

Integrated Preparedness Plan

City of Richmond, Virginia

FINAL

December 2025



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Record of Changes

The table listed below may be used to document changes made to the IPP.

Table 1: Record of Changes

Change #	Page #	Section	Changes Made By	Date



Integrated Preparedness Planning Team

The following list includes the points of contact (POC) in charge of maintaining the IPP.

Training POC

Name

Title

Agency

Email

Exercise POC

Name

Title

Agency

Email

Budget POC

Name

Title

Agency

Email

Planning POC

Name

Title

Agency

Email

After Action Report/Improvement Plan POC

Name

Agency

Email

Recovery and Mitigation POC

Name

Title

Agency

Email

Hazard Analysis/Risk Assessment POC

Name

Title

Agency

Email



Introduction

The City of Richmond (“City”) developed this IPP to enhance the City’s readiness and capabilities as they may relate to ever-changing threats, hazards, and risks. The IPP is based on the assessment and identification of threats, hazards, and risks, planning priorities and updates, and identified gaps and outstanding needs. It establishes a continuous process of planning, organizing, training, exercising, and evaluating through the identification of priorities and development of a Multi-Year Integrated Preparedness Schedule.

The City reviewed related policies, procedures, and documents (e.g., after-action reports [AARs], Richmond-Crater Multi-Region Hazard Mitigation Plan) and engaged stakeholders through a Stakeholder Feedback Survey, Pre-Stakeholder Workshop, Integrated Preparedness Plan Workshop (IPPW), and an IPP Review Meeting to develop the IPP. The results of the document review and stakeholder feedback are reflected in this IPP.

Purpose

The purpose of the City of Richmond IPP is to provide a multi-year strategic plan for preparedness priorities and associated activities across the City. The IPP provides a road map for the City and partner organizations to follow in support of the priorities that were identified through the IPPW in September of 2025. The IPPW provided a collaborative environment for departments and external stakeholders to discuss the City’s priorities, linked Federal Emergency Management Agency (FEMA) Core Capabilities¹, and the planned or proposed preparedness activities that will support those points of shared focus across the region.

Following the conversations from the IPPW, the IPP includes a Multi-Year Integrated Preparedness Schedule of preparedness activities, which illustrates the planning, organizing, equipping, training, and exercising (POETE) activities the City has proposed to accomplish for calendar years 2026-2028 in support of identified priorities.

The activities in this Multi-Year Integrated Preparedness Schedule are intended to support a building-block approach

Figure 1: POETE Cycle



¹ FEMA recognizes 32 Core Capabilities to measure success in accomplishing any or all of the five Mission Areas: “Prevention, Protection, Mitigation, Response, and Recovery.” For additional information, see [FEMA Mission Areas and Core Capabilities](#).

that aligns with the natural progression of efforts across the POETE cycle, to include integration with evaluation and improvement planning efforts. This schedule supersedes any previously published exercise schedules.

Plan Implementation, Maintenance, and Revision

Implementation and management of the IPP is overseen by the Department of Emergency Communication, Preparedness and Response (DECPR) – Office of Emergency Management (OEM).

An IPPW is held annually to review and update the City’s IPP. In addition to reviewing the priorities, the IPP’s Multi-Year Integrated Preparedness Schedule is updated to reflect changes in priorities and any changes made due to scheduling constraints or needs for future years. DECPR-OEM is responsible for these updates and edits, as well as scheduling and maintaining the cadence of annual reviews and updates.

Preparedness Activity Considerations

Stakeholders were asked to identify specific preparedness activity considerations to effectively develop preparedness priorities that support the City’s efforts in enhancing capabilities, as related to POETE. The information listed below includes the threats, hazards, and risks, current capabilities, corrective actions, and improvement plans that impact the City. Following the development of these lists, the City assessed growth opportunities and developed preparedness priorities while remaining mindful of these considerations.

Threats, Hazards, and Risks

During the IPPW held in September of 2025, stakeholders identified the following threats, hazards, and risks as having the greatest impact on the City. They are listed below in no particular order:

- Civil unrest/mass casualty;
- Critical infrastructure;
- Cyber security;
- Hazardous materials; and,
- Climate.

Capability Assessments, Corrective Actions, and Improvement Plans

Stakeholders at the September 2025 IPPW assessed current capabilities, corrective actions, and improvement plans, as summarized below.



- Areas for improvement identified include the following:
 - Increase training opportunities for City staff in the field and within the EOC and partners to strengthen awareness and clarify roles and responsibilities;
 - Improve resource sharing, engage stakeholders in updating and developing plans and procedures, and share existing plans and procedures to staff to reduce confusion regarding what plans exist and where they are located;
 - Enhance regional coordination and communication to increase preparedness and partnerships;
 - Improve decision-making processes through operational coordination and communication with internal and external stakeholders;
 - Adhere to and train on Incident Command System (ICS) principles and concepts; and,
 - Develop comprehensive AARs/Improvement Plans (IP) following an event to document and address corrective actions.
- Capabilities for the City identified include the following:
 - Distribution of resources during the 2025 water event;
 - Navigate multiple response efforts (i.e., navigating a water event in addition to a winter weather response); and,
 - Maintenance of Richmond Ready (i.e., the City’s messaging and notification system that provides critical alerts during an emergency) as a reliable platform that leadership can leverage to share information with the public, allowing them to make quick decisions.

External Sources and Requirements

During the 2025 IPPW, stakeholders identified the following external sources and requirements to inform the development of the preparedness priorities:

- Code of Virginia § 44-146.19 - Powers and duties of political subdivisions (2023);
- Code of Virginia §19.2-11.01 - Crime victim and witness rights (2024);
- Disaster Recovery Action Plan (2025); and,
- January 2025 Winter Storm Incident Response Assessment and Improvement Plan (2025).

Accreditation Standards and Regulations

During the 2025 IPPW, stakeholders identified the following applicable standards and regulations to help inform the preparedness priorities:

- Resolution by the City Council adopting the National Incident Management System (NIMS), December 14, 2004 (2004-R-282-271) (2004);
- Administrative Regulation 1.9 Emergency Preparedness Responsibilities of City Departments (2025);



- Adoption of Everbridge for Richmond Ready notifications (2017);
- Urban Area Security Initiative² (UASI) (2025); and,
- Integrated Public Alert and Warning System (IPAWS) certification (2017).

Preparedness Priorities

Priorities Overview

The following preparedness priorities are a result of the considerations listed in the section above and determinations made by the IPPW participants and have actionable callouts for the elements of POETE. The primary priorities will be the focus for the multi-year cycle of preparedness for 2026-2028.

Table 2: Preparedness Priorities

Abbreviated Priority Name	Preparedness Priority
Strengthen Operational Coordination and Governance	Clarify, reinforce, and strengthen Richmond’s cross-departmental command structure and partnerships with regional, state, private, and nonprofit partners to enable unified operations and improve efficiency across all phases of an incident.
Strengthen Crisis Communications and Public Engagement	Strengthen the City’s ability to deliver timely, consistent, accurate, and coordinated information to internal and external audiences by engaging stakeholders and delivering transparent communication across all phases of an incident.
Enhance Continuity of Operations and Organizational Resilience	Prepare the City to sustain essential functions and critical services under all conditions by embedding community-wide resilience and continuity principles into government operations to minimize disruption and accelerate recovery.
Promote Risk-Informed and Hazard-Specific Planning Processes and Procedures	Ensure City and departmental plans work together to address key threats, evolving risks, and interdependencies, improving preparedness for major and/or cascading emergencies.

² The FY2025 UASI Funding Cycle requires a jurisdiction dedicate 35% of allocated funding go towards Law Enforcement Terrorism Prevention Activities (LETPA). Many exercises can help satisfy this requirement by including elements of active threat and homeland security scenarios, injects, or FEMA Core Capabilities into exercise design. The City of Richmond should consider this requirement when developing annual exercises.

Cultivate a Skilled and Ready Workforce for All-Hazards Response

Build organizational capability, adaptability, and leadership capacity for all-hazards response and promote readiness across all departments so every employee understands their role in the emergency management lifecycle.

Priorities of Focus

This section expands upon the preparedness priorities by including the corresponding capabilities, rationale, planning, organizational, equipment factors, as well as support training and support exercise factors. All findings are a direct result of City feedback and stakeholder input from the 2025 IPPW.

1. Strengthen Operational Coordination and Governance

Clarify, reinforce, and strengthen Richmond’s cross-departmental command structure and partnerships with regional, state, private, and nonprofit partners to enable unified operations and improve efficiency across all phases of an incident.

Corresponding Core Capabilities

- Operational Communications;
- Operational Coordination; and,
- Situational Assessment.

Rationale

During the 2025 IPPW, stakeholders noted that a major theme was the need to strengthen City-wide operational coordination by fostering greater alignment across departments and across the region. Participants highlighted that improved internal coordination and coordination with partners would enhance the City’s ability to respond effectively during emergencies. During the brief out, attendees noted the importance of bringing in external stakeholders to support planning, as this would support effective and coordinated decision-making.

Planning Factors

- Maintain and continue regular updates and annual reviews in addition to the required four-year comprehensive review and approval of the City Emergency Operations Plan (EOP).
- Develop resource documentation, such as Memoranda of Understanding (MOU) and Mutual Aid Agreements (MAA), to clarify the scope and need for different resources, and develop a mechanism to track resources.
- Related to the point above, develop an MOU and plan with community or regional partners (e.g., community foundations) to accept donations, mirroring the regional group agreement for disaster relief, to support donated funds making it into the hands of residents impacted.



Organization Factors

- Maintain and strengthen informal relationships with external partners through consistent coordination and engagement by developing and maintaining a list of contact information to promote continued regional and community partnerships.
- Maintain list of staff involved in response efforts to promote strong internal coordination.
- Identify mitigation grant opportunities in coordination with partners based on the funding landscape at a minimum annually or as other opportunities arise.
- Establish a regional utility coordination framework to enhance information-sharing, resource allocation, and MAAs.
- Coordinate with the Central Virginia Incident Management Team (CVAIMT) and City leadership to determine where the CVAIMT can be leveraged to support future response efforts, depending on associated costs, until a City-specific Type IV Incident Management Team (IMT) with a dedicated program manager is established.

Equipment Factors

- Check technology and maintain systems in the Emergency Operations Center (EOC), identify gaps/needs for equipment to carry out EOC functions and ensure interoperability at the EOC.

Supporting Training Courses

- Conduct annual EOP training for awareness on procedures, roles, and responsibilities.
- Develop EOC position-specific training across all sectors for stakeholders to take when hired and annually thereafter. The City may consider training opportunities such as NIMS ICS All-Hazards Position-Specific training.
- Conduct multi-agency and partner training. The City may consider training opportunities such as FEMA Independent Study (IS)-0701 and/or IS-0701.A Multiagency Coordination System (MACS).
- Conduct training for operational capabilities and resource mobilization, which can include EOC communication methods and information-sharing platforms through a WebEOC training.³
- Conduct training for City department emergency liaisons to foster effective, transparent communication between field operations and the EOC and to promote sharing accurate and consistently up-to-date technical expertise. The City may consider training opportunities such

³ The City may consider aligning WebEOC trainings with federal best practices and trainings such as the FEMA National Domestic Preparedness Consortium AWR-942-W, The Basics of WebEOC training.

as FEMA E0292 Disaster Field Operations Management and/or FEMA E0824 Partner Coordination in Disaster Response and Recovery.

Supporting Exercises

- Attend regional exercises hosted by the Commonwealth, if available.
- Conduct an annual City-wide EOC Tabletop Exercise (TTX).

2. Strengthen Crisis Communications and Public Engagement

Strengthen the City's ability to deliver timely, consistent, accurate, and coordinated information to internal and external audiences by engaging stakeholders and delivering transparent communication across all phases of an incident.

Corresponding Core Capabilities

- Community Resilience;
- Intelligence and Information Sharing;
- Operational Communications; and,
- Public Information and Warning.

Rationale

During the 2025 IPPW, stakeholders noted strengthening both internal crisis communications and external public information. Stakeholders discussed improving stakeholder engagement while ensuring that information is distributed in a timely and effective manner during incidents. Stakeholders noted the importance of redundant communications as well as working to engage the hard-to-reach communities. The group discussed the importance of a Joint Information Center (JIC) sharing coordinated communications during an emergency.

Planning Factors

- Continue to refine and expand the vulnerable populations spreadsheet, ensuring it is regularly updated and utilized by all relevant departments.
- Establish Standard Operating Procedures (SOP) to:
 - Provide periodic testing of the communication system;
 - Review and update City contact information;
 - Address the timing/sequencing of releasing emergency notifications to City staff; and,
 - Establish redundant communications mechanisms (e.g., distribution lists).
- Establish and maintain a standardized communication process within the newly developed EOP for Councilmember updates, designate a liaison, and use a structured briefing schedule or centralized messaging platform for consistency.
- Develop a Crisis Communications Plan. In the plan, include the following:



- A formalized structure for mayoral updates to maintain clear and consistent communication and integrate accessible messaging requirements for effective communication to the public during emergencies.
- A standardized process for disseminating information about all available public resources, including those coordinated with external partners.
- A JIC activation protocol in alignment with NIMS protocols to assign roles and responsibilities, share pre-scripted messages, and include cadence for messaging.
- Develop and maintain a new Media Policy that includes requirements for escorting and notifying staff of media presence to support incident site and EOC procedures.
- Update and maintain policy DECPR 2-45: Emergency Notification System to include roles/responsibilities, approval authorities, and sequencing, for the use of “Richmond Ready” and IPAWS public notifications to promote timely and coordinated messaging.
- Develop and disseminate a policy and protocols as they relate to the Freedom of Information Act (FOIA) requests during activations and properly label information as confidential when needed.
- Develop a communication strategy to confirm that the complexity and impacts of the emergency and response efforts are clearly identified and relayed to decision-makers, stakeholders, and the public in real-time to establish formal communications mechanisms from EOC staff to the Policy Group.

Organization Factors

- Implement an internal priority notification system to provide internal staff with emergency updates before public releases, using designated representatives and a secure communication channel.
- Establish a structured meeting schedule with operational needs and staff availability, which also includes coordinated briefings for City staff and relevant stakeholders, scheduled prior to public briefings and press releases. The meeting schedule can include the City holding Policy Group meetings before EOC briefings to support decisions being made in advance and shared efficiently, whenever possible.

Equipment Factors

- Identify and maintain platforms that City agencies are using for effective communication (e.g., Microsoft Teams Chat) and implement their use at a City level for a holistic approach to communication during an emergency.

Supporting Training Courses

- Conduct onboarding and annual training for Public Information Officers (PIO) on coordinated public messaging and information flow. The City may consider training opportunities such as



FEMA IS-0029 Introduction to Emergency Public Information and/or FEMA G-0291 Joint Information System/Center Planning for Tribal, State and Local PIO.

- Train individuals on the use of Richmond Ready to provide a shared understanding of the capabilities, process, timing, and interaction with other systems.
- Provide Operational Security (OPSEC) training for all EOC staff, City leadership, and other identified partners.
- Train on the Crisis Communications Plan once finalized.
- Train on the new Media Policy.

Supporting Exercises

- Include crisis communication (including JIC processes) and public engagement components in annual TTXs.

3. Enhance Continuity of Operations and Organizational Resilience

Prepare the City to sustain essential functions and critical services under all conditions by embedding community-wide resilience and continuity principles into government operations to minimize disruption and accelerate recovery.

Corresponding Core Capabilities

- Community Resilience;
- Long-term Vulnerability Reduction; and,
- Risk and Disaster Resilience Assessment.

Rationale

During the 2025 IPPW, stakeholders noted the City should be emphasizing continuity of operations/continuity of government to better respond to emergencies and build capacity. Stakeholders noted that by building continuity capacity, they can minimize and avoid disruptions and provide the proper chain of command.

Planning Factors

- Complete and/or maintain departmental Continuity of Operations (COOP) Plans.
- Revise employee descriptions to account for delegated roles and responsibilities during a disruption.
- Build continuity roles into departmental employee onboarding.

Organization Factors

- Develop a continuity decision-tree for City-wide continuity issues to help City leadership visualize key decisions, actions, and outcomes during a disruption.



Equipment Factors

- No equipment factors identified at this time.

Supporting Training Courses

- Train continuity leads to develop and maintain their departmental COOP Plans. The City may consider training opportunities such as FEMA E-1302 Continuity of Operations Program Manager and/or FEMA E-1301 Continuity Planning.
- Develop continuity training for employees who will conduct the functions listed in their departmental COOP Plans.

Supporting Exercises

- Departments to develop and implement exercises on their Departmental COOP Plans on an annual basis based on needs and capacity.

4. Promote Risk-Informed and Hazard-Specific Planning

Ensure City and departmental plans work together to address key threats, evolving risks, and interdependencies, improving preparedness for major and/or cascading emergencies.

Corresponding Core Capabilities

- Community Resilience;
- Critical Transportation;
- Infrastructure Systems;
- Mass Care Services;
- Risk and Disaster Resilience Assessment;
- Risk Management for Protection Programs and Activities; and,
- Threats and Hazards Identification.

Rationale

During the 2025 IPPW, stakeholders noted that the City has planning gaps as it relates to specific hazards (e.g., cyber attacks). Stakeholders noted a need to include hazards in planning efforts to prompt an understanding of roles and responsibilities and enhance the City's response and recovery to these threats/hazards.

Planning Factors

- Conduct department-led assessments of existing plans to align all emergency response-related plans with the EOP.
 - Develop department-led schedules to update plans after the identification of gaps/needs, and update the identified plans based on the schedule.



- Develop or finalize the following plans (note that all plans should include key stakeholders in the design and development process):
 - Hazard Mitigation Plan (HMP);
 - THIRA;
 - Points of Distribution (POD) Plan;
 - Resource Management Plan;
 - Volunteer and Donations Management Plan;
 - Mass Casualty Incident (MCI) Plan;
 - Family Assistance Center (FAC) Plan; and,
 - Active Threat/Active Shooter Plan.

Organization Factors

- Convene a working group with Human Resources and relevant stakeholders to review union and compensation agreements and update job descriptions that support response activities.

Equipment Factors

- No equipment factors identified at this time.

Supporting Training Courses

- Take training related to emergency planning. The City may consider training opportunities such as FEMA IS-0235.C Emergency Planning and/or FEMA IS-2002 Introduction to FEMA Operational Planning.
- Develop campaigns to clarify employees' roles during responses.
- Develop training in resource forecasting and procurement processes to enhance efficiency and reduce unnecessary delays. Include training considerations for procuring or requesting essential commodities.

Supporting Exercises

- Include risk-informed and hazard-specific planning and response capability considerations at the annual OEM-led TTX.

5. Cultivate a Skilled and Ready Workforce for All-Hazards Response

Build organizational capability, adaptability, and leadership capacity for all-hazards response and promote readiness across all departments so every employee understands their role in the emergency lifecycle.



Corresponding Core Capabilities

- Operational Communications;
- Operational Coordination;
- Planning;
- Risk Management for Protection Programs and Activities; and,
- Situational Assessment.

Rationale

During the 2025 IPPW, stakeholders noted a general lack of preparedness and awareness of plans, processes, and procedures as it relates to emergency management operations, as well as confusion regarding roles and responsibilities. Stakeholders noted room for efficiency in the decision-making process and having a clear chain of command, as well as an established understanding of roles and responsibilities.

Planning Factors

- Create a Feeding Plan that takes into account both staff at the EOC as well as other incident-specific sites as appropriate (e.g., at PODs or shelters).
- Develop an agreed-upon and consistent Situation Report (SitRep) format.
- Continue to update the EOC guidebooks with revised processes and procedures and best practices, and lessons learned following response efforts.
- Develop an updated layout once the new EOC is operational.
- Develop a policy for handling EOC or incident-specific purchases for future City-wide activations. This policy would identify a centralized point or position for departmental purchasing agents to coordinate with during an incident and leverage WebEOC to track procurement.

Organization Factors

- Continue to manage and update the Emergency Management Liaison (EML) lists.
- Streamline and formalize the process for information gathering for SitReps, potentially using the Activity Log within WebEOC to improve efficiency and clarity.
- Standardize a method in which staff sign off that they have read emergency operations procedures and plans through NEOGOV before activation.
- Identify opportunities to use WebEOC during blue skies (e.g., inter-agency meetings or special events) to institutionalize City staff use.
- Review the WebEOC user list for updates and continuity routinely.
- Onboard a new staff member to coordinate and track trainings and certifications.



Equipment Factors

- Information Technology can identify hardware and software that will support readiness for EOC activation.
- Identify and operationalize a dedicated, ready-to-occupy space for an EOC so personnel can immediately respond from the EOC during an activation.

Supporting Training Courses

- Develop and provide Just In Time training opportunities for pre-incident awareness and readiness, which may include developing videos and visuals to support training.
- Update and train staff on EOC shift protocols, which should outline standardized timetables and shift expectations across teams (e.g., sign-in and sign-out processes, on-site versus on-call expectations).
- Train on how to coordinate cost recovery based on the Cost Recovery Plan and share information during future incidents.
- Develop training for leadership (e.g., Policy Group) on roles and responsibilities. The City may consider training opportunities such as FEMA E-0736 Supervisory Leadership Training and/or FEMA IS-0908 Emergency Management for Senior Officials.
- Train on SitReps (e.g., the template to use, information to include).
- Train on FEMA time cards.

Supporting Exercises

- Test response knowledge, including testing leadership roles and responsibilities at an annual TTX.
- Consider including recovery components in the annual TTX.



Training and Technical Assistance

In addition to the training identified for each priority, this section defines the available training and technical assistance for City staff to develop additional skills in emergency management. However, note that trainings and planned events are flexible and can be influenced by real-world event AARs. Governmental entities, including the City, leverage federal and local guidance and best practices to organize mandatory trainings. The following FEMA IS, Emergency Management Services International (EMSI), and local trainings descriptions are below. Additional information related to training and technical assistance is in **Appendix B: Emergency Operations Center Training Requirements Policy**.

Emergency Operations Center Orientation

The purpose of this orientation is to assist City of Richmond personnel by enhancing their knowledge and operational capabilities within the City's EOC. This will improve the flow of information and increase understanding of City operations and coordination within the EOC. If the DECPR-OEM personnel are not available, this orientation can provide direction towards a successful EOC operation.

Relevance to EOC Activations: Anyone participating in an EOC activation or response must be familiar with the physical and technological resources, chain of command, and other protocols within all levels of the City EOC activation.

Training Format: Sign up through NEOGOV. Taken annually in-person in a group format.

Pre-Requisites: (N/A)

IS-100.C: Introduction to Incident Command System

IS-100, Introduction to the Incident Command System, introduces ICS and provides the foundation for higher-level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and NIMS.

Relevance to EOC Activations: The ICS structure is a national standard for creating a framework of standardized incident management. This system is hazard-agnostic and can be followed for most, if not all, activations.

Training Format: Sign up on the FEMA website. Taken during onboarding virtually and individually.

Pre-Requisites: (N/A)



IS-200.C: Basic Incident Command System for Initial Response

ICS 200, Basic Incident Command System for Initial Response, reviews the ICS, provides the context for ICS within initial response, and supports higher-level ICS training. This course provides training on and resources for personnel who are likely to assume a supervisory position within ICS.

Relevance to EOC Activations: This training builds upon IS.100.B to support staff with initial response efforts, a time when activations and coordination are most critical.

Training Format: Sign up on the FEMA website. Taken during onboarding virtually and individually.

Pre-Requisites: (N/A)

ICS-300: Intermediate ICS for Expanding Incidents

ICS-300 provides an in-depth focus on the NIMS ICS that includes the tools, practices, and procedures that are available in ICS to effectively manage emergency incidents or planned local events at a local Type 3 level. Expanding upon ICS-100 and -200, this course ensures that responders understand the basic ICS concepts that allow an incident management organization to expand and contract as needed to fit the incident and maintain its operational effectiveness.

Relevance to EOC Activations: Staff supporting EOC activations must have the knowledge and flexibility to scale the ICS for any hazard or complication. This training would be for supervisors/more senior staff members to help support an entire team during activations.

Training Format: Sign up on the EMSI website. Taken within the first year of onboarding, virtually or in-person with a FEMA-certified instructor, two- or three-day long courses available.

Pre-Requisites: IS-100, IS-200, IS-700, IS-800

ICS-400: Advanced Incident Command System

ICS-400 provides training and resources for responders who require advanced application of the ICS by providing overall incident management skills rather than tactical expertise. Expanding upon information covered in ICS-100 through ICS-300 courses, ICS-400 emphasizes large-scale organizational development, roles and relationships of the command and general staff, and planning, operational, logistical, and fiscal considerations related to large and complex incident and event management. The course also describes the application of Area Command and the importance of interagency coordination on complex incidents and events.



Relevance to EOC Activations: Command staff and leadership will require a higher level of overview to be able to perform ICS concepts for any complexity of event, in an outside an activated EOC.

Training Format: Sign up on the EMSI website. Taken within the first year of onboarding, virtually or in-person with a FEMA-certified instructor, two-day long courses available.

Pre-Requisites: IS-100, IS-200, ICS-300, IS-700, IS-800

IS-700.B: An Introduction to the National Incident Management System

This course provides an overview of the NIMS. The National Incident Management System defines the comprehensive approach guiding the whole community - all levels of government, nongovernmental organizations (NGO), and the private sector - to work together seamlessly to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. The course provides learners with a basic understanding of NIMS concepts, principles, and components.

Relevance to EOC Activations: This training will support City staff with communication and collaboration with community members and partners outside of the EOC to make response efforts more seamless and effective.

Training Format: Sign up on the FEMA website. Taken during onboarding virtually and individually.

Pre-Requisites: (N/A)

IS-800.D: National Response Framework, An Introduction

The goal of the IS-0800.D, National Response Framework, An Introduction, is to provide guidance for the whole community. Within this broad audience, the National Response Framework focuses especially on those who are involved in delivering and applying the response core capabilities, including:

- Private sector partners;
- NGOs;
- Government officials;
- Community leaders;
- Emergency management practitioners; and,
- First responders.



Relevance to EOC Activations: City staff supporting the EOC will have a better understanding of actions and needs of the whole community during a response effort and can tailor their efforts in the EOC accordingly.

Training Format: Sign up on the FEMA website. Taken during onboarding virtually and individually.

Pre-Requisites: (N/A)

G0402 Incident Command System Overview for Senior Officials (Executives, Elected, & Appointed)

The purpose of this course is to familiarize Senior Officials (executives, elected and appointed officials, city/county managers, agency administrators, etc.) with their role in supporting incident management within NIMS.

Relevance to EOC Activations: Because senior officials and leadership provide overall direction and decision-making during a response effort, they should be familiar with incident management concepts and how their actions will affect City staff in the EOC.

Training Format: Sign up through NEOGOV. Taken within the first year of onboarding in a group format for a City-specific hour and a half-long course.

Pre-Requisites: (N/A)

Overall Disaster Cost Recovery Process Training

This training outlines the importance of post-disaster cost recovery, an overview of both FEMA and VDEM's Public Assistance programs, the City's EOC organizational structure and recovery responsibilities, and the high-level requirements for formulating Public Assistance projects.

Relevance to EOC Activations: This training supports EOC role recognition and cost recovery operations.

Training Format: Sign up through NEOGOV. Taken in-person annually before hurricane season and individually.

Pre-Requisites: (N/A)

WebEOC Training

The purpose of this orientation is to assist City of Richmond personnel with the application and processes of WebEOC, a platform designed to help entities maintain a common operating picture during response efforts as well as storing critical information and communications. This training is supplemented by the WebEOC Training Guide document.



Relevance to EOC Activations: This training supports staff with recognizing functions and being able to work through common questions about the standardized application of the EOC.

Training Format: Sign up through NEOGOV. Taken in-person during onboarding individually and annually in a group format.

Pre-Requisites: (N/A)



Program Reporting

Purpose

Program reporting helps the City maintain visibility and accountability in advancing its preparedness priorities and implementing activities identified in the IPP. Regular reporting enables the City to evaluate performance, track completion of planned trainings and exercises, and document the implementation of improvement actions stemming from real-world events and after-action reviews.

Program reporting provides leadership and partner agencies with a clear understanding of preparedness progress, areas for continued investment, and opportunities to strengthen cross-departmental coordination and resilience.

Reporting Frequency

The Richmond OEM will track and report on preparedness program implementation throughout the year, using the following cadence:

- **Quarterly Preparedness Progress Reports:** Summaries of activities completed under the annual IPP, including status of planned trainings, exercises, and Improvement Plan actions.
- **Annual Preparedness Program Summary:** A year-end report summarizing the City's progress toward preparedness priorities, trends in capability development, and key lessons learned.

These reports will align with the City's EOP maintenance cycle and inform preparedness updates and resource planning discussions.

Metrics and Tracking

The OEM will use qualitative and quantitative metrics to measure preparedness progress, such as:

- Percentage of planned training and exercise activities completed;
- Percentage of IP corrective actions implemented or closed;
- Departmental participation in preparedness activities;
- Demonstrated progress toward annual preparedness priorities; and,
- Documentation of lessons learned, emerging risks, and capability trends.

Information will be maintained and included in the reporting to visualize progress across departments and track alignment with FEMA Core Capabilities.



Roles and Responsibilities

- **Richmond Office of Emergency Management:** Leads data collection, compiles quarterly and annual reports, and presents findings to City leadership.
- **Departmental Preparedness Liaisons:** Submit updates on completed trainings, exercises, and assigned IP actions; report on resource needs or emerging risks relevant to departmental missions.
- **Executive Leadership (Chief Administrative Officer / Mayor’s Office):** Receives summary reports to maintain awareness of City-wide preparedness progress and inform policy or budgetary decisions supporting resilience.

Reporting Products

The table below demonstrates the reporting product, frequency, and entity in charge of leading the reporting effort. The reporting products may support IPP tracking, review, and discussions.

Table 3: List of Reporting Products

Product	Frequency	Lead Entity	Description
Quarterly Preparedness Progress Report	Quarterly	OEM	Summarizes activities, milestones, and Improvement Plan updates across City departments.
Annual Preparedness Program Summary	Annually	OEM	Consolidates accomplishments, capability trends, and recommendations to inform the next IPPW cycle.
Multi-Year Integrated Preparedness Schedule	Continuous	OEM and Departments	Documents timeline and status of efforts
Executive Memorandum	As needed	OEM	Update for leadership summarizing key metrics and trends.

Integration with Continuous Improvement

Findings from program reports and IP tracking directly inform the next annual IPPW. This feedback loop ensures that Richmond’s preparedness program evolves based on demonstrated needs, recent incidents, and after-action findings.

Communication and Stakeholder Engagement

The OEM will communicate preparedness program outcomes through multiple channels:

- **Annual presentation** to City leadership summarizing accomplishments and resource needs;



- **Partner updates** on an as needed basis to regional agencies and partners; and,
- **Internal updates** to departmental directors and staff on an as needed basis to maintain engagement and support reporting development.

These communications reinforce shared ownership of preparedness progress and maintain stakeholder engagement across all sectors.

Continuous Program Evaluation

The OEM will review and refine the reporting process annually to ensure efficiency and value. Feedback from departments and leadership will be incorporated into improvements in data collection, visualization, and presentation.



Multi-Year Integrated Preparedness Schedule

Overview

The City’s Multi-Year Integrated Preparedness Schedule is inclusive of City and partner-level activities. The Multi-Year Integrated Preparedness Schedule is a living document, and the original version is in an associated Excel document that is continuously reviewed and updated. A copy of the information in the Excel document is listed in table format below.

*The courses listed here are not within a Preparedness Priority but required per the EOC Training Policy Memo.

Preparedness Priorities and Events Key:

1.	Strengthen Operational Coordination and Governance
2.	Strengthen Crisis Communications and Public Engagement
3.	Enhance Continuity of Operations and Organizational Resilience
4.	Advance Risk-Informed and Hazard-Specific Planning Processes and Procedures
5.	Cultivate a Skilled and Ready Workforce for All-Hazards Response
EOC Training Policy In-Person Required Courses*	
Annual TTX that is mentioned in Priorities #1, #2, and #4	

Integrated Preparedness Schedule

The table below includes the Multi-Year Integrated Preparedness Schedule for each calendar year included in the IPP (i.e., 2026-2028). The Multi-Year Integrated Preparedness Schedule is a living document primarily maintained within an Excel workbook for ease of updates. In addition to the Excel version of the schedule, each calendar year of the schedule has been copied into a separate table below. For instructions on copying the schedules from Excel to this document, please see the Instructions sheet within the Excel Multi-Year Integrated Preparedness Schedule.



Year 1 (2026)

Table 4: Calendar Year 1 of the Multi-Year Integrated Schedule

POETE	2026											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Plan	Update the EOP every 4 years	Develop standardized SitRep format	Develop layout for new EOC	Develop Media Policy	Develop resource documentation including a list of MOUs and MAAs	Develop policy for handling EOC / incident-specific purchases	Complete departmental COOP Plans	Develop Crisis Communications Plan	Develop communication strategy for emergency and response efforts	Develop Feeding Plan	Revise employee descriptions to account for delegated roles and responsibilities during a disruption	Update policy DECPR 2-45: Emergency Notification System
						Develop policy and protocols on FOIA requests during activations				Review and maintain Vulnerable Populations spreadsheet	Departments conduct assessment of existing plans for EOP alignment	Build continuity roles into departmental employee onboarding
										Create communication specific SOPs		
Organize	Develop contact list of external stakeholders	Identify opportunities to use WebEOC during blue skies	Identify mitigation grant opportunities	Establish structured meeting schedule for the EOC	Meet with CVAIMT until City-specific Type IV IMT is established		Review and maintain contact list of external stakeholders	Form group with Human Resources to review union / pay constraints during response efforts	Streamline process for information gathering for SitReps	Develop continuity decision-tree for City-wide continuity issues	Meet with CVAIMT until City-specific Type IV IMT is established	Update method for staff sign off on emergency plans / procedures
	Review and maintain WebEOC user list	Review and maintain EML contact list	Maintain list of staff involved in response efforts				Establish regional utility coordination framework			Maintain list of staff involved in response efforts		
	Onboard a new staff member to coordinate and track trainings / certifications											



POETE	2026											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
<i>Equip</i>	Identify and operationalize dedicated, ready-to-use space for EOC	Identify emergency communications platforms		Identify hardware / software that supports readiness for EOC activation		Check technology and maintain systems in the EOC for interoperability						
<i>Train</i>	Conduct multi-agency and partner training	Conduct training based on Cost Recovery Plan	Conduct EOP training	Conduct WebEOC training	Conduct training on new Media Policy	Update and train staff on EOC shift protocols	Conduct ICS-300 for onboarding, in-person	Conduct communications training for emergency liaisons	Conduct emergency planning training	Conduct PIO training	Conduct OPSEC training	Conduct SitRep Training
		Conduct training on FEMA time cards	Conduct EOC position-specific training	Develop Just In Time training materials for incident readiness		Develop annual and onboarding response trainings	Conduct ICS-400 for onboarding, in-person		Conduct leadership roles and responsibilities training for the EOC	Train individuals on Richmond Ready		
									Conduct training for Continuity departmental leads			
<i>Exercise</i>					Conduct City-wide TTX			Attend regional exercises hosted by the Commonwealth, if available			Departments determine / develop exercises on Departmental COOP Plans	



Year 2 (2027)

Table 5: Calendar Year 2 of the Multi-Year Integrated Schedule

POETE	2027											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Plan	Review and maintain the EOP	Develop Resource Management Plan	Review and maintain Media Policy	Review and maintain standardized SitRep format	Review and maintain departmental COOP Plans	Review and maintain communication specific SOPs	Review and maintain EOC guidebooks	Develop Volunteer and Donations Management Plan	Departments assess / update existing plans for EOP alignment	Review and maintain Vulnerable Populations spreadsheet	Develop FAC Plan	Review and maintain policy DECPR 2-45: Emergency Notification System
		Develop POD Plan			Review and maintain list of resource documentation including MOUs and MAAs	Review and maintain policy for handling EOC / incident-specific purchases			Review and maintain communication strategy for emergency and response efforts	Review and maintain communication specific SOPs		Develop THIRA
						Review and maintain policy and protocols on FOIA requests during activations				Review and maintain Feeding Plan		Develop HMP
Organize	Review and maintain contact list of external stakeholders	Identify opportunities to use WebEOC during blue skies	Identify mitigation grant opportunities	Implement internal priority notification system	Meet with CVAIMT until City-specific Type IV IMT is established		Review and maintain contact list of external stakeholders			Maintain list of staff involved in response efforts	Meet with CVAIMT until City-specific Type IV IMT is established	
	Review and maintain WebEOC user list	Review and maintain EML contact list	Maintain list of staff involved in response efforts	Review and maintain structured meeting schedule for the EOC			Review and maintain regional utility coordination framework					
Equip		Maintain emergency communications platforms		Identify hardware / software that supports readiness for EOC activation		Check technology and maintain systems in the EOC for interoperability						
Train	Conduct multi-agency and partner training	Develop continuity training for those who will conduct the functions	Conduct EOP training	Develop campaigns to clarify employees' roles during responses	Conduct training on Media Policy	Update and train staff on EOC shift protocols	Conduct ICS-300 for onboarding, in-person	Conduct communications training for emergency liaisons	Conduct emergency planning training	Conduct PIO training	Conduct OPSEC training	Conduct SitRep Training



POETE	2027											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
		Conduct training based on Cost Recovery Plan	Conduct EOC position specific training	Conduct WebEOC training		Conduct annual response trainings	Conduct ICS-400 for onboarding, in-person	Train on the Crisis Communications Plan	Conduct leadership roles and responsibilities training for the EOC	Train individuals on Richmond Ready		
		Conduct training on FEMA time cards		Update Just In Time training materials for incident readiness					Conduct training for Continuity departmental leads			
Exercise					Conduct City-wide TTX			Attend regional exercises hosted by the Commonwealth, if available			Departments determine / develop exercises on Departmental COOP Plans	



Year 3 (2028)

Table 6: Calendar Year 3 of the Multi-Year Integrated Schedule

POETE	2028											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Plan	Review and maintain the EOP	Review and maintain standardized SitRep format	Review and maintain Media Policy	Develop MCI Plan	Review and maintain departmental COOP Plans	Review and maintain policy for handling EOC / incident-specific purchases	Review and maintain EOC guidebooks	Review and maintain Crisis Communications Plan	Departments assess / update existing plans for EOP alignment	Review and maintain Vulnerable Populations spreadsheet	Develop Active Threat / Shooter Plan	Review and maintain policy DECPR 2-45: Emergency Notification System
					Review and maintain list of resource documentation including MOUs and MAAs	Review and maintain policy and protocols on FOIA requests during activations			Review and maintain communication strategy for emergency and response efforts	Review and maintain communication specific SOPs		
										Review and maintain Feeding Plan		
Organize	Review and maintain contact list of external stakeholders	Identify opportunities to use WebEOC during blue skies	Identify mitigation grant opportunities	Review and maintain internal priority notification system	Meet with CVAIMT until City-specific Type IV IMT is established		Review and maintain contact list of external stakeholders			Maintain list of staff involved in response efforts	Meet with CVAIMT until City-specific Type IV IMT is established	
	Review and maintain WebEOC user list	Review and maintain EML contact list	Maintain list of staff involved in response efforts	Review and maintain structured meeting schedule for the EOC			Review and maintain regional utility coordination framework					
Equip		Maintain emergency communications platforms		Identify hardware / software that supports readiness for EOC activation		Check technology and maintain systems in the EOC for interoperability						
Train	Conduct multi-agency and partner training	Conduct training based on Cost Recovery Plan	Conduct EOP training	Develop training on resource forecasting and procurement processes	Conduct training on Media Policy	Update and train staff on EOC shift protocols	Conduct ICS-300 for onboarding, in-person	Conduct communications training for emergency liaisons	Conduct emergency planning training	Conduct PIO training	Conduct OPSEC training	Conduct SitRep Training



POETE	2028											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
		Conduct training on FEMA time cards	Conduct EOC position specific training	Conduct WebEOC training		Conduct annual response trainings	Conduct ICS-400 for onboarding, in-person	Train on the Crisis Communications Plan	Conduct leadership roles and responsibilities training for the EOC	Train individuals on Richmond Ready		
				Update Just In Time training materials for incident readiness					Conduct training for Continuity departmental leads			
Exercise					Conduct City-wide TTX			Attend regional exercises hosted by the Commonwealth, if available			Departments determine / develop exercises on Departmental COOP Plans	



Appendix A: Documents Reviewed

This section includes a list of the documents reviewed that informed the IPP:

- Incident Response Assessment (2025);
- Disaster Recovery Plan (2025);
- Richmond-Crater Multi-Region Hazard Mitigation Plan (2022);
- Q1 2025 EOP EOC EML training deck (2025);
- IPPW Notes and Findings (2025);
- WebEOC Job Aids (2024);
- Commonwealth of Virginia Emergency Operations Plan (COVEOP) (2021);
- 2025 version of City Multi-Year Training and Exercise Plan (MYTEP); and,
- 2022-2026 EML Training Plan.



Appendix B: Emergency Operations Center Training Requirements Policy

This section includes the training requirements for staff. In order to perform all necessary functions within the EOC during an activation, City staff are required to take trainings, based on their role during an emergency response effort. Some training courses fall under the FEMA’s IS course list and are available online and taken in an asynchronous manner. The following training courses are required for City staff to be able to support EOC activation and response:

Table 7: Required Trainings within the EOC Training Policy

Training	Emergency Management Liaisons	Supervisors	Command Staff	Policy Level
Annual Continuity Awareness	✓	✓		
EOC Orientation	✓	✓	✓	✓
IS-100.C	✓	✓	✓	✓
IS-200.C	✓	✓	✓	✓
ICS-300*		✓	✓	
ICS-400*		✓	✓	
IS-700.B	✓	✓	✓	✓
IS-800.D	✓	✓	✓	✓
G0402*			✓	✓
Overall Disaster Cost Recovery Process Training	✓	✓		
WebEOC Training	✓	✓	✓	✓

Key:

✓ Training required by this policy

*Denotes courses requiring a FEMA-certified instructor



Appendix C: Acronyms

This section includes a table of the acronyms and definitions used in the IPP.

Table 8: Acronyms and Definitions

Acronym	Definition
AAR	After-Action Report
COOP	Continuity of Operations
COVEOP	Commonwealth of Virginia Emergency Operations Plan
CVAIMT	Central Virginia Incident Management Team
DECPR	Department of Emergency Communication, Preparedness and Response
EML	Emergency Management Liaison
EMSI	Emergency Management Services International
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FAC	Family Assistance Center
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
FRC	Family Reunification Center
HMP	Hazard Mitigation Plan
ICS	Incident Command System
IMT	Incident Management Team
IP	Improvement Plan
IPAWS	Integrated Public Alert and Warning System
IPP	Integrated Preparedness Plan
IPPW	Integrated Preparedness Plan Workshop
IS	Independent Study
JIC	Joint Information Center
MAA	Mutual Aid Agreement
MACS	Multiagency Coordination System
MCI	Mass Casualty Incident
MOU	Memorandum of Understanding



Acronym	Definition
MYTEP	Multi-Year Training and Exercise Plan
N/A	Not Applicable
NEOGOV	A human resources software management system for government entities
NGO	Nongovernmental Organization
NIMS	National Incident Management System
OEM	Office of Emergency Management
OPSEC	Operational Security
PIO	Public Information Officer
POC	Point of Contact
POD	Point of Distribution
POETE	Planning, Organizing, Equipping, Training, and Exercising
SitRep	Situation Report
SOP	Standard Operating Procedure
THIRA	Thread and Hazard Identification Risk Assessment
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative

