



---

Joint Subcommittee to Study Pandemic Response and Preparedness

# After Action Review and Services Update

October 29, 2024

Be  
stronger  
than  
before

[tidalbasingroup.com](https://tidalbasingroup.com)

---

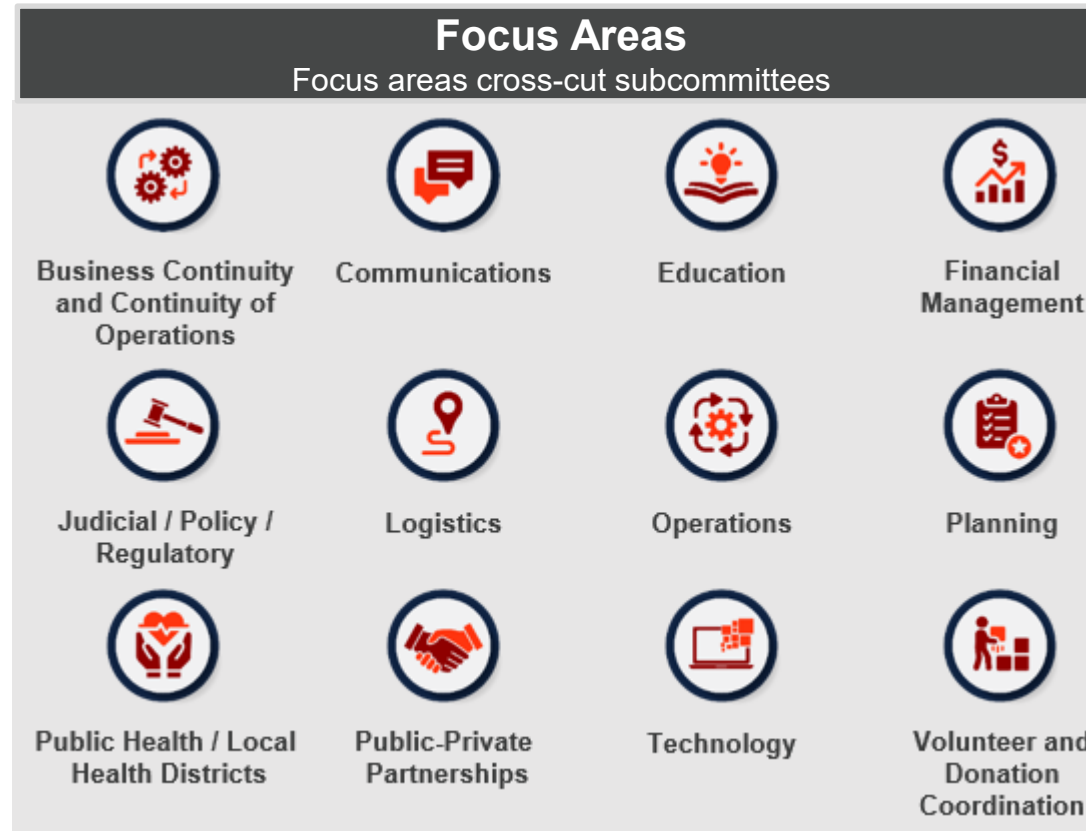
# Project Overview and Scope

# Project Overview and Scope

---

- The Virginia General Assembly passed Senate Joint Resolution 10 (SJR10) establishing the **Joint Subcommittee to Study Pandemic Response and Preparedness** (the Joint Subcommittee) to study pandemic response and preparedness in the Commonwealth.
- To assist with the study, the **Joint Subcommittee selected Tidal Basin Government Consulting LLC (Tidal Basin)** to evaluate and develop recommendations for the Commonwealth's pandemic response. The After-Action Report (AAR) will focus on the Commonwealth's **preparedness, response, and initial recovery efforts** during the COVID-19 pandemic, focusing on the period from January 2020 – May 2023. This effort aims to detail an event overview and summary, as well as an analysis across pre-identified focus areas. The AAR will tell the story of Virginia's COVID-19 response, and **document best practices, strengths, and areas for improvement for future needs.**

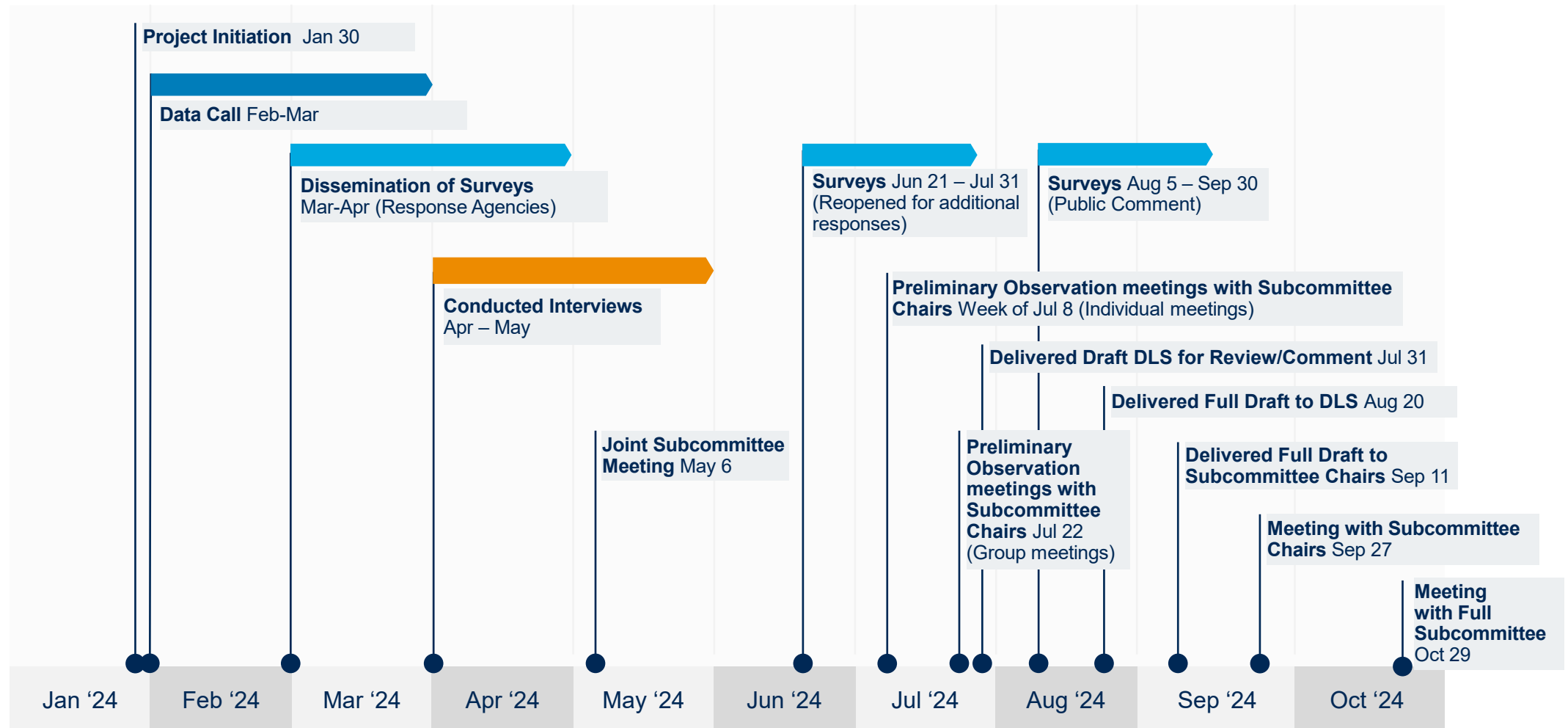
# Subcommittee Focus Areas



---

# Timeline and Methodology

# Key Project Activities Timeline To Date



# Recap of Methodology



**250+**

Documents  
Reviewed

**46**

Participating  
Agencies and  
Organizations

**47**

Interviews

**429**

Survey Responses  
from individuals  
involved in response  
activities

# Participating Agencies and Organizations

---

Board of Pharmacy\*  
Commission on Local Government  
Commonwealth Coordination Bureau  
Community Services Boards  
County/Municipal Departments, including  
Education, Emergency Management, Fire,  
Health, Law Enforcement  
Department for Aging and Rehabilitative Services  
(DARS)\*  
Department of Behavioral Health and  
Developmental Services (DBHDS)\*  
Department of Corrections (VADOC)  
Department of Deaf and Hard of Hearing  
(VDDHH)  
Department of Education (VDOE)\*  
Department of Emergency Management (VDEM)\*  
Department of Fire Program  
Department of Health (VDH)\*  
Department of Health Professions (VDHP)

Department of Labor and Industry (DOLI)\*  
Department of Medical Assistance Services (DMAS)\*  
Department of Military Affairs  
Department of Motor Vehicles (DMV)  
Department of Social Services (VDSS)\*  
Department of Transportation  
Division of Rehabilitative Services (DARS)  
George Mason University  
House of Delegates Clerk's Office  
Local Government Attorneys of Virginia Inc.  
Office of the Executive Secretary (OES)\*  
Office of the Governor  
Private Industry  
Professional Associations  
Safety & Health Codes Board  
Sentara Health  
State Corporation Commission

State Council for Higher Education in Virginia (SCHEV)  
Virginia Adult Protective Services  
Virginia Association of Counties  
Virginia Association of Home Care and Hospice  
Virginia Association of School Nurses (VASN)  
Virginia Board for People with Disabilities  
Virginia Commonwealth University  
Virginia Employment Commission  
Virginia Hospitals and Healthcare Association (VHHA)  
Virginia Municipal League  
Virginia PTA (Virginia Congress of Parents and Teachers)  
(VAPTA)  
Virginia Restaurant, Lodging, & Travel Association (VRLTA)  
Virginia School Board Association (VSBA)  
Virginia State Police  
Virginia Trial Lawyer Association (VTLA)  
Wilson Workforce Rehabilitation Center (WWRC)  
*\*Agencies referenced in SJR10*



# Public Survey Summary

**432**

Survey Responses from 8-Week Public Survey

**179**

Responses for Government and Regulatory Systems Subcommittee

**167**

Responses for Health Care Systems and Emergency Management Subcommittee

**86**

Responses for Education Subcommittee

**8**

Regions Represented

- 58% of responses from Central and Northern Regions
- Most survey responses from Fairfax County (39), Virginia Beach (32), and Chesterfield County (24)

- Public survey was posted on the Joint Subcommittee's website, allowing the respondents to share comments with the subcommittees.
- Most of the responses were directed towards the Government and Regulatory subcommittee.

---

# Key Observations, Recommendations, and Policy Options

# Summary of Key Strengths/Best Practices

**Adaptability and  
Flexibility  
(Continuity)**

**Effective Use of  
Technology**

**Communication**

**Collaboration and Coordination  
across state agencies and  
with external partners**

**Support for  
Vulnerable  
Populations**

# Recommendations by Subcommittee



**21** Government and  
Regulatory Systems



**31** Health Care Systems and  
Emergency Management



**6** Education

After Tidal Basin formulated operational recommendations, the Commonwealth's Division of Legislative Services developed a range of legislative policy options for the Joint Subcommittee's consideration.

---

# Legislative Policy Options Discussion