



Subcommittee #1 Government and Regulatory Systems

Action Items

I. Legislation

1. Legislation directing the Secretary of Public Safety and Homeland Security to convene a work group consisting of relevant stakeholders to study the feasibility of establishing a centralized Continuity of Operations framework for state agencies. The work group will report its findings and recommendations to the General Assembly by November 1, 2025.

Observation 1.2: The pandemic uncovered unrecognized challenges for continuity of operations

Recommendation 1.2.1: Develop a centralized Continuity of Operations framework for state agencies

TAB A

2. Legislation requiring the Virginia Department of Emergency Management (VDEM), with the assistance of the Secure and Resilient Commonwealth Panel, to study of the state's reliance on grants for core emergency management functions and make specific recommendations to the General Assembly for securing adequate funding in the state budget for emergency management and public health preparedness efforts.

Observation 4.1: Inadequate funding and heavy reliance on grants during calm periods impede preparedness and sustainability efforts crucial for supporting response capabilities during incidents.

Recommendation 4.1.1: Establish stable and diversified funding streams.

TAB B

3. Legislation requiring the Department of Emergency Management to convene a work group to recommend a comprehensive legal and regulatory framework to take effect in event of an emergency. The work group will report its findings and recommendations to the General Assembly by November 1, 2025.

Observation 5.1: Failure to plan for legal and regulatory changes necessary for effective pandemic response caused delays and complications.

Recommendation 5.1.1: Develop a pre-approved legal and regulatory framework for emergencies.

TAB C

4. Legislation directing the Division of Purchases and Supply, in conjunction with the Department of Emergency Management, to design a dynamic stockpile strategy that includes (i) maintaining flexible reserves of essential supplies; (ii) implementation of regular inventory assessments; (iii) periodic reviews of stockpile levels, anticipated needs, and expiration dates to ensure that reserves are appropriate and actionable; and (iv) establishment of protocols for rotating, redistributing, and repurposing stockpiles to prevent waste and address emerging needs effectively. The Division will report its findings and recommendations to the General Assembly by November 1, 2025.

Observation 6.1: Resource uncertainty resulted in widespread challenges in accessing and distributing essential supplies, such as Personal Protective Equipment (PPE) and testing kits, impacting frontline workers across several sectors.

Recommendation 6.1.2: Establish a dynamic stockpile strategy.

TAB D

5. Legislation expanding the exemption provided by Subdivision A(22) of Section 2.2-4343 of the code of Virginia to include suppliers and the types of tests used.

Observation 6.1

Recommendation: 6.2.2: Establish a flexible and inclusive procurement strategy.

TAB E

6. Legislation directing the Department of Emergency Management, in conjunction with the Virginia Information Technologies Agency, to establish a work group consisting of other relevant agencies and stakeholders to review technology service gaps existing during emergencies and develop recommendations for solutions to address such gaps. Any findings and recommendations will be reported to the General Assembly by November 1, 2025.

Observation 10.1: Inequities arose due to disparities in access to technology, such as broadband connectivity

Recommendation: 10.1.3: Support innovative connectivity solutions for immediate needs.

TAB F

II. Joint Subcommittee Letters

1. Letter from the Joint Subcommittee to the Commonwealth Broadband Chief Advisor and the Broadband Advisory Council to request the Chief Advisor and Council to review the following items from the Final After Action Report:

a. **Observation 1.2:** The pandemic uncovered unrecognized challenges for continuity of operations and **Recommendation 1.2.2:** Enhance digital infrastructure and automation.

b. **Observation 10.1:** Inequities arose due to disparities in access to technology, such as broadband connectivity.

Recommendation 10.1.1: Expand and sustain broadband infrastructure investments.

Recommendation 10.1.2: Consider implementing technology access programs.

c. **Observation 10.2:** The implementation of technology to facilitate social distancing resulted in certain challenges and **Recommendation 10.2.2:** Enhance digital infrastructure and access during emergencies.

TAB G

Any findings and recommendations to be provided to the General Assembly by November 1, 2025.

2. Letter from the Joint Subcommittee to the Secretary of Administration requesting the study of **Observation 1.3:** Challenges arose during transition back to in-person work including limited guidance, inequities, and safety concerns and **Recommendation 1.3.1:** Establish consistent statewide telework policies for all state agencies. Any findings and recommendations to be provided to the General Assembly by November 1, 2025. Any recommendations for legislation, if appropriate, to be provided to the General Assembly by November 1, 2025.

TAB H

3. Letter from the Joint Subcommittee to the Judicial Council requesting the Council to review the following items from the Final After Action Report:
 - a. **Observation 5.2:** Judicial system staff made significant efforts to maintain transparency during social distancing periods but felt there was room for improvement.
Recommendation 5.2.1: Solicit input on judicial processes.
Recommendation 5.2.2: Enhance virtual engagement and transparency mechanisms.
 - b. **Observation 5.3:** Acceptance of technology varied across the judicial system, resulting in inconsistent use of platforms and policies among courts.
Recommendation 5.3.1: Review statewide technology standards and protocols.
Recommendation 5.3.2: Develop and implement consistent policies and procedures to ensure uniformity and efficiency (policy option #1).

Any findings and recommendations to be provided to the General Assembly by November 1, 2025.

TAB I

4. Letter from the Joint Subcommittee to the Virginia Freedom of Information Advisory Council requesting the study of **Observation 10.2:** The implementation of technology to facilitate social distancing resulted in certain challenges and **Recommendation 10.2.3:** Establish consistent protocols for remote voting and decision-making. Any findings and recommendations to be provided to the General Assembly by November 1, 2025.

TAB J

III. Budget Language

Budget language requesting Department of General Services, in conjunction with the Virginia Information Technologies Agency and the Department of Emergency Management, to study the development of a centralized resource management (CRM) system for use in times of emergency review and report its findings to the General Assembly by November 1, 2025.

Observation 6.1: Resource uncertainty resulted in widespread challenges in accessing and distributing essential supplies, such as Person Protective Equipment (PPE) and testing kits, impacting frontline workers across several sectors.

Recommendation 6.1.1: Implement a Centralized Resource Management (CRM) system.

TAB K

Subcommittee #1 Government and Regulatory Systems

Tab A

Legislation directing the Secretary of Public Safety and Homeland Security to convene a work group to study the feasibility of establishing a centralized Continuity of Operations framework across all state agencies mandating the creation and regular updating of agency-specific continuity plans.

SENATE BILL NO. _____ HOUSE BILL NO. _____

1 A BILL to direct the Secretary of Public Safety and Homeland Security to convene a work group to
2 determine the feasibility of establishing a centralized Continuity of Operations framework across
3 all state agencies for use when an emergency has been declared. Report.

4 **Be it enacted by the General Assembly of Virginia:**

5 1. § 1. The Secretary of Public Safety and Homeland Security shall convene a work group to study the
6 feasibility of establishing a centralized Continuity of Operations framework across all state agencies
7 mandating the creation and regular updating of agency-specific continuity plans. In conducting its study,
8 the work group shall include consideration of standardized guidelines for digital infrastructure upgrades,
9 remote work capabilities, and staff training on emergency procedures. Such work group shall consist of
10 state agency representatives from each of the Governor's secretariats. The work group shall complete its
11 work and report its findings and recommendations to the General Assembly no later than November 30,
12 2025.

13 #

Subcommittee #1 Government and Regulatory Systems

Tab B

Legislation directing the Department of Emergency Management to convene a work group to study the reliance of the Commonwealth and its localities on federal grants for core emergency management functions.

SENATE BILL NO. _____ HOUSE BILL NO. _____

1 A BILL to direct the Department of Emergency Management to convene a work group to study the
2 reliance of the Commonwealth and its localities on federal grants for core emergency management
3 functions; report.

4 **Be it enacted by the General Assembly of Virginia:**

5 1. § 1. The Department of Emergency Management (the Department) shall convene a work group to study
6 the reliance of the Commonwealth and its localities on federal grants for core emergency management
7 functions. In conducting its study the work group shall include consideration of the extent essential
8 systems, such as WebEOC and Crisis Track, are funded by such grants, and the feasibility of establishing
9 dedicated, stable funding mechanisms at the state and local levels to reduce reliance on variable grant
10 funding. The work group shall consist of pertinent Department staff and representatives from (i) the
11 Virginia Association of Counties, (ii) the Virginia Municipal League, and (iii) the Virginia Emergency
12 Management Association. Such work group shall complete its work and report its findings and
13 recommendations to the General Assembly no later than November 30, 2025.

14 #

Subcommittee #1 Government and Regulatory Systems

Tab C

Legislation directing the Department of Emergency Management to convene a work group to study and recommend a comprehensive legal and regulatory framework to take effect during a disaster for which a state of emergency has been declared.

SENATE BILL NO. _____ HOUSE BILL NO. _____

1 A BILL to direct the Department of Emergency Management to convene a work group to study and
2 recommend a comprehensive legal and regulatory framework to take effect during a disaster for
3 which a state of emergency has been declared; report.

4 **Be it enacted by the General Assembly of Virginia:**

5 1. § 1. The Department of Emergency Management (the Department) shall convene a work group to study
6 and recommend a comprehensive legal and regulatory framework to take effect during a disaster for which
7 a state of emergency has been declared. The study shall consider, among other things, including in such
8 framework pre-drafted executive orders, temporary waivers, and other regulatory adjustments that may
9 be quickly enacted during the disaster and may consist of various levels or phases that reflect the length,
10 impact, and type of disaster. The work group shall consist of representatives from the Department of
11 Health, the Department of Health Professions, the Department of Professional and Occupational
12 Regulation, the Department of Labor and Industry, and such other relevant stakeholders as determined by
13 the Department. The work group shall complete its work and report its findings and recommendations to
14 the General Assembly no later than November 30, 2025.

15 #

Subcommittee #1 Government and Regulatory Systems

Tab D

Legislation directing the Division of Purchases and Supply, in conjunction with the Department of Emergency Management, to study and recommend a dynamic stockpile strategy for use in times of emergencies.

SENATE BILL NO. _____ HOUSE BILL NO. _____

1 A BILL to direct the Division of Purchases and Supply, in conjunction with the Department of Emergency
2 Management, to study and recommend a dynamic stockpile strategy for use in times of
3 emergencies; report.

4 **Be it enacted by the General Assembly of Virginia:**

5 1. § 1. The Division of Purchases and Supply (the Division), in conjunction with the Department of
6 Emergency Management, shall study and recommend a dynamic stockpile strategy for use in times of
7 emergencies. Such strategy will, among other things, include (i) maintenance of flexible reserves of
8 essential supplies; (ii) implementation of regular inventory assessments; (iii) periodic reviews of stockpile
9 levels, anticipated needs, and expiration dates to ensure that reserves are appropriate and actionable; and
10 (iv) establishment of protocols for rotating, redistributing, and repurposing stockpiles to prevent waste
11 and address emerging needs effectively. The Division shall complete its work and report its findings and
12 recommendations to the General Assembly no later than November 30, 2025.

13 #

Subcommittee #1 Government and Regulatory Systems

Tab E

Legislation clarifying that the current exemption from the provisions of the Virginia Public Procurement Act for the purchase of personal protective equipment by the Governor for private, nongovernmental entities during a disaster caused by a communicable disease of public health threat for which a state of emergency has been declared includes communicable disease testing kits.

SENATE BILL NO. _____ HOUSE BILL NO. _____

1 A BILL to amend and reenact § 2.2-4343 of the Code of Virginia, relating to the Virginia Public
2 Procurement Act; purchase of testing kits during a disaster caused by a communicable disease of
3 public health threat; exemption.

4 **Be it enacted by the General Assembly of Virginia:**

5 **1. That § 2.2-4343 of the Code of Virginia is amended and reenacted as follows:**

6 **§ 2.2-4343. Exemption from operation of chapter for certain transactions.**

7 A. The provisions of this chapter shall not apply to:

8 1. The Virginia Port Authority in the exercise of any of its powers in accordance with Chapter 10
9 (§ 62.1-128 et seq.) of Title 62.1, provided that the Authority implements, by policy or regulation adopted
10 by the Board of Commissioners, procedures to ensure fairness and competitiveness in the procurement of
11 goods and services and in the administration of its capital outlay program. This exemption shall be
12 applicable only so long as such policies and procedures meeting the requirements remain in effect.

13 2. The Virginia Retirement System for selection of services related to the management, purchase
14 or sale of authorized investments, actuarial services, and disability determination services. Selection of
15 these services shall be governed by the standard set forth in § 51.1-124.30.

16 3. The State Treasurer in the selection of investment management services related to the external
17 management of funds shall be governed by the standard set forth in § 2.2-4514, and shall be subject to
18 competitive guidelines and policies that are set by the Commonwealth Treasury Board and approved by
19 the Department of General Services.

20 4. The Department of Social Services or local departments of social services for the acquisition of
21 motor vehicles for sale or transfer to Temporary Assistance to Needy Families (TANF) recipients.

22 5. The College of William and Mary in Virginia, Virginia Commonwealth University, the
23 University of Virginia, and Virginia Polytechnic Institute and State University in the selection of services
24 related to the management and investment of their endowment funds, endowment income, gifts, all other
25 nongeneral fund reserves and balances, or local funds of or held by the respective public institution of

higher education pursuant to § 23.1-2210, 23.1-2306, 23.1-2604, or 23.1-2803. However, selection of these services shall be governed by the Uniform Prudent Management of Institutional Funds Act (§ 64.2-1100 et seq.) as required by §§ 23.1-2210, 23.1-2306, 23.1-2604, and 23.1-2803.

6. The Board of the Commonwealth Savers Plan for the selection of services related to the operation and administration of the Plan, including, but not limited to, contracts or agreements for the management, purchase, or sale of authorized investments or actuarial, record keeping, or consulting services. However, such selection shall be governed by the standard set forth in § 23.1-706.

7. Public institutions of higher education for the purchase of items for resale at retail bookstores and similar retail outlets operated by such institutions. However, such purchase procedures shall provide for competition where practicable.

8. The purchase of goods and services by agencies of the legislative branch that may be specifically exempted therefrom by the Chairman of the Committee on Rules of either the House of Delegates or the Senate. Nor shall the contract review provisions of § 2.2-2012 apply to such procurements. The exemption shall be in writing and kept on file with the agency's disbursement records.

9. Any town with a population of less than 3,500, except as stipulated in the provisions of §§ 2.2-4305, 2.2-4311, 2.2-4315, 2.2-4330, 2.2-4333 through 2.2-4338, 2.2-4343.1, and 2.2-4367 through 2.2-4377 and Chapter 43.1 (§ 2.2-4378 et seq.).

10. Any county, city or town whose governing body has adopted, by ordinance or resolution, alternative policies and procedures which are (i) based on competitive principles and (ii) generally applicable to procurement of goods and services by such governing body and its agencies, except as stipulated in subdivision 12.

This exemption shall be applicable only so long as such policies and procedures, or other policies and procedures meeting the requirements of § 2.2-4300, remain in effect in such county, city or town. Such policies and standards may provide for incentive contracting that offers a contractor whose bid is accepted the opportunity to share in any cost savings realized by the locality when project costs are reduced by such contractor, without affecting project quality, during construction of the project. The fee,

52 if any, charged by the project engineer or architect for determining such cost savings shall be paid as a
 53 separate cost and shall not be calculated as part of any cost savings.

54 11. Any school division whose school board has adopted, by policy or regulation, alternative
 55 policies and procedures that are (i) based on competitive principles and (ii) generally applicable to
 56 procurement of goods and services by the school board, except as stipulated in subdivision 12.

57 This exemption shall be applicable only so long as such policies and procedures, or other policies
 58 or procedures meeting the requirements of § 2.2-4300, remain in effect in such school division. This
 59 provision shall not exempt any school division from any centralized purchasing ordinance duly adopted
 60 by a local governing body.

61 12. Notwithstanding the exemptions set forth in subdivisions 9 through 11, the provisions of
 62 subsections B, C, and D of § 2.2-4303, §§ 2.2-4305, 2.2-4311, 2.2-4315, 2.2-4317, 2.2-4330, 2.2-4333
 63 through 2.2-4338, 2.2-4342, 2.2-4343.1, and 2.2-4367 through 2.2-4377, Chapter 43.1 (§ 2.2-4378 et seq.),
 64 and § 58.1-1902 shall apply to all counties, cities, and school divisions and to all towns having a population
 65 greater than 3,500 in the Commonwealth.

66 The method for procurement of professional services through competitive negotiation set forth in
 67 §§ 2.2-4302.2, 2.2-4303.1, and 2.2-4303.2 shall also apply to all counties, cities, and school divisions, and
 68 to all towns having a population greater than 3,500, where the cost of the professional service is expected
 69 to exceed \$80,000 in the aggregate or for the sum of all phases of a contract or project. A school board
 70 that makes purchases through its public school foundation or purchases educational technology through
 71 its educational technology foundation, either as may be established pursuant to § 22.1-212.2:2 shall be
 72 exempt from the provisions of this chapter, except, relative to such purchases, the school board shall
 73 comply with the provisions of §§ 2.2-4311 and 2.2-4367 through 2.2-4377.

74 13. A public body that is also a utility operator may purchase services through or participate in
 75 contracts awarded by one or more utility operators that are not public bodies for utility marking services
 76 as required by the Underground Utility Damage Prevention Act (§ 56-265.14 et seq.). A purchase of
 77 services under this subdivision may deviate from the procurement procedures set forth in this chapter upon
 78 a determination made in advance by the public body and set forth in writing that competitive sealed

79 bidding is either not practicable or not fiscally advantageous to the public, and the contract is awarded
80 based on competitive principles.

81 14. Procurement of any construction or planning and design services for construction by a Virginia
82 nonprofit corporation or organization not otherwise specifically exempted when (i) the planning, design
83 or construction is funded by state appropriations of \$10,000 or less or (ii) the Virginia nonprofit
84 corporation or organization is obligated to conform to procurement procedures that are established by
85 federal statutes or regulations, whether those federal procedures are in conformance with the provisions
86 of this chapter.

87 15. Purchases, exchanges, gifts or sales by the Citizens' Advisory Council on Furnishing and
88 Interpreting the Executive Mansion.

89 16. The Department of Corrections in the selection of pre-release and post-incarceration services
90 and the Department of Juvenile Justice in the selection of pre-release and post-commitment services.

91 17. The University of Virginia Medical Center to the extent provided by subdivision A 3 of § 23.1-
92 2213.

93 18. The purchase of goods and services by a local governing body or any authority, board,
94 department, instrumentality, institution, agency or other unit of state government when such purchases are
95 made under a remedial plan established by the Governor pursuant to subsection C of § 2.2-4310 or by a
96 chief administrative officer of a county, city or town pursuant to § 15.2-965.1.

97 19. The contract by community services boards or behavioral health authorities with an
98 administrator or management body pursuant to a joint agreement authorized by § 37.2-512 or 37.2-615.

99 20. The purchase of Virginia-grown food products for use by a public body where the annual cost
100 of the product is not expected to exceed \$100,000, provided that the procurement is accomplished by (i)
101 obtaining written informal solicitation of a minimum of three bidders or offerors if practicable and (ii)
102 including a written statement regarding the basis for awarding the contract.

103 21. The Virginia Industries for the Blind when procuring components, materials, supplies, or
104 services for use in commodities and services furnished to the federal government in connection with its
105 operation as an AbilityOne Program-qualified nonprofit agency for the blind under the Javits-Wagner-

106 O'Day Act, 41 U.S.C. §§ 8501-8506, provided that the procurement is accomplished using procedures that
107 ensure that funds are used as efficiently as practicable. Such procedures shall require documentation of
108 the basis for awarding contracts. Notwithstanding the provisions of § 2.2-1117, no public body shall be
109 required to purchase such components, materials, supplies, services, or commodities.

110 22. The purchase of personal protective equipment for private, nongovernmental entities by the
111 Governor pursuant to subdivision (11) of § 44-146.17 during a disaster caused by a communicable disease
112 of public health threat for which a state of emergency has been declared. However, such purchase shall
113 provide for competition where practicable and include a written statement regarding the basis for awarding
114 any contract. As used in this subdivision, "personal protective equipment" means equipment or supplies
115 worn or employed to minimize exposure to hazards that cause serious workplace injuries and illnesses and
116 may include items such as gloves, safety glasses and shoes, earplugs or muffs, hard hats, respirators,
117 coveralls, vests, full body suits, hand sanitizer, plastic shields, or testing for the communicable disease of
118 public health threat.

119 B. Where a procurement transaction involves the expenditure of federal assistance or contract
120 funds, the receipt of which is conditioned upon compliance with mandatory requirements in federal laws
121 or regulations not in conformance with the provisions of this chapter, a public body may comply with such
122 federal requirements, notwithstanding the provisions of this chapter, only upon the written determination
123 of the Governor, in the case of state agencies, or the governing body, in the case of political subdivisions,
124 that acceptance of the grant or contract funds under the applicable conditions is in the public interest. Such
125 determination shall state the specific provision of this chapter in conflict with the conditions of the grant
126 or contract.

127 #

Subcommittee #1 Government and Regulatory Systems

Tab F

Legislation directing the Department of Emergency Management and the Virginia Information Technologies Agency to convene a work group to study and develop solutions to address breaks in technology continuity among communities across the Commonwealth during emergencies.

SENATE BILL NO. _____ HOUSE BILL NO. _____

1 A BILL to direct the Department of Emergency Management and the Virginia Information Technologies
2 Agency to convene a work group to study and develop solutions to address breaks in technology
3 continuity among communities across the Commonwealth during emergencies; report.

4 **Be it enacted by the General Assembly of Virginia:**

5 1. § 1. The Department of Emergency Management and the Virginia Information Technologies Agency
6 shall convene a work group to study and develop solutions to address breaks in technology continuity
7 among communities across the Commonwealth during emergencies. In conducting its study the work
8 group shall review the feasibility of solutions involving the integration of innovative solutions to address
9 such breaks in technology continuity into emergency plans to ensure effective communication and
10 coordination during emergencies. The work group shall complete its work and report its findings and
11 recommendations to the General Assembly no later than November 30, 2025.

12 #

Subcommittee #1 Government and Regulatory Systems

Tab G

Letter from the Joint Subcommittee to the Commonwealth Broadband Chief Advisor and the Broadband Advisory Council to request the Chief Advisor and Council to review certain items from the Final After Action Report.

COMMONWEALTH OF VIRGINIA

SENATOR SCOTT A. SUROVELL
CO-CHAIR



DELEGATE CANDI MUNDON
KING
CO-CHAIR

JOINT SUBCOMMITTEE TO STUDY
PANDEMIC RESPONSE AND PREPAREDNESS

Tamarah Holmes
Director, Office of Broadband
Virginia Department of Housing and Community Development
600 East Main Street, Suite 300
Richmond, VA 23219

Dear Director Holmes and the Broadband Advisory Council:

Senate Joint Resolution 10 (2022) established the Joint Subcommittee to Study Pandemic Response and Preparedness in the Commonwealth to assess and evaluate the Commonwealth's overall pandemic preparedness and response capabilities. To assist in carrying out this charge, the Joint Subcommittee hired Tidal Basin Government Consulting to conduct independent research, review the performance of existing laws in relation to the pandemic response, and recommend corrective actions. The consultant developed an after action report (AAR) using multiple sources of information, including (i) surveys and interviews with individuals engaged with the state's response between 2020 and 2023, (ii) public survey responses from across the state, and (iii) review of documents from the response period. From this work, the consultant developed several observations and recommendations for consideration by the Joint Subcommittee.

After review of the final AAR, the Joint Subcommittee would like to refer the following observations and recommendations to the Broadband Advisory Council for review and possible action:

Observation 1.2: The pandemic uncovered unrecognized challenges for continuity of operations and **Recommendation 1.2.2:** Enhance digital infrastructure and automation.

Observation 2.1: Barriers to internal communication impacted public information dissemination and **Recommendation 2.1.2:** Implement a centralized information management system (policy options 1, 2, and 3).

Observation 10.1: Inequities arose due to disparities in access to technology, such as broadband connectivity.

Recommendation 10.1.1: Expand and sustain broadband infrastructure investments.

Recommendation 10.1.2: Consider implementing technology access programs.

Observation 10.2: The implementation of technology to facilitate social distancing resulted in certain challenges and **Recommendation 10.2.2:** Enhance digital infrastructure and access during emergencies.

Attached you will find a copy of the final AAR along with a breakout document focusing on the observations and recommendations that the Joint Subcommittee would like the Council to review. If you have any questions regarding this referral, please contact Amigo Wade, Director, Division of Legislative Services, at awade@dls.virginia.gov or at (804) 698-1862. We ask that any responses or comments be submitted to Lauren Waller, Program Administrator with the Division, at lwaller@dls.virginia.gov by November 1, 2025.

We thank the Council in advance for its attention to this matter.

Senator Scott A. Surovell, Co-Chair

Delegate Candi Mundon King, Co-Chair

Subcommittee #1 Government and Regulatory Systems

Tab H

Letter from the Joint Subcommittee to the Secretary of Administration the review of certain items from the Final After Action Report.

COMMONWEALTH OF VIRGINIA

SENATOR SCOTT A. SUROVELL
CO-CHAIR



DELEGATE CANDI MUNDON
KING
CO-CHAIR

JOINT SUBCOMMITTEE TO STUDY
PANDEMIC RESPONSE AND PREPAREDNESS

Secretary of Administration
1111 East Broad Street
Richmond, VA 23219
c/o The Honorable Margaret Lyn McDermid,
Secretary of Administration

Dear Secretary McDermid,

Senate Joint Resolution 10 (2022) established the Joint Subcommittee to Study Pandemic Response and Preparedness in the Commonwealth to assess and evaluate the Commonwealth's overall pandemic preparedness and response capabilities. To assist in carrying out this charge, the Joint Subcommittee hired Tidal Basin Government Consulting to conduct independent research, review the performance of existing laws in relation to the pandemic response, and recommend corrective actions. The consultant developed an after action report (AAR) using multiple sources of information, including (i) surveys and interviews with individuals engaged with the state's response between 2020 and 2023, (ii) public survey responses from across the state, and (iii) review of documents from the response period. From this work, the consultant developed several observations and recommendations for consideration by the Joint Subcommittee.

After review of the final AAR, the Joint Subcommittee would like to refer the following observation and recommendation for review and possible action:

Observation 1.3: Challenges arose during transition back to in-person work including limited guidance, inequities, and safety concerns and **Recommendation 1.3.1:** Establish consistent statewide telework policies for all state agencies.

Attached you will find a copy of the final AAR along with a breakout document focusing on the observations and recommendations that the Joint Subcommittee would like the Secretary of Administration to review. If you have any questions regarding this referral, please contact Amigo Wade, Director, Division of Legislative Services, at awade@dls.virginia.gov or at (804) 698-1862. We ask that any responses or comments be submitted to Lauren Waller, Program Administrator with the Division, at lwaller@dls.virginia.gov by November 1, 2025.

We thank the Council in advance for its attention to this matter.

Subcommittee #1 Government and Regulatory Systems

Tab I

Letter from the Joint Subcommittee to the Judicial Council of Virginia requesting the Council to review certain items from the Final After Action Report.

COMMONWEALTH OF VIRGINIA

SENATOR SCOTT A. SUROVELL
CO-CHAIR



DELEGATE CANDI MUNDON
KING
CO-CHAIR

JOINT SUBCOMMITTEE TO STUDY
PANDEMIC RESPONSE AND PREPAREDNESS

Judicial Council of Virginia
100 North Ninth Street
Richmond, VA 23219
c/o The Honorable Karl R. Hade, Executive Secretary
Virginia Supreme Court

Dear Secretary Hade,

Senate Joint Resolution 10 (2022) established the Joint Subcommittee to Study Pandemic Response and Preparedness in the Commonwealth to assess and evaluate the Commonwealth's overall pandemic preparedness and response capabilities. To assist in carrying out this charge, the Joint Subcommittee hired Tidal Basin Government Consulting to conduct independent research, review the performance of existing laws in relation to the pandemic response, and recommend corrective actions. The consultant developed an after action report (AAR) using multiple sources of information, including (i) surveys and interviews with individuals engaged with the state's response between 2020 and 2023, (ii) public survey responses from across the state, and (iii) review of documents from the response period. From this work, the consultant developed several observations and recommendations for consideration by the Joint Subcommittee.

After review of the final AAR, the Joint Subcommittee would like to refer the following observations and recommendations to the Judicial Council for review and possible action:

Observation 5.2: Judicial system staff made significant efforts to maintain transparency during social distancing periods but felt there was room for improvement.

Recommendation 5.2.1: Solicit input on judicial processes.

Recommendation 5.2.2: Enhance virtual engagement and transparency mechanisms.

Observation 5.3: Acceptance of technology varied across the judicial system, resulting in inconsistent use of platforms and policies among courts.

Recommendation 5.3.1: Review statewide technology standards and protocols.

Recommendation 5.3.2: Develop and implement consistent policies and procedures to ensure uniformity and efficiency (policy option #1).

Attached you will find a copy of the final AAR along with a breakout document focusing on the observations and recommendations that the Joint Subcommittee would like the Council to review. If you have any questions regarding this referral, please contact Amigo Wade, Director,

Division of Legislative Services, at awade@dls.virginia.gov or at (804) 698-1862. We ask that any responses or comments be submitted to Lauren Waller, Program Coordinator with the Division, at lwaller@dls.virginia.gov by November 1, 2025.

We thank the Council in advance for its attention to this matter.

Senator Scott A. Surovell, Co-Chair

Delegate Candi Mundon King, Co-Chair

Subcommittee #1 Government and Regulatory Systems

Tab J

Letter from the Joint Subcommittee to the Virginia Freedom of Information Advisory Council requesting the Council to review certain items from the Final After Action Report.

COMMONWEALTH OF VIRGINIA

SENATOR SCOTT A. SUROVELL
CO-CHAIR



DELEGATE CANDI MUNDON
KING
CO-CHAIR

JOINT SUBCOMMITTEE TO STUDY
PANDEMIC RESPONSE AND PREPAREDNESS

Virginia Freedom of Information Advisory Council
General Assembly Building
201 North 9th Street, 4th Floor
Richmond, VA 23219
c/o The Honorable Marcus B. Simon, Chair

Dear Delegate Simon and the Freedom of Information Advisory Council:

Senate Joint Resolution 10 (2022) established the Joint Subcommittee to Study Pandemic Response and Preparedness in the Commonwealth to assess and evaluate the Commonwealth's overall pandemic preparedness and response capabilities. To assist in carrying out this charge, the Joint Subcommittee hired Tidal Basin Government Consulting to conduct independent research, review the performance of existing laws in relation to the pandemic response, and recommend corrective actions. The consultant developed an after action report (AAR) using multiple sources of information, including (i) surveys and interviews with individuals engaged with the state's response between 2020 and 2023, (ii) public survey responses from across the state, and (iii) review of documents from the response period. From this work, the consultant developed several observations and recommendations for consideration by the Joint Subcommittee.

After review of the final AAR, the Joint Subcommittee would like to refer the following observations and recommendations to the Freedom of Information Advisory Council for review and possible action:

Observation 10.2: The implementation of technology to facilitate social distancing resulted in certain challenges and **Recommendation 10.2.3:** Establish consistent protocols for remote voting and decision-making.

Attached you will find a copy of the final AAR along with a breakout document focusing on the observations and recommendations that the Joint Subcommittee would like the Council to review. If you have any questions regarding this referral, please contact Amigo Wade, Director, Division of Legislative Services, at awade@dls.virginia.gov or at (804) 698-1862. We ask that any responses or comments be submitted to Lauren Waller, Program Administrator with the Division, at lwaller@dls.virginia.gov by November 1, 2025.

We thank the Council in advance for its attention to this matter.

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Senator Scott A. Surovell, Co-Chair

Delegate Candi Mundon King, Co-Chair

Subcommittee #1 Government and Regulatory Systems

Tab K

Background information supporting the budget language to direct the Department of General Services, in conjunction with the Virginia Information Technologies Agency and the Department of Emergency Management, to study the development of a centralized resource management (CRM) system for use in times of emergency.

(Amendment to be drafted by Senate Committee on Finance and Appropriations or House Committee on Appropriations staff)



Logistics

The Logistics focus area addresses the identification of pre-existing logistics plans for procuring, storing, and distributing essential supplies, as well as the establishment of roles and responsibilities before and during the pandemic. It highlights the challenges faced in coordinating logistics during the response. By examining these aspects, the focus area aims to improve future logistical preparedness and response efforts.

Areas for Improvement

Observation 6.1: Resource uncertainty resulted in widespread challenges in accessing and distributing essential supplies, such as Personal Protective Equipment (PPE) and testing kits, impacting frontline workers across several sectors.

Emergency purchasing and stockpiling exacerbated supply chain disruptions, especially for PPE, as all facets of the market—public, private, and individual—rushed to secure limited resources. Local entities struggled to project accurate burn rates for PPE, leading to excessive initial purchases and resulting in massive stockpiles that now need to be liquidated.

Recommendation

- 6.1.1 **Implement a Centralized Resource Management (CRM) system.** Develop and deploy a CRM system that tracks and forecasts demand for critical supplies such as PPE and testing kits. This system should be capable of collecting and analyzing data from various sources to anticipate needs more accurately, reduce panic buying, and streamline distribution. Information gathered during the COVID response can provide assumptions to support informed forecasting.

Joint Subcommittee action:

Request budget language directing the Department of General Services, the Virginia Technologies Agency, and the Department of Emergency Management to study the development of a centralized Resource Management (CRM) system for use in times of emergency. A CRM system means a structure where an organization manages all its resources, including staff, equipment, and budget, from a single, central location, utilizing a single platform to provide complete visibility into resource availability, allocation, and utilization across the entire organization, aiming to optimize resource allocation and improve strategic decision-making by consolidating data and processes in one place

The Department shall report its findings and recommendations to the General Assembly by November 1, 2025.