

Virginia (2003): FY2005 State Strategy

Section 1 > Introduction**Purpose**

The Secure Commonwealth Initiative is charged with ensuring a safe, secure and prepared Virginia by developing and overseeing a coordinated prevention, preparedness, response and recovery strategy for natural and man-made disasters and emergencies, including terrorist attacks, that encompass Federal, State and local and private entities and the citizens of the Commonwealth. The Strategic Plan outlines suggested preparedness strategies for future local and State governments.

Vision

A Virginia where its communities, businesses and government are safe, secure and prepared.

Focus

The Secure Commonwealth Panel established nine sub-panels, each with a specific focus, to establish a forward thinking vision for risk management in the Commonwealth. Upon reviewing the current situation in each focus area, the sub-panel members established a strategy to indicate "where we want to be", a current status or "where we are", initiatives in progress and new initiatives. The sub-panels are: Agribusiness; Citizens and Communities; First Responders; Government Operations and Funding; Health and Medical; Industry and Commerce; Technology; Transportation; Utilities.

Coordination

The mission of the Secure Commonwealth Panel is to develop and oversee a coordinated prevention, preparedness, response and recovery strategy for natural and man-made disasters and emergencies, including terrorism attacks, that encompass Federal, State, local and private entities and the citizens of the Commonwealth.

In developing this Strategic Plan, the Secure Commonwealth Panel determined the need to review all legislation, code, policies, plans, priorities, directives, systems, goals, and initiatives that will influence preparedness activities over the next several years. This review includes national priorities from multiple Federal departments and agencies and from State bodies such as the Council on Virginia's Future.

This strategy is designed to guide local, State, Federal, private sector and citizen partners in developing more specific preparedness strategies for their communities, agencies, organizations, and/or households. Virginia's partners in preparedness should develop strategies and corresponding implementation plans of their own to further deterrence, prevention, response, and recovery preparedness efforts on a statewide basis, and not solely at the State level.

Key to developing such strategies is conducting a baseline assessment of capabilities and capacities. Individuals or families can do this by assessing their own personal preparedness using the VAEMERGENCY.COM Website or readily available citizen preparedness materials. Government organizations and the private sector have established national preparedness standards. Knowledge of gaps in personal, government or private sector readiness is the key to determining the "road ahead" for preparedness.

Effort

General priorities for the next five years have been identified for the State and its partners to specifically assist State agencies and local communities in targeting their preparedness efforts. Synchronized efforts provide greater opportunity for collaboration and unity of actions.

Each locality and State agency that receives homeland security grant funds must comply with spending guidelines and performance measures. These performance measures ensure funding for risk-management initiatives is used efficiently and yields the intended results.

Description of Jurisdictions

Commonwealth encompasses local, State, Federal and private partners in and working with Virginia.

Description of Regions

A standardized regional organization system was adopted to coordinate overall preparedness activities based on the seven Virginia State Police District boundaries.

Section 2 > Goals, Objectives, and Implementation Steps

Goal: Agribusiness - The Commonwealth will have the infrastructure, plans, personnel and training in place to monitor, identify, and protect the public against naturally occurring diseases or intentionally introduced diseases of livestock and crops, and accidental or intentional contamination of the food supply.

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
The Commonwealth will construct a bio-security level 3 suite for trained personnel to contain, safely work with, and provide diagnostic testing on more highly pathogenic biological agents.

- Steps:**
- Develop facility plans
 - Define space needs
 - Bid project
 - Review bids and award project
 - Monitor project and costs through construction phase and promptly address any issues that arise

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan
The Commonwealth will implement a disease reporting system that includes web-based reporting.

- Steps:**
- Oversee project development and test system
 - Develop outreach program to stakeholders to increase awareness and use of system

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan
The Commonwealth will implement an identification system so that livestock and poultry owners can register on-line to receive a unique premises number that will facilitate tracing diseased animals to the premises of origin.

- Steps:**
- Oversee project development and test system
 - Develop outreach program to stakeholders to increase awareness and use of system

Goal: Citizens and Communities - The Commonwealth's citizens will be prepared to deter, prevent, respond to, and recover from a disaster through participation in education and training programs and access to a timely and accurate public information system.

Objective: National Priority: Implement the National Incident Management System and National Response Plan
The Commonwealth will continue to provide preparedness training and information to citizens, businesses and organizations.

Implement the National Incident Management System and National Response Plan

Steps:
 Incorporate preparedness information on Website for citizens, businesses, and organizations

Objective: **National Priority: Implement the National Incident Management System and National Response Plan**
 The Commonwealth will conduct an ongoing statewide preparedness public education campaign to inform the public on how to be prepared and self-sustaining for at least 72 hours following a disaster.

Steps:
 Website with links to other disaster preparedness sites

Development and dissemination of educational material and stories utilizing all media and a variety of forums (e.g., workshops, conferences, schools, disaster awareness campaigns etc.).

Partner with a variety of groups, associations, and businesses to enhance outreach initiatives

Develop specific initiatives for economically disadvantaged, non-English speaking and special needs populations

Objective: **National Priority: Implement the National Incident Management System and National Response Plan**
 Counties and cities within the Commonwealth will incorporate citizen all-hazard preparedness in their emergency response plans.

Steps:
 Incorporate citizen all-hazard preparedness in plans and citizen/volunteer participation in planning process.

Develop outreach campaign to educate citizens on plans developed and how they can prepare themselves to be self-sustaining for 72 hours following a disaster.

Objective: **National Priority: Implement the National Incident Management System and National Response Plan**
 The Commonwealth will provide all-hazards training and preparedness activities for citizens in every region.

Steps:
 All-hazards training and preparedness activities are provided through establishment of Citizen Corps Councils, CERTs, MRCs, etc. in coordination with the local Emergency Management Coordinator. These initiatives are complemented by providing opportunities for citizens to participate in local and regional exercises in a variety of volunteer capacities. Local Emergency Management officials also advise citizens of applicable training available through other volunteer associations, agencies, and through Independent Study programs.

Objective: **National Priority: Implement the National Incident Management System and National Response Plan**
 The Commonwealth will incorporate information on all-hazards preparedness and techniques for managing personal crises related to disasters in public school curricula.

Steps:
 Develop and incorporate disaster preparedness training in school curricula

Conduct drills and exercises to test plans

Objective: **National Priority: Implement the National Incident Management System and National Response Plan**
 The State will continue to build partnerships with the media, localities and private industry to best coordinate the distribution of preparedness information as well as to inform and coordinate emergency response efforts. This

Implement the National Incident Management System and National Response Plan
includes special-needs, non-English-speaking and commuting populations.

- Steps:**
- Develop outreach program and associated products to serve, inform and educate general as well as special needs, non-English speaking and commuting/transient populations
 - Identify and meet on a regular basis with media, groups, organizations and associations to develop partnerships/networks

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
The State will staff the Joint Information Center (JIC) with Public Information Officers (PIO) from nontraditional agencies who are trained by VDEM on the State Emergency Operations Plan, as well as people from the Virginia Emergency Operations Center (VEOC).

- Steps:**
- Develop and implement training program tailored for this purpose
 - Schedule and conduct workshops on a regular basis
 - Exercise and test establishing and operating JIC during state exercises

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
Local governments and the State will ensure the JIC function is activated according to established SOPs in emergencies, allowing government to speak with one voice in a timely, accurate, consistent, and coordinated manner.

- Steps:**
- Develop and provide JIC training
 - Exercise and test JIC plan and procedures

Goal: First Responders - First responders, both government and private, will be trained and equipped to respond to natural disasters and terrorist attacks using nationally-accepted emergency management and response standards.

Objective: National Priority: Strengthen CBRNE Detection, Response and Decontamination Capabilities
The Commonwealth will provide first responders with equipment recommendations and relevant training necessary to their discipline and job function.

- Steps:**
- Review existing training and complete matrix
 - Develop equipment recommendations

Objective: National Priority: Expanded Regional Collaboration
The State will facilitate meetings across Virginia for agency employees and civilians in operational roles to train and discuss first responder issues.

- Steps:**
- Develop Agenda

Expanded Regional Collaboration

Steps:

Schedule Meetings

Address issues raised

Objective:

National Priority: Implement the National Incident Management System and National Response Plan
The Commonwealth will implement the National Incident Management System as the statewide standard for incident management.

Steps:

Develop program to accomplish FY2006 NIMS Compliance activities.

Objective:

National Priority: Implement the Interim National Infrastructure Protection Plan
The Commonwealth will develop protocols for State credentialing and background checks for first responders.

Steps:

Develop procedures/protocols to conduct State credentialing and background checks

Review procedures/protocols with stakeholder agencies for comment

Revise procedures/protocols if appropriate to address issues raised during comment period

Implement procedures/protocols

Objective:

National Priority: Implement the National Incident Management System and National Response Plan
The Commonwealth will revise the Virginia Emergency Response Plan to coordinate with the concept and format of the 2004 National Response Plan

Steps:

Review and revise state plans to reflect NRP framework, concept of operations, terminology etc.

Objective:

National Priority: Implement the National Incident Management System and National Response Plan
Localities within the Commonwealth will assess their emergency management capabilities annually and report findings to the Virginia Department of Emergency Management.

Steps:

Virginia adopted Local Capability Assessment for Readiness (LCAR) as assessment tool

Workshops conducted in FY 2003 to introduce localities to LCAR and demonstrate interactive self-assessment tool on CD

Localities conduct assessment using Local Capability Assessment

Localities provide findings of LCAR to VDEM

VDEM provides report to General Assembly annually

Goal: First Responders - Responders to terrorism or other events will be able to access shared critical intelligence

information that is necessary for responder safety, efficiency, and effectiveness.

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
The Commonwealth will provide for the physical integration of the Virginia Criminal Information Center and Virginia Emergency Operations Center to create a "central information fusion center" concurrent with the construction of the new Virginia State Police Headquarters and Virginia Department of Emergency Management-Emergency Operations Center.

Steps:
Hire Staff

Develop operating policies and procedures

Request and receive certification from DHS, FBI and DOD

Objective: National Priority: Strengthen Information Sharing and Collaboration Capabilities
The Commonwealth will develop written intelligence requirements for first responders, agencies and governments to improve intelligence and information sharing.

Steps:
Develop written intelligence requirements that reflect, complement established Federal Priority Intelligence and Information Requirements to enhance the efficiency and effectiveness of the process.

Goal: First Responders - The Commonwealth will have the capability to rapidly identify, mobilize, and credential volunteers responding to an emergency situation.

Objective: National Priority: Implement the National Incident Management System and National Response Plan
The Commonwealth will implement a comprehensive orientation and training program to ensure a fast and effective assimilation of volunteers into response and recovery operations.

Steps:
Identify stakeholders and establish committee.

Review training programs established in other states and recognized as being effective.

Develop model plan based on input from stakeholders and review of other state programs

Exercise and test training program developed

Address shortfalls and issues identified in exercise

Conduct training workshops to include train the trainer component

Goal: First Responders - The Commonwealth will have regional disaster plans to support preparedness, response, recovery and mitigation efforts across multiple jurisdictions within Virginia and across state lines.

Objective: National Priority: Expanded Regional Collaboration
The operational regions will develop regional plans to support preparedness and response initiatives. Each region's plan should include profiles of infrastructure, critical facilities, and resources to support operations.

Steps:

Expanded Regional Collaboration

Steps:

Conduct meetings to discuss planning initiatives to enhance prevention, preparedness, response and recovery capabilities within region

Develop profiles of regional infrastructure, critical facilities and available resources using GIS support where available

Objective:

National Priority: Implement the National Incident Management System and National Response Plan
The State and local governments will conduct multi-jurisdictional and/or regional exercises annually that include coordination with Federal agencies and private and volunteer organizations, as appropriate.

Steps:

Develop exercise goals and objectives

Develop scenarios to test existing plans and fulfill exercise goals/objectives

Identify the necessary resources to conduct regional exercises

Conduct and evaluate exercise

Address shortfalls and issues identified

Revise plan based on lessons learned

Goal:

GOVERNMENT OPERATIONS AND FUNDING - The Commonwealth will maintain the Continuity of Government (COG) and Continuity of (Government) Operations Plans (COOP), to include its essential functions and lines of succession, during man-made or natural disasters. The State and local governments will also protect government facilities, personnel, and records vital to the functioning of the government.

Objective:

National Priority: Implement the Interim National Infrastructure Protection Plan
The Commonwealth will enhance protocols for the evacuation of leaders of each of the three branches of government.

Steps:

Review and evaluate current evacuation plans and sheltering in place plans to include evaluation of warning and alerting systems in place, resources, training provided, lessons learned from exercises or actual events that occurred.

Enhance protocols and procedures in place to evacuate leaders of each of the three branches of government

Test and exercise revised plan

Objective:

National Priority: Implement the Interim National Infrastructure Protection Plan
The Commonwealth will enhance the process for joint decision-making concerning the closure of Capitol Square and adjacent buildings.

Steps:

Development of protocols and procedures for closure of Capitol Square and adjacent buildings

Test and evaluate revised plans and procedures annually

Virginia (2003): FY2005 State Strategy

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan
The Commonwealth will improve COOP/COG processes and procedures, including alternate site activities.

- Steps:**
- Develop and disseminate planning guidance to state agencies
 - Develop and review agency COOP/COG plans and procedures
 - Address deficiencies identified in review process
 - Test and exercise plans, procedures and supporting systems

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan
The Commonwealth will address off-site mail processing to serve ALL of the Capitol Complex.

- Steps:**
- Incorporate detection and monitoring equipment at mail facility serving Capitol Complex
 - Establish plans and procedures detailing what to do and who should be notified in the event something is detected
 - Regularly test and maintain equipment
 - Provide appropriate training on equipment as well as on plans and procedures developed
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Goal: Government Operations and Funding - Virginia's institutions of learning will be prepared to prevent and respond to man-made and natural disasters.

Objective: National Priority: Implement the National Incident Management System and National Response Plan
The Commonwealth will work with college and university officials to develop an emergency management plan, including an assessment of emergency sheltering capabilities.

- Steps:**
- Provide guidance on how to develop a plan and the importance of the planning process
 - Assist College and University Officials in developing a plan template
 - Establish planning committee to include local and state Emergency Management staff
 - Develop plan
 - Identify internal and external resources to effectively implement plan
 - Discuss partnering initiatives to enhance facility and community plans
 - Test and Exercise plan

Goal: Government Operations and Funding - The Commonwealth will have infrastructure in place and operating to ensure interoperability of communications and other technologies.

Objective: National Priority: Strengthen Interoperable Communications Capabilities
The Commonwealth will maintain a redundant statewide emergency communication system that has the capacity to accommodate high volume traffic and transfer of data between local governments and the State government in a disaster.

Steps:
Research and evaluate currently available communications systems that currently handle large volume of data flow.

Objective: National Priority: Strengthen Interoperable Communications Capabilities
The Commonwealth will continue to support the Interoperability Coordinator's Office.

Steps:
Provide necessary funding and support to maintain office and carry out responsibilities

Objective: National Priority: Strengthen Interoperable Communications Capabilities
The Commonwealth will continue to support the annual update and implementation of the Strategic Plan for Statewide Communications Interoperability to ensure that the Plan remains viable and current.

Steps:
Development of plan in coordination with stakeholders

Objective: National Priority: Strengthen Interoperable Communications Capabilities
The Commonwealth will continue to support the State Interoperability Executive Committee as the official governance structure that coordinates interoperable communication investments, activities, and projects.

Steps:
Continue to provide the necessary resources and support to State Interoperability Executive Committee

Objective: National Priority: Strengthen Interoperable Communications Capabilities
The Commonwealth will continue to support the implementation of STARS to improve interoperability between the 22 State agencies and localities within the State.

Steps:
Continue to provide support to establish and maintain system

Objective: National Priority: Strengthen Interoperable Communications Capabilities
The Commonwealth will continue to support and promote efforts to implement the solutions in each region to ensure interoperability between STARS and the disparate local and regional communication systems.

Steps:
Develop sustainment plan to maintain and enhance system capabilities regionally as well as statewide

Objective: National Priority: Strengthen Interoperable Communications Capabilities
CICO and SIEC will continue to support and promote WebEOC as an interoperability tool and ensure that future communication projects are interoperable with this technology.

Steps:
Ensure development of future communication projects is closely coordinated with WebEOC operational/interface standards and requirements.

Goal: HEALTH AND MEDICAL - The Commonwealth will conduct activities that will allow it to prevent, detect, report, investigate, control, and recover from infectious disease outbreaks caused by natural or terrorist events.

National Priority:

Objective: **Strengthen Medical Surge and Mass Prophylaxis Capabilities**
The Commonwealth will continuously renew and update statutes relating to emergency medical care, including but not limited to the rationing of resources, quarantine, and isolation.

Steps:

- Enact Isolation and Quarantine legislation
- Develop State Isolation and Quarantine Plan
- Develop District Isolation and Quarantine Plans statewide
- Develop reporting requirements

Objective: **National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities**
The Commonwealth will continue to work with the media to routinely inform and educate the public on emergency medical care preparedness.

Steps:

- Develop Communication Plan
- Establish and maintain website
- Conduct routine meetings w/media outlets

Objective: **National Priority: Implement the Interim National Infrastructure Protection Plan**
The Commonwealth will maintain its critical infrastructure (staffing, stronger ties to the medical community, having response plans in place and staff trained, using IT systems for surveillance, etc.) for epidemiologic surveillance and investigation to ensure our ability to detect and respond to disease risks in ways that protect the public health.

Steps:

- Establish and continuously improve upon surveillance and information systems to facilitate early detection and mitigation of disease
- Provide continuous training on reporting systems to enhance data collection process and reports generated.

Objective: **National Priority: Strengthen Information Sharing and Collaboration Capabilities**
The Commonwealth will continue to serve as a resource for citizens by maintaining current information on Web sites.

Steps:

- Establish and maintain Website to ensure currency
- Establish process to handle citizen inquiries in a timely manner

Objective: **National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities**
The Commonwealth will reduce the time required to dispense mass therapeutics and/or vaccines to the public through the increased use of disease surveillance and early event detection systems, maintenance of Mass Vaccination/Dispensing Plans, the coordination and administration of countermeasures, and the leveraging of information technology to improve capabilities.

Steps:

- Improved relationship w/hospital ICPs, exercise partnerships, etc.

Strengthen Medical Surge and Mass Prophylaxis Capabilities

Steps:

Legal reporting requirements enacted

Statewide Mass Vaccination Plans developed at District level

Leverage information technology capabilities

Objective:

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

The Commonwealth will maximize efficiencies for the prophylactic protection and/or immunizations of first responders by evaluating and implementing, as appropriate, methods for stockpiling caches of medications.

Steps:

Evaluate potential methods of stockpiling caches of medications

Develop plan to implement selected method to include associated costs and sustainment element

Identify potential funding streams to support plan

Acquire the necessary resources to implement plan

Develop and deliver training to support plan

Test and exercise plans and procedures

Objective:

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

The State will maintain and improve, where appropriate, the Strategic National Stockpile (SNS) and CHEMPACK Plan preparedness functions in coordination with local, Federal and private partnering efforts.

Steps:

Develop plans and associated procedures

Identify resources to effectively implement plan

Develop and deliver training program

Test and exercise plan

Goal:

HEALTH AND MEDICAL - The Commonwealth's healthcare system will be able to rapidly expand its medical mass casualty and fatality surge capacity in response to a natural disaster or terrorism event.

Objective:

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

The Commonwealth will develop a plan establishing a process by which physicians can determine their role in various medical emergency scenarios

Steps:

Strengthen Medical Surge and Mass Prophylaxis Capabilities

Steps:

Meet with HEMC

Develop standards of emergency care

Objective:

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
The Commonwealth will implement the Emergency System for Advanced Registration of Volunteer Healthcare Professionals.

Steps:

Solicited volunteers through license renewal process

Developed database of selected healthcare professional disciplines

Objective:

National Priority: Implement the National Incident Management System and National Response Plan
The Commonwealth will encourage every healthcare facility to prepare to sustain itself for at least 72 hours following a disaster.

Steps:

Develop healthcare facility plans

Identify resources necessary to implement plan

Provide training as required

Test and exercise plan

Address shortfalls identified

Objective:

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities
The Commonwealth will continue to develop community and medical surge capability to address situations where local resources are overwhelmed and external resources (e.g., Federal resources) are not yet available.

Steps:

Develop community and medical surge plans

Identify resources to implement plans

Test and exercise plans

Address shortfalls

Objective:

National Priority: Expanded Regional Collaboration
The Commonwealth will continue to refine EMAC response capability and test during an annual exercise.

Steps:

Expanded Regional Collaboration

Steps:

Virginia is a signatory to the Emergency Mutual Aid Compact.

Goal: INDUSTRY AND COMMERCE - Businesses within the Commonwealth have the required information, training, tools, and established partnerships to prepare for, deter, prevent, respond, and recover from man-made or natural disasters.

Objective: National Priority: Implement the National Incident Management System and National Response Plan
The private sector and State and local governments will maintain a strong, collaborative relationship for the sharing of resources to support disaster prevention, response, and recovery.

Steps:

Integrate private sector into planning process and develop MOUs as appropriate to facilitate resource support

Goal: TRANSPORTATION - The Commonwealth will have in place collaborative plans, equipment, training, and protection standards for security of transportation systems to include surface, aviation, and seaports.

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan
The Commonwealth will identify potential funding sources for transportation's critical infrastructure security planning, equipment and training.

Steps:

- Identification of potential funding sources
- Identification and justification of security planning, equipment and training needs
- Prioritization of needs identified
- Package funding streams in a manner that maximizes the number of projects funded in a given program period.

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan
The AMS port security plans have been developed under the aegis of the appropriate U.S. Coast Guard Captain of the Port, and provide integrated, layered defense for Virginia's ports. The plans involve the Coast Guard and Navy as well as private, local, and State security and law enforcement assets in an integrated and cooperative protection program to most effectively achieve our port security objectives.

Steps:

- Identify stakeholders and establish a planning process
- Develop plans
- Ensure adequate resources and systems in place to effectively implement plan
- Exercise plan and address any shortfalls identified in exercises

Objective: National Priority: Implement the Interim National Infrastructure Protection Plan
State and local governments will partner with VDOT, rail, water and other critical transportation nodes to enhance initiatives to deter threats to vital infrastructure.

Implement the Interim National Infrastructure Protection Plan**Steps:**

Enhance coordination of prevention and preparedness initiatives between local and state government and critical transportation infrastructure.

Section 3 > Evaluation Plan for the SHSS**Evaluation Plan**

The monitoring of the Commonwealth's Homeland Security is an on going process and is incorporated into our daily workflow routines for those that have assigned responsibility for Homeland Security activities.

Of a more formalized nature the following office and panels review and have the responsibility for the successful implementation of the Commonwealth's Homeland Security Strategy. The Office of Commonwealth Preparedness, a member of the Governors Cabinet, and reports directly to the Governor on the matter of Homeland Security, has the daily operational responsibility for the successful implementation of the Commonwealth's Homeland Security Strategy throughout the Commonwealth. This office works directly with the Secure Commonwealth Panel, a high-level group of prominent Virginia legislators, city and county officials, representatives of the private sector, and representatives of response agencies was established to provide oversight and direction to the Commonwealth in the areas of Homeland Security and holds regularly scheduled meetings throughout the year. The Commonwealth Preparedness Working Group (CPWG) is the major subgroup of the Secure Virginia Panel and is charged with ensuring interagency coordination on Homeland Security issues. The CPWG, is comprised of agency heads and designees of those agencies with operational and coordination missions in all-hazards response. These Panels have been in existence since 1999.

The office of Commonwealth Preparedness will hold meetings on at least a quarterly basis with its staff and the staff of the Virginian Department of Emergency Management (the SAA) and any other state agencies that have responsibility for the implementation of submitted state strategy projects. The purpose of these meetings is to ensure satisfactory progress on our strategic investment projects and make adjustments and provide additional direction as required to guide the successful completion of all goals and initiatives.