/Citizen Corps umbrella. The CERT program educates people about disaster preparedness for

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The Author – Regina Phelps

Regina Phelps RN BSN MPA CEM is an internationally recognized expert in the field of emergency management and continuity planning. Since 1982, she has provided consultation and speaking services to clients on four continents. She is founder of Emergency Management & Safety Solutions, a consulting company specializing in emergency management, continuity planning



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hazards that may impact their area and trains them in basic disaster response skills such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking an active role in emergency preparedness projects in their community.

- ◆ Local and/or regional emergency management committees work together to focus on policies, guidance, standard operating procedures, and operational capabilities for emergency management.
- ◆ Public emergency operation centers (EOC) often do not have private business involvement. However, businesses should proactively coordinate with EOCs, both to volunteer and provide resources, and to participate in planning. As much as possible, businesses should ask to be involved in public EOC exercises to gain an understanding of how the community responds and recovers from an event and understand how they fit in.
- ◆ Joint emergency operations centers are more broadly based than public EOCs and may include multiple municipalities, state and/or federal partners, and other stakeholders such as the private sector and the military.
- ◆ The National Guard is a state asset, controlled by the governor, who may call it to service based on local community requests for services. The National Guard may be sent to a locality ahead of time to prepare for a significant anticipated event.

Leveraging External Agencies in the Context of the Emergency Management Cycle

It is important to understand that in the private sector, the business continuity planning cycle as outlined in the DRII Ten Professional Practices is structured differently from the public arena perspective at the national, state, regional, and

municipal levels as the event emergency management cycle moves through mitigation, preparedness, response, recovery, and post-event phases. While those two standards differ, they are compatible; they have parallels and can be correlated. Participation and collaboration in public-private dialogue and planning at all levels is important for governments and government agencies, businesses, individuals, and the community at large. However, collaborating at the regional and municipal levels can be particularly rewarding, because participants at the local level have personally-shared interests and win-win opportunities.

Mitigation and Preparedness

From an education/orientation perspective, it is important for businesses to understand the National Incident Management System (NIMS), because that is the framework that local, state, and national government use to manage disasters. A free course on FEMA is available to businesses which can help them understand how governments manage disasters, including terminology and protocols. The Incident Command System (ICS) is part of NIMS but offers a separate course. Those courses will orient you to NIMS/ICS standards and improve your ability to communicate effectively in public-private interactions.

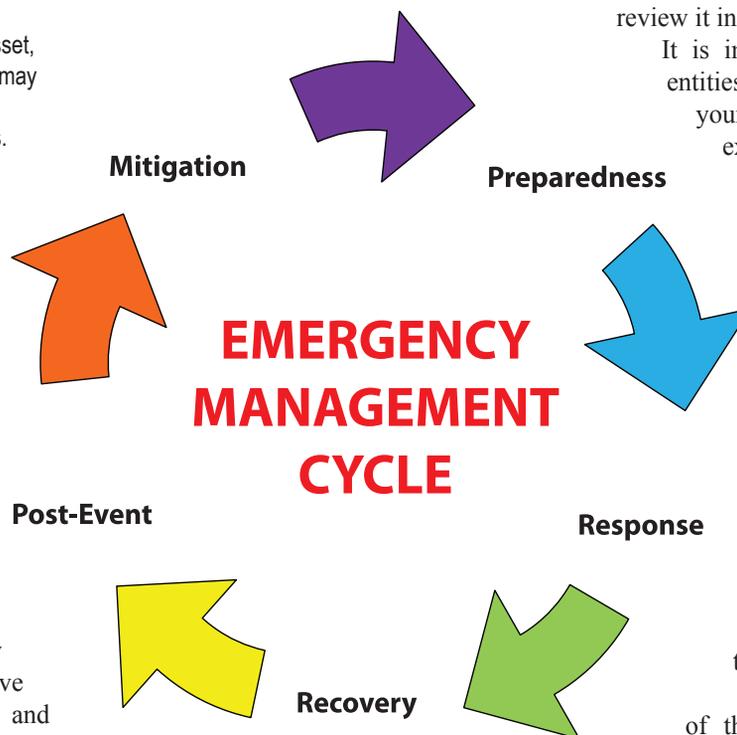
Organizational interfaces at the regional level involve public authority contacts, public information officers/public relations, area councils, local emergency planning commissions, and CERT. Businesses must establish information sources and understand how public authorities communicate. It is also important to provide up-to-date information about your organization to public safety officials on an ongoing basis.

Determining vulnerabilities and risks to your organization, which, from a business continuity planning perspective, takes place during the risk assessment phase, is best done in consultation with experts. In the case of hazard mitigation plans, for example, the best place to start for information may be regional councils or local offices of emergency management. These places are helpful because they offer interpretation of flood maps and assessment of flooding risk.

Business continuity professionals are invited to participate in training and local/regional public sector exercises. Surprisingly, few take advantage of those opportunities. For example, you can participate in local emergency management and homeland security exercises and educational opportunities that support your industry. Those experiences will be more rewarding if you obtain a copy of the pertinent emergency operations plan and review it in advance.

It is important to invite the public entities to participate in, or observe, your organization's training and exercises. That interaction lays the foundation for the level of support that is needed and available during disaster situations. In the event of a disaster, it may be essential for your key management and technical personnel to gain access to your organization's facilities. Prior arrangements with public sector authorities may make the difference between being granted access when an area is cordoned off and not getting access.

To become a valued member of the local emergency manage-



ment environment, consider support that you can provide to public authorities. Your organization may be able to host an emergency operations center (EOC), contribute needed resources, or develop a CERT group comprised of employees who are interested in volunteering as a group in the event of a disaster. Establishing a CERT group comprised of your organization's people allows them to be pre-trained, vetted, and credentialed prior to a disaster, so that they can be immediately

available to serve the community. Some of your employees are likely to want to help in such a situation, but spontaneous unaffiliated volunteers without credentials who are untrained create challenges for first responders rather than viable resources and may be turned away when they offer support. Spontaneous donations can also be an issue if they take forms that are not useful for the event in which the items are being donated (e.g. unneeded clothing, truckload of teddy bears, painting supplies,

etc.). Your organization should establish, in advance, what types of support will be appropriate and accepted, working with emergency management authorities, and the logistics for providing and distributing those contributions.

Many large companies support FEMA, the states, and local governments by contracting with them for services and supplies. If your organization is interested in doing this, establish the necessary public authority contacts and relationships.

Business continuity professionals play an important role in supporting the protection and resiliency of the community's critical infrastructure and key resources (CIKR), which are essential to the community's security, public health and safety, economic vitality, and way of life. Loss of CIKR due to an incident could significantly disrupt the functioning of government and business alike and produce cascading effects far beyond the sector and physical location of an incident. Direct terrorist attacks and natural, manmade, or technological hazards could produce catastrophic losses in terms of human casualties, property destruction, and economic effects as well as profound damage to public morale and confidence and even more devastating physical and psychological consequences.

Response and Recovery

During disaster event response and recovery, good documentation is everything. For example it supports your community and organization when applying for disaster funding. Computerized documentation, which can be accessed from anywhere important, but what is most critical is the pre-established communications network that facilitates the work that must be done. Ensure that the contacts and relationships that you will need during a disaster are established before you need to use them. You need to be able to pick up the phone and call the people who can help your organization function adequately in a disaster situation.

Web-enabled consequent management systems may provide secure real-time information sharing capabilities that are used by local and/or state emergency management agencies. Contact your local emergency management office to find out more about how it communicates and shares information in crisis situations and how you can get in the loop.

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Post-Event

After both exercises and disaster situations, regional and local agencies summarize lessons learned and develop after action reports and improvement plans. Usually, a public input period is established for feedback from businesses and the community provided through local forums and town meetings. Local emergency management wants to hear from you. Become part of the process, and use information from the resulting reports to revise and enhance your organization's plans and documentation.

Regional Agency Example – Commonwealth of Virginia

The Department of Homeland Security established the National Infrastructure Protection Plan (NIPP) in 2009 which outlines a coordinated approach to critical infrastructure protection. It also maintains sector-specific plans at the national level. The NIPP instructs the individual states and regions to develop their own customized infrastructure protection plans that adhere to the tenets of the national plan and are built to support state and regional sector partners.

The Commonwealth of Virginia, for example, has developed and maintains the Virginia Critical Infrastructure Protection and Resiliency Strategic Plan. At the regional level, the Hampton Roads Planning District Commission (HRPDC), one of 21 Planning District Commissions in the Commonwealth of Virginia, is a regional organization which supports 16 local city/county governments in southeastern Virginia. The Hampton Roads region has a population of about 1.7 million people and represents the 36th-largest metropolitan area in the U.S. The HRPDC, in conjunction with the Governor's Office of Veterans Affairs and Homeland Security, is currently developing and implementing the Hampton Roads Critical Infrastructure Protection Program with regional sector



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On-Line Resources – Public Agency Emergency Management Information

- **DRJ / ARMA / DRII / FSTC / NFPA 1600 Generally Accepted Practices (GAP).** <http://www.drj.com/resources/resources/generally-accepted-practices.html>
- **DRII Professional Practices.** <https://www.drii.org/professionalprac/index.php>
- **DRJ / DRII Glossary.** <http://www.drj.com/tools/tools/glossary-2.html>
- **ANSI / NFPA 1600:2010 – Standard on Disaster/Emergency Management and Business Continuity Programs.** National Fire Protection Association, 2010. <http://www.nfpa.org>
- **Community Emergency Response Teams (CERT), FEMA.** www.citizencorps.gov/cert
- **Emergency Planning and Community Right-to-Know Act (EPCRA) Local Emergency Planning Committees Requirements, EPCRA Sections 301-303.** http://www.epa.gov/oswer/e1/content/epcra/epcra_plan.htm
- **Incident Command System Overview (ICS), FEMA.** <http://www.fema.gov/emergency/nims/IncidentCommandSystem.shtm>
- **Ready Business.** <http://www.ready.gov/business/>
- **FEMA Independent Study Program.** <http://training.fema.gov/IS/>
- **National Incident Management System (NIMS), FEMA IS-700, Independent Study Program Course.** <http://www.training.fema.gov/emilWeb/IS/is700.asp>
- **National Voluntary Organizations Active in Disaster (National VOAD).** www.nvoad.org

partners. The HRPDC is leveraging existing best practices of infrastructure security around the nation and Virginia, through the implementation of key objectives found within both the National Infrastructure Protection Plan and the Virginia Critical Infrastructure Protection and Resiliency Strategic Plan, to develop and implement an effective regional plan. Participants in that strategic planning process include businesses/industries, infrastructure owners and operators, governments, and academic leaders in risk analysis and business security strategy development. The goal is to enhance the capability of organizations to improve continuity of operations and community resilience and to decrease the overall level of risk to critical infrastructure owned and operated by the public and private sectors.

The Bottom Line

Governments enlist private sector participation in emergency planning and operations prior to and following major crises and disasters to help coordinate response efforts and hasten community recovery. Coordination offers dual benefits. Business continuity professionals can offer fundamental expertise needed for planning, response, and recovery efforts that government sometimes cannot provide. Participation by the private sector in emergency planning and operations, for example, through regional councils, VOADs, CERT, and offices of emergency management, provides private sector businesses and individuals with a sense of community support and real-time access to information that enhances their business continuity planning efforts to prepare for disasters, and, at the time of disaster, enables them to return as quickly as possible to full operating status.



Richard Flannery, MS, CFM (rflannery@hrpdva.gov) is the emergency management administrator with the Hampton Roads Planning District Commission and the president of the Hampton Roads Association of Contingency Planners.



Theresa A. Kirchner, Ph.D., MBCP (theresa.kirchner@hamptonu.edu) is an assistant professor of management with Hampton University. She is a Hampton Roads Association of Contingency Planners board member who has served as a DRII certification commissioner and DRJ Editorial Advisory Board member.

NEWSBRIEF



American Planning Association
Virginia Chapter

Making Great Communities Happen

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American Planning Association



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for fall issue is
September 9, 2011.

The Planner's Toolbox: What Can You Really Do with GIS?

By Sara J. Kidd, GISP, Senior Regional Planner,
Hampton Roads Planning District Commission

Most planners are already well aware of how valuable a geographic information system (GIS) is as a planning tool. Planners have long embraced GIS technology. Many utilized it well before other departments in their organization. That is no surprise – GIS is an ideal tool for planning because planning is closely tied to the discipline of geography. In order to understand and plan for a community, it is necessary to first identify what features exist, where they are located, and how they interact with each other.

Most importantly, planners act as a link between decision makers and those who live in the community. Planners need to be able to communicate the results of their work with all stakeholders in order to develop useful and meaningful plans. A large part of that communication will happen visually – through maps, charts, photographs, and other visual aids. As technology improves, both inside and outside of the GIS industry, the way GIS is used by planners will change. However, GIS will continue to function primarily as a tool to assist in the decision-making process.

Visualization and Analysis

The primary function of GIS has generally been creating informational maps. There is considerable value in simply mapping where things are located. Maps tell important stories about communities because you can see at a glance what features are on the landscape and where they are located in relation to each other. Thus, you may also be able to spot patterns or other

relationships between features that were not obvious before. In a planner's world, maps are made to depict the existing conditions of the community or show alternative scenarios for the future. Planners create maps for plans and reports, public meetings, and even for placing online for the public to view.

As GIS has become increasingly user-friendly over time, planners have become more adept at taking advantage of its analytical capabilities. While mapping data is important to the work planners do, GIS really proves its worth when it comes to analyzing data. Geographic analysis studies spatial relationships between features. This is where you can really dig into the data and tease out trends, make projections, or study changes over time. The information gained from these exercises allows planners to understand their community better and they, in turn, can help frame discussions with the public and elected officials.

GIS is quite robust as a stand-alone software application, but many planning agencies have also chosen to purchase a GIS-based planning support system (PSS). A PSS contains tools specifically designed to support a variety of planning functions. These tools generally include wizards, interactive charts, and 3D capabilities. PSS tools are particularly popular for such activities as visioning, creating plans, and communicating with the public.

Continued on page 4

Attachment 19D

The Planner’s Toolbox (continued from page one)

Visioning Exercises

A GIS-based PSS is particularly suited for the process of visioning. The use of GIS for this purpose is relatively new but quite powerful. The visioning process allows planners to work directly with the public in order to develop alternative scenarios for the future. The outcomes of visioning exercises can inform any number of plans for the community. Using GIS during community meetings or charrettes is an effective tool in gathering the required citizen input. In an interactive format, planners can show existing conditions on a map and demonstrate the impacts of various policies or projects by changing values directly in the GIS. Citizens can see the scenarios develop in real-time and offer feedback to planners on how they believe the community currently functions and what changes will be needed to help the community grow in a positive way going forward.

As a part of the visioning process, planners may also choose to develop growth projections to illustrate possible scenarios. A once tedious task done by hand, build-out analysis is now easy to do in GIS. Build-out analysis looks at current zoning regulations to determine maximum development potential if the locality moves forward in a “business as usual” way. Given current land use, density rules, constraints, and so forth, the PSS software can calculate the maximum number of new buildings that can be built and where they can be built (Figure 1). Then multiple scenarios can be developed based on hypothetical changes to zoning regulations.

Creating Plans

Similar to using GIS for visioning exercises, GIS can also be used to look at alternative scenarios for specific plans. In particular, the process of creating a future land use map for the comprehensive plan can benefit from scenario-building exercises. Traditionally, multiple alternatives are developed by planners, and with input from elected officials and the public, the preferred alternative is chosen. With the interactive nature of a PSS, planners can change assumptions interactively, analyze the impacts on indicators, and view alternative future land use maps for comparison and discussion. Using GIS in public meetings can be an exciting way for citizens to see how the planning process works.

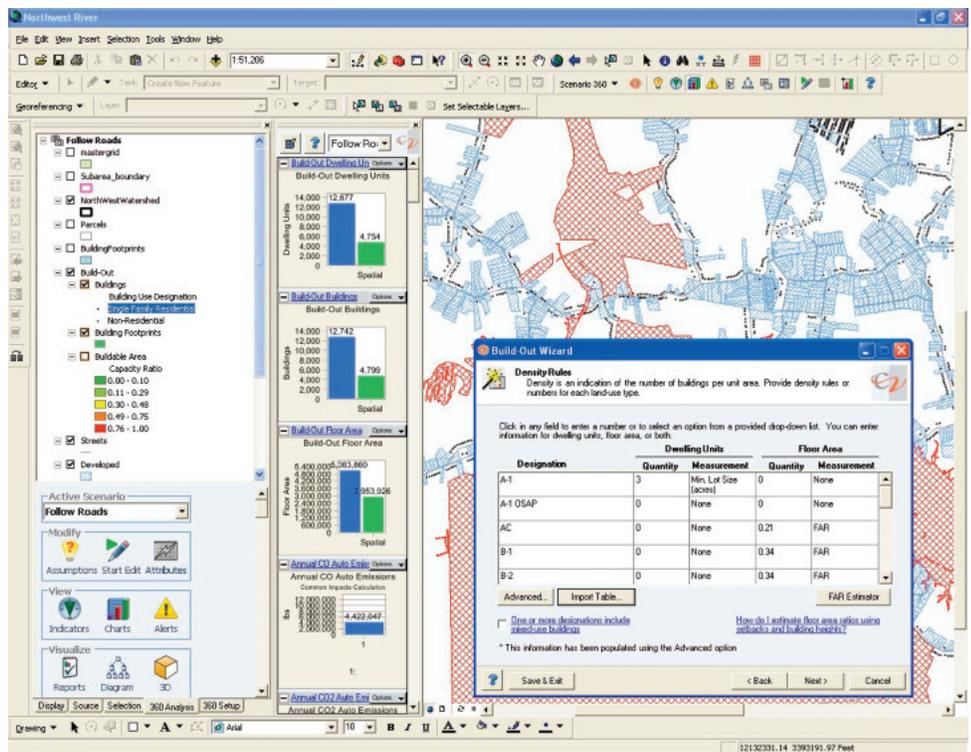


Figure 1: Build-Out Wizard in CommunityViz ®. Graphs depict differences in build-out indicators using only density rules versus density rules and spatial constraints, such as setback distances. Source: Hampton Roads Planning District Commission.

Suitability analysis is another classic application of GIS and is often a part of developing a plan. Suitability analysis is a process in GIS that helps determine which areas are most appropriate for a given use. Suitability analysis is used in such cases as selecting new sites for public buildings or ranking properties to purchase for conservation. Suitability analysis requires GIS data layers that represent selection criteria. The criteria in the case of conservation value might be the presence of wetlands, biodiversity, and connectedness to other conservation areas. The criteria are given relative weights in order of importance based on stakeholder input. The GIS then calculates the final score in order to rank the sites. The results provide decision makers with valuable information and insight into an otherwise complicated process. Continued on next page

The Planner’s Toolbox (continued)

Public Participation and Communication

Community planning is becoming the norm as localities engage with their citizens on an ever-increasing basis. But getting a significant portion of the public to participate in town hall meetings or other outreach activities can still be difficult. By stepping up your technical savvy and engaging the public in a more interactive way, proposed plans or projects can truly reflect the values of the citizens, which results in better decision-making.

Planning 2.0 is a new term coined to describe the trend of engaging citizens with various interactive technologies, including GIS. The term is derived from the concept of Web 2.0, which is the current information-sharing and collaborative nature of the Internet. Social networking, crowdsourcing, blogs and the like are the new way people share information. Planners can take advantage of this trend by creating GIS tools for public engagement that mesh with the always-connected lives of the public.

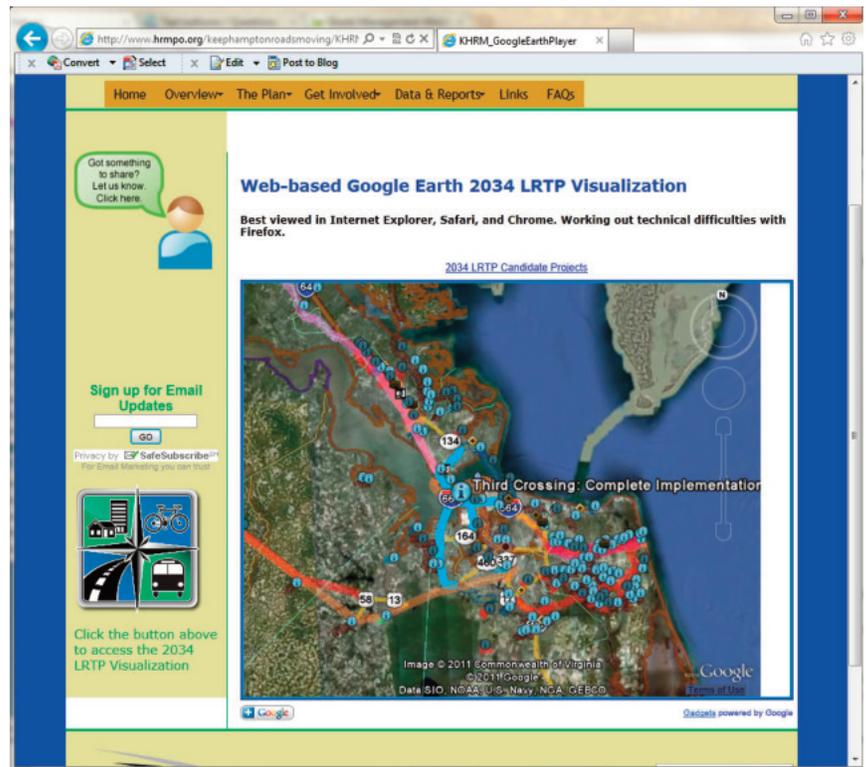
Online Mapping

A large number of local and regional governments now have some interactive mapping on their main websites. These mapping applications display GIS data to the public, which helps them locate information of interest quickly and easily. The public is becoming more comfortable with “Google-like” interactive maps and are able to navigate around them easily.

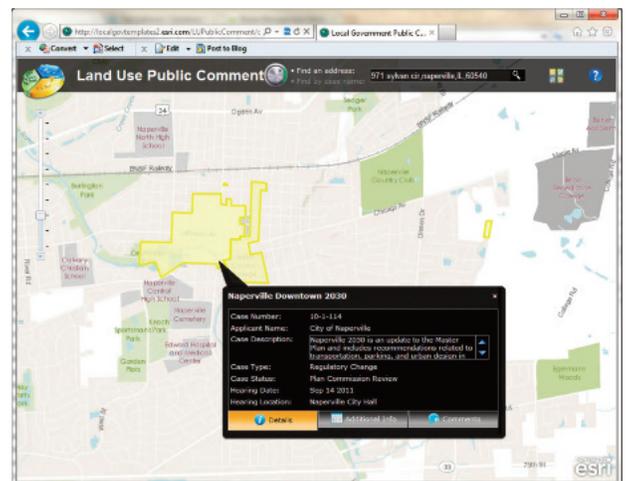
Although widely utilized to display parcels and tax assessment information, there are many other uses for interactive mapping. Planners are beginning to use mapping applications to inform and engage the public on the planning process. Some sites can be as simple as displaying information about proposed plans (Figure 2). This alone is a powerful tool because the citizen feels empowered by the transparency of the locality in sharing the information.

GIS technology also gives users the capability to actually leave comments in the mapping application on particular issues of interest. Figure 3 illustrates an interactive mapping application that encourages public comment on land use. In this example, the user clicks on the yellow polygon representing the area with a proposed regulatory change. In the “Details” tab, the user can read a summary of the issue. The “Additional Info” tab links to a PDF document with further details. The “Comments” tab allows the user to submit a comment about the change. The comments are submitted directly to the planner, who can then respond as needed. Further analysis can determine if there are particular patterns to the types of comments or the locations of the comments.

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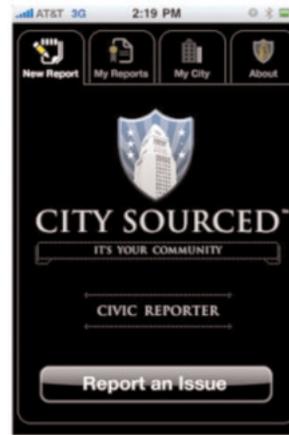
Above: (Figure 2) Figure 2: 2034 Long-Range Transportation Plan visualized in Google Earth online. Source: Hampton Roads Transportation Planning Organization. Below: (Figure 3) Sample interactive mapping site for land use public comment. Source: Esri



The Planner's Toolbox (continued)

Mobile Mapping

Planning agencies that are really on the cutting edge have begun developing mobile applications (apps) for public engagement. These apps allow citizens to comment on things they see in their community from the convenience of a smartphone or other mobile device. When the citizen is out and about, they can bring up the app on their phone and make a comment right when they see something of note. The comment is stored directly in the locality's GIS database with global positioning system (GPS) coordinates and even a picture where it can be instantaneously added to the map, both within the app and in the online mapping application. The citizen can see what comments have been made by others and perhaps what the response by staff was to the comment. Mobile mapping applications are not only useful for infrastructure related comments but can also be used by planners when they are developing comprehensive plans, parks and recreation plans, housing plans, and the like.



(Figure 4) A mobile web app used by citizens to report problems or comment on plans. Source: CitySourced

The goal of mobile mapping is to engage citizens who may not otherwise attend public meetings or are not available to attend meetings. The “coolness” factor may also encourage participation. Coupled with a social media campaign to help spread the word, mobile mapping for planning could prove to be an essential tool in the planning process.

Resources

The following websites or companies were referenced in the article. The URLs are provided for you to obtain further information.

Hampton Roads Planning District Commission/Hampton Roads Transportation Planning Organization
www.hrpdeva.gov and www.hrtpo.org

Keep Hampton Roads Moving
www.keephamptonroadsmoving.com

Land Use Public Comment (sample site from Esri)
<http://localgovtemplates2.esri.com/LUPublicComment/default.htm>

Other local government sample sites (click on “planning and development” box)
<http://localgovtemplates2.esri.com/gallery/gallery.html>

CommunityViz
<http://placeways.com/communityviz>

CitySourced
www.citysourced.com



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