COMMUNITY PREPAREDNESS PROGRAM STRATEGIC PLAN

October 3, 2019

Report to the Bay Area Training and Exercise Program
TABLE OF CONTENTS

Purpose Statement ........................................................................................................................................... 3
Introduction .................................................................................................................................................. 3
Executive Summary ...................................................................................................................................... 4
Proposed Goals, Objectives, and Activities for 2020 and 2021 ................................................................. 5
  Strategic Goal #1 ........................................................................................................................................ 5
  Strategic Goal #2 ........................................................................................................................................ 6
  Strategic Goal #3: ....................................................................................................................................... 7
Long-Term Planning ....................................................................................................................................... 8
Conclusion .................................................................................................................................................... 9
Purpose Statement

The purpose of this strategic plan is to provide recommendations informed by outreach to community and faith-based organizations, health care coalitions, and community preparedness groups to the UASI Regional Training and Exercise Program to guide their decision-making regarding Community Preparedness activities funded through the Program over the next two years. In addition, there are recommendations for longer range planning to sustain the goals and objectives.

Introduction

The threat of catastrophic events, both natural and man-made, requires continuous attention and strategic commitment from all levels of government, the private sector and the general public. The Bay Area UASI is committed to working with the whole community to improve preparedness throughout the region. This proposed strategic plan provides concrete activities and budget estimations implementable by the Regional Training and Exercise Program which will improve community preparedness in the Bay Area. The proposed activities are geared toward faith-based and community-based organizations, the community preparedness community, and health care coalitions as well as local public safety agencies.
Executive Summary

The Regional Training and Exercise Program is a structure for providing training and exercise opportunities throughout the Bay Area. Historically, these opportunities have been provided mainly for local government public safety staff and organizations. This strategic plan provides clear direction and implementable activities for expanding offerings to faith-based and community-based organizations (F/CBOs) to improve community preparedness among the non-profit sector and ultimately members of the public.

This plan was developed after surveying the target audience of faith-based and community-based organizations (F/CBOs), health care coalitions, and community preparedness groups such as Community Emergency Response Teams (CERTs) and neighborhood organizations. Methods used to reach the target audience included an online survey, telephone interviews, and in-person meetings.

The top training needs that were identified included:

- **For Community Based Organizations (CBOs)** –
  - Developing and/or revising an organizational disaster plan,
  - Personal preparedness, and
  - Government coordination with CBO community following an emergency.

- **For Faith-Based Organizations (FBOs)** –
  - Active Shooter training,
  - Developing and/or revising an organizational disaster plan, and
  - First Aid.

- **For Community Preparedness Groups** –
  - First Aid,
  - Incident Command System, and
  - Developing and/or revising an organizational disaster plan.

- **For Government** -
  - Continuity planning,
  - Developing and/or revising an organizational disaster plan, and
  - Government coordination with CBO community following an emergency,
  - Incident Command System, and
  - Personal Preparedness

- **For Health Care** -
  - Active Shooter,
  - Incident Command System, and
  - Personal preparedness for staff.

The recommended goals, objectives and activities within this proposed strategic plan focus on creating a better prepared community by:

- Increasing access to a robust training and exercise program that will meet the needs of the target sector. This plan calls for 96 training opportunities and 16 exercises over a two-year period.

- Overcoming the barriers, the nonprofit community faces in order to participate in the training. The plan envisions providing financial support for nonprofit staff and volunteers to attend trainings as well as scheduling trainings during evenings and weekends and at places of business during the workday.
• Strengthening partnerships to increase training availability, support community training partners and lessen the likelihood of creating silos that prevent the sharing of ideas and limit collaboration. The objectives call for creating a training collaboration that will utilize the strength of training partners that are subject matter experts as well as trusted sources for information for and about the communities they are active in.

Current organizations that might be considered in this role are SF CARD, Collaborating Agencies’ Disaster Relief Efforts (CADRE) of Santa Clara County and the Alameda County Voluntary Agencies Active in Disaster (ALCO VOAD).

• A community preparedness training collaborative will be represented at UASI Training and Exercise Work Group meetings to represent the interests of the nonprofit community. In addition, this plan calls for working with Emergency Managers throughout the Bay Area UASI region to support already existing partnerships, and potentially develop new ones.

Proposed Goals, Objectives, and Activities for 2020 and 2021

STRATEGIC GOAL #1
Increase training and exercise opportunities that are designed to meet the expressed needs of community-and faith-based organizations, health care coalitions and community preparedness groups.

The objectives and activities listed do not specifically include an exercise focused on health care coalitions because feedback received from the health coalition meetings attended as well as from survey results indicated that there was a system in place to provide mandatory trainings and exercises in that sector. In fact, there were some reports of “training and exercise fatigue”. However, outreach for all the trainings and exercises would include representatives from the health care sector.

Objective 1: Increase training opportunities in all 4 hubs targeted to whole community partners.

Activities:
1. Four (4) personal preparedness trainings over two years per hub = 16 trainings
2. Two (2) Incident Command System Trainings over two years per hub = 8 trainings
3. Two (2) Government Coordination with CBOs trainings over two years per hub = 8 trainings
4. Two (2) Organizational Preparedness trainings over two years per hub = 8 trainings
5. Two (2) Active Shooter trainings over two years per hub = 8 trainings
6. Two (2) First Aid/Stop the Bleed trainings over two years per hub = 8 trainings
7. Two (2) trainings over two years per hub designed to provide community preparedness group members with skills needed to work with people with Access and Functional Needs in shelters and Local Assistance Centers = 8 trainings
8. One (1) training on Building a Continuity of Operations Plan over two years per hub = 4 trainings
9. Two (2) trainings over two years per hub based on specific hub needs as determined by training partner in consultation with County emergency management = 8 trainings
Objective 2: Increase exercise opportunities in all 4 hubs, targeted to whole community partners.

Activities:
1. One (1) tabletop exercise per year per hub targeted to community-based organizations = 4 exercises
2. One (1) tabletop exercise per year per hub targeted to faith-based organizations = 4 exercises
3. One (1) tabletop exercise per year per hub targeted to community preparedness groups = 4 exercises
4. One (1) tabletop exercise per year per hub targeted to community at large = 4 exercises

STRATEGIC GOAL #2

Overcome the challenges and barriers community-and faith-based organizations, health care coalitions and community preparedness groups face in participating in trainings and exercises.

Objective 1: Increase support for staff - both paid and volunteer - from community-and faith-based organizations, health care coalitions and community preparedness groups to participate in training and exercises.

Activities:
1. Build reimbursement form for NGO staff - paid and volunteer - to submit for travel expenses
2. Three (3) personal preparedness trainings held during non-working hours per hub per year = 12 trainings

Objective 2: Increase outreach by creating a marketing campaign to inform community-and faith-based organizations, health care coalitions and community preparedness groups of the benefits of participating in UASI programming.

Activities
1. Develop promotional flyers for all trainings
2. Develop Speaking points
3. Develop PowerPoint

Objective 3: Measure the efficacy of implemented barrier reduction strategies through an improved survey tool and program assessment.

Activities:
1. Modify the survey tool used in May 2019 to incorporate lessons learned and to be able to gauge if barriers to trainings have decreased.
2. Administer survey in May 2020 to compare results
3. By Sept. 30, 2020, modify program goals, objectives, and activities for 2021 based on metrics, survey results and program evaluations.
4. In May 2021 repeat survey tool to assess efficacy of training and if modifications are needed in courses offered.
5. By Oct. 31, 2021, develop new strategic plan to update program goals, objectives, and activities for 2022 based on metrics, survey results and program evaluations.
STRATEGIC GOAL #3:
Promote and model collaboration among training entities, and within the whole community - traditional emergency responders as well as non-governmental organizations - to avoid creating silos.

Objective 1: Expand collaboration among training partners to lead to more appropriate workshops and exercises throughout the UASI jurisdictions and increase the pool of available trainers.

In order to obtain the benefit of subject matter experts as well as individuals and organizations who are trusted sources of information for their communities, the recommendation is to form a training collaborative of organizations that can effectively represent the four hubs. Currently, SF CARD is coordinating the formation of a training partnership that includes SF CARD, CADRE of Santa Clara County and ALCO VOAD. These three organizations and their members have provided a wide range of disaster trainings and exercises in the Bay Area over the past 20 years. In order to increase training capacity, please note the suggestion to develop a “train the trainer” curriculum as part of this objective. There is also some consideration of increasing the number of training organizations based on their capacity and area of expertise.

Activities:
1. Four (4) in-person meetings of training collaborative to share best practices in training and curriculum and lessons learned from earlier trainings.
2. Four (4) conference calls of training collaborative to share best practices in training and curriculum and lessons learned from earlier trainings.
3. Train the Trainer curriculum development
4. One Train the Trainer workshop for each hub = 4 trainings.

Objective 2: Increase collaboration within the BAUASI partnership and knowledge of public-private partnerships in each County, Cities of Oakland and San Jose of the BAUASI to enhance the working relationship between the nonprofit community and government partners.

Activities:
1. Attend all meetings of the appropriate UASI Work Group = 24 meetings.
2. Interview Emergency Managers of all BAUASI Counties as well as Oakland and San Jose in order to develop a list of key CBOs and FBO partners, community preparedness groups and health care coalitions by January 30, 2020.
3. Follow-up interview with Emergency Managers listed in Activity 1 to review and update list of community partners by January 30, 2021.

Objective 3: Expand target audience to include institutions of higher education and assess their training needs and resources to share.

Activities:
1. Add public safety staff at two (2) institutions of higher education in each hub to contact list to invite to trainings and exercises.
2. Gather information on their training resources, i.e. Are they able to offer Continuing Education Units (CEUs)? What are the per unit costs for class participants?
**Objective 4: Expand partnerships in the business community.**

Activities:
1. Build a list of businesses that employ more than 50 employees in each hub.
2. Provide four (4) Personal Preparedness trainings at business locations during work hours per hub over two years.

Please note that the goals, objectives and activities are designed to support one another. For example, partnerships with employers to offer personal preparedness trainings will also support increased access to training for volunteers. The selected activities and the objectives they promote, were chosen to best meet the community preparedness needs that were expressed from the field.

The reality faced in the nonprofit sector is the relatively high turnover of both paid and volunteer staff; the challenge is to provide enough personal preparedness trainings to keep up with staff changes. Therefore, the schedule includes more personal preparedness training than Continuity of Operations planning sessions. Continuity of Operations training, while very important, also requires more specialized training resources that would eat up a significant percentage of the budget and would be applicable to a smaller percentage of the target audience.

Metrics to measure program success will include number of training participants, number of trainings and exercises offered, number of new partnerships developed, training evaluations, and level of participation at exercises.

**Long-Term Planning**

Long-term program objectives will be to use the data gained from these two years to re-evaluate the community preparedness activities that are offered based on survey data both from individuals and organizations that enroll in these activities, develop a survey tool to assess the needs of emergency managers in the public sector, and evaluate whether the barriers to participation by community- and faith-based organizations, health care coalitions and community preparedness groups have been reduced.

Consideration might be given, for example, to setting up a pilot program in year three to work with critical nonprofit organizations on Continuity of Operations planning that combines more concentrated technical assistance on plan development as well as workshop time. Emergency Managers in each Operational Area would be asked to provide a prioritized list of which organizations provide essential services and/or services to the most vulnerable populations in their communities following a disaster. Organizations on the list would then be invited to apply for this program.

The benefits this program could provide would be:

- Agencies that perform essential functions would have a greater chance of being able to continue to provide those services following a disaster;
- People who are considered vulnerable are often more severely impacted by disasters than others; this strategy would promote better outcomes for this population.
- It would enhance the planning process for private-public partnerships before disaster strikes.

The caution here is that the cost of this training can be well over $5,000 per organization. One solution could be to develop a private public partnership to fund the program, with UASI covering the workshop costs for a half-day workshop, and other funders assisting with providing the technical assistance for organizations to be able to successfully complete their plans.
Conclusion

This strategic plan for the community preparedness component of the UASI Regional Training and Exercise program has been designed to align with goals and objectives for the entire program. The importance of the Incident Command System training, for example is to ensure that the entire response community which includes the nonprofit sector, understands the concepts behind the modern integrated emergency management structure.

The inclusion of a community preparedness component is meant to supplement government efforts in disaster preparedness, response and recovery by providing the training and practice needed so that CBOs, FBOs, CERTs and other community preparedness organizations will have the tools they need to participate and coordinate with government to most effectively meet the needs of communities during and after catastrophic events.