

Ad Hoc Committee on UASI

February 19, 2019

The Honorable Board of Supervisors
County Administration Building
1221 Oak Street
Oakland, CA 94612

SUBJECT: RECEIVE THE REPORT FROM THE AD HOC COMMITTEE ON UASI, DISCUSS AND ADOPT RECOMMENDATIONS WITH UNANIMOUS AND MAJORITY AGREEMENT, AND PROVIDE A MANDATE FOR AN EXTENDED AD HOC COMMITTEE ON UASI.

Dear Board Members:

RECOMMENDATIONS:

- A. Receive the Report from the Ad Hoc Committee on Urban Areas Security Initiative (UASI);
- B. Adopt the Unanimous Recommendations (5 Yes Votes) from the Ad Hoc Committee on UASI listed on Attachment A including extending the Ad Hoc Committee on UASI through February 28, 2020; and
- C. Discuss and consider adopting recommendations from the Ad Hoc Committee on UASI with Majority Agreement (3 to 4 Yes Votes) listed on Attachment B.

SUMMARY/DISCUSSION:

The mandate of the 2018 Ad Hoc Committee on Urban Areas Security Initiative (UASI), which consists of five (5) appointed members, one (1) per Supervisor, was to work with the Alameda County Sheriff's Office (ACSO) and develop recommendations for application and planning of the 2019/2020 UASI funded exercises.

The Committee met eleven (11) times, at locations throughout the County, heard expert testimony from multiple emergency management professionals, as well as community-based organizations, and members of the public. Each Committee member was given the opportunity to propose recommendations, which were discussed in depth, received public input, were refined, and eventually voted upon. The attached report includes 63 recommendations which received a majority, at least three (3), affirmative votes from members of the Committee, including a strategic shift towards a Whole Community Approach to emergency management.

Overall, there was significant agreement on the Committee, with the majority (71%) of recommendations passing unanimously. However, several recommendations did not receive unanimous support, receiving only 3 or 4 votes. Some of these recommendations even contradict each other, such as the recommendation that SWAT teams be excluded from the event, and the recommendation that the decision on who to send be left to the participating agencies and jurisdictions. Other recommendations mandate action from other County departments and may have budget impacts outside of UASI funding.

Therefore, the Ad Hoc Committee on UASI is recommending that the Honorable Board of Supervisors adopt the unanimous recommendations, including a recommendation to “extend the mandate of the Ad Hoc Committee on UASI through February 28th, 2020”, and discuss and consider adopting recommendations with majority support (3 to 4 yes votes). At your Board’s direction the remaining, unadopted recommendations could return to the extended Ad Hoc Committee of UASI for further discussion, consideration, and consensus building.

Furthermore, the Ad Hoc Committee on UASI requests additional guidance, from the Honorable Board of Supervisors, as to the role and scope of an extended Ad Hoc Committee on UASI. The Ad Hoc Committee on UASI hopes to monitor and evaluate the implementation of the adopted recommendations, in addition to the 12 Guidelines already adopted by the Board of Supervisors, as it relates to the 2019 exercises, as well as to provide additional recommendations for the 2020 application and planning process.

FINANCING:

Additional financial analysis is needed, to understand the full fiscal impact of the recommendations that are adopted.

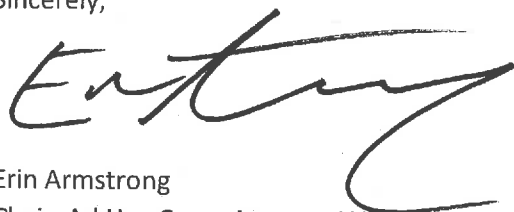
Potential costs include: procurement of a facilitation services for an extended Ad Hoc Committee on UASI, allocation of additional funds for Health Care Service Agency and Social Service Agency (approximately \$5M) to support a Whole Community Approach, production of a regional risk assessment outside of the established THIRA, as well as a potential loss of revenue associated with the recommendation to eliminate the vendor show.

However, some recommendations encourage exploring additional funding opportunities for disaster management, outside of the UASI grant process, which could increase funding available to support these recommendations.

VISION 2026 GOALS:

The recommendations of the Ad Hoc Committee on UASI align with the Vision 2026 goals of **Safe & Livable Communities** with a **Thriving & Resilient Population**, by seeking to increase the capacity of communities and community members to respond in the event of a large scale disaster, and by ensuring that professional first responders receive appropriate training, and are able to exercise that training, on how to mitigate, prepare for, respond to, and recover from such a disaster.

Sincerely,

A handwritten signature in black ink, appearing to read "Erin Armstrong", with a stylized, flowing script.

Erin Armstrong
Chair, Ad Hoc Committee on UASI



Ad Hoc Committee on Urban Area Security Initiative Grant Program

Report to the Alameda County Board of Supervisors

February 2019

February 15, 2019

TO: The Alameda County Board of Supervisors

FROM: Ad Hoc Committee on Urban Area Security Initiative (UASI) Grant Program

RE: Recommendations of the Ad Hoc Committee on Urban Area Security Initiative (UASI) Grant Program

BACKGROUND On March 27, 2018, the Alameda County Board of Supervisors formed the Ad Hoc Committee on Urban Area Security Initiative Grant Program (Item #33), whose charge was to (1) make recommendations on the proposed UASI exercises for 2019, and (2) recommend a framework for any subsequent UASI applications. The Ad Hoc Committee held 11 public meetings from September 21, 2018 through January 30, 2019.

This report summarizes the activities of the Ad Hoc Committee, including methodology and final recommendations. Additional information and documentation on the Ad Hoc Committee can be found at <http://www.acgov.org>.

Tisa Potter (COA), Cinthya Muñoz-Ramos (Board of Supervisors District 2), Clerk, Board of Supervisors, and County Council provided additional support.

SELECTION Each Supervisor designated one representative to serve on the Ad Hoc Committee on
PROCESS Urban Area Security Initiative Grant Program.

MEMBERS The members of the Ad Hoc Committee were Erin Armstrong (Chair), Ana-Marie Jones, John Lindsay-Poland, Cinthya Muñoz-Ramos, Matthew Snelson.

The Ad Hoc Committee acknowledges the Chair, Erin Armstrong, for her leadership and for amplifying the diverse voices of committee members and the public, who care deeply about protecting our communities from the devastating impacts of large-scale emergencies.

The Ad Hoc Committee appreciates the opportunity to represent the five districts of Alameda County and assist the Board of Supervisors with redesigning the 2019 UASI-funded exercises and emergency management activities in Alameda County.

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1 EXECUTIVE SUMMARY

This report summarizes the activities and recommendations of the Ad Hoc Committee on Urban Area Security Initiative Grant Program.

In Section 1 (Strategic Direction), the Ad Hoc Committee offers a new vision and strategic approach for emergency management in Alameda County rooted in the values of individual agency, neighborhood engagement, and community resilience -- the capacity of people and communities to prepare for, respond to, and recover from emergencies both natural and manmade. It is the collective position of the Ad Hoc Committee that a community-centered perspective, described throughout this report as the 'whole community approach' is the most promising pathway to enhance Alameda County's emergency response capacities and capabilities. The proposed strategic aims of such a community-centered approach are:

1. UASI-funded exercises and other emergency preparedness activities in Alameda County should **promote a culture of readiness**, with measurable and sustainable goals, that serve as an example to the region and to the nation.
2. UASI-funded exercises in Alameda County should be based on the **whole community approach** and focus on and support community-wide preparedness.
3. Every neighborhood and community in Alameda County should be ready when disaster strikes. **Our measure of readiness will incorporate access and functional needs** in all phases of UASI-funded exercises.
4. UASI-funded exercises should **build neighborhood resilience through equitable engagements** with residents, professional first responders, emergency manager practitioners, nonprofits, faith-based organizations, and other government agencies and community leaders.

For Section II (Strategic Action), the Ad Hoc Committee reached agreement on specific actions to bring UASI-funded programs into alignment with a community-centered vision for emergency management, including (1) a redesign of UASI-funded exercises around the whole community approach, (2) an expanded role for non-emergency personnel, (3) fresh approaches to evaluation, (4) a focus on project management and resource development, and (5) significantly higher levels of community engagement. Collectively, these actions set the stage for broader and more diverse participation in all aspects of emergency management in Alameda County.

Currently, FEMA offers no standard measurement for community resilience that local governments can use to evaluate gaps and progress¹, consequently, there were significant variations in how members of the Ad Hoc Committee, BAUASI, and the public sought to operationalize the whole community approach. Recurring questions included: (1) Does the proposed strategic action support or bring our County closer to realizing the vision, strategic aims, and goals defined in Section I? (2) For each proposed strategic action, what entity or entities hold approval authority - FEMA, BAUASI, or Alameda County? (3) Does the proposed strategic action

¹Alan H. Kwok, Douglas Paton, Julia Becker, Emma E. Hudson-Doyle, David Johnston, (2018) "A bottom-up approach to developing a neighborhood-based resilience measurement framework", Disaster Prevention and Management: An International Journal, <https://doi.org/10.1108/DPM-07-2017-0169>

comply with FEMA grant requirements for UASI-funded exercises? (4) Is the cost of the proposed strategic action feasible? (5) What entity will be accountable for the proposed strategic action? The Ad Hoc Committee aimed for consensus. Of the 65 recommendations in this report, 70% were unanimously approved, 12% received four votes, and 4% received three votes.

In Section III (Monitoring and Compliance), the committee explored the issue of accountability. To ensure that the recommendations approved by the Board of Supervisors are implemented, the Ad Hoc Committee recommends reconstituting the BAUASI committee responsible for monitoring and compliance of all UASI-funded exercises in Alameda County.

Finally, the Ad Hoc Committee recognizes that the preservation of life, property and the environment is an inherent responsibility of the local, state, and Federal government. The Ad Hoc Committee further acknowledges that a single emergency management program cannot provide all the services our community needs to prepare for and respond to disasters. Specifically, the UASI-funded exercises contribute to our emergency capabilities, however, programmatic, financial, and jurisdictional support must change substantially if our goal is resilient neighborhoods and communities. Accordingly, this report puts forth specific recommendations for consideration by the Board of Supervisors that go beyond the scope of UASI-funded programs. These recommendations, which include agency coordination, staffing, and resource development align directly to the Standardized Emergency Management Operations Plan. In this way, the Ad Hoc Committee hopes to provide a potential pathway to integrate the whole community approach into all our emergency management systems and to reliably build community resilience strategies that may one day serve as a model for our region and the nation.

2 INTRODUCTION

Through its work with the Bay Area Urban Area Security Initiative (BAUASI), Alameda County has an opportunity to emerge as a leader in the region's efforts to prevent, prepare for, protect against, respond to, and recover from acts of terrorism and catastrophic emergencies.² Specifically, the Bay Area Urban Area Security Training & Exercises Work Group, a multidisciplinary first responder team comprised of first responders, emergency managers, and public health managers, provides guidance on how training and exercises can increase regional capabilities consistent with FEMA's Homeland Security goals and objectives. The Alameda County Sheriff's Office (ACSO) serves as the fiscal agent for the BAUASI Training & Exercises Work Group, which supports 12 Bay Area counties. The Alameda County Sheriff's Office formalizes its role through an annual Memorandum of Understanding with BAUASI that is subject to approval by the Alameda County Board of Supervisors.

To satisfy a key provision of FEMA's Presidential Policy Directive 8: National Preparedness Goal and National Preparedness System,³ UASI-funded local governments implement the 'whole of community approach'. By design, this requirement entails engaging all members in the community, as individuals and collectively, to build resiliency and enhance national security.

The recommendations submitted by the Ad Hoc Committee on Urban Area Security Initiative Grant Program outlined in this report are intended to:

- Provide the Alameda County Board of Supervisors with a deeper understanding of UASI-funded training and exercises operating in our region and the impact of these programs in Alameda County;
- Offer a strategic framework to guide the County's participation in UASI-funded training and exercises, and;
- Provide recommendations for how to integrate the suggestions of Alameda County residents into the daily operations of UASI-funded training and exercises in Alameda County.

² The Bay Area UASI Region is ranked 5th in the nation by the Department of Homeland Security for being at risk of a terrorist attack. The region is also threatened by the potential of catastrophic earthquakes, severe weather, extreme fire conditions as well as hazardous chemical release incidents all of which could pose significant threats to safety, health, and the environment.

³ <https://www.fema.gov/learn-about-presidential-policy-directive-8>

3 METHODOLOGY

The Ad Hoc Committee on Urban Area Security Initiative Program initially scheduled 7 bi-weekly meetings from September 21, 2018 to December 14, 2018; however, the committee determined the need to schedule four additional meetings to complete its charge from the Board of Supervisors – namely to (1) make recommendations on the proposed UASI exercises for 2019 and (2) recommend a framework for any subsequent UASI applications. The meeting dates were September 21, 2018; October 4, 2018; October 19, 2018; November 5, 2018; November 19, 2018; November 30, 2018; December 7, 2018; December 14, 2018; January 10, 2019; January 14, 2019; and January 30, 2019. Meetings of the Ad Hoc Committee were held in Fremont (1), Castro Valley (1), Berkeley (1) and Oakland (8). All meetings were conducted according to legal requirements of the Brown Act.

The **first meeting on September 21, 2018 was an orientation session** with the following agenda topics: (1) Brown Act Guidelines; (2) UASI Overview; (3) Urban Shield Task Force Report; (4) Learning Questions and Data Needs; (5) Meeting Schedule and Protocols; and (6) Selection of Ad Hoc Committee Chair.

The **next three meetings were informational or “discovery” sessions with detailed presentations** by the following agencies: Bay Area UASI, Alameda County Social Services Agency, Alameda County Sheriff’s Office, Alameda County Health Care Services Agency, and City of Berkeley Fire Department.

At the **second meeting** on October 4, 2018, Craig Dziedzic, General Manager, Bay Area Urban Area Security Initiative, and several Bay Area UASI members (Catherine Spaulding, Assistant General Manager, Tristan Levardo, Chief Financial Officer, Corinne Bartshire, Project Manager and Shawn Sexton, Project Manager) did a PowerPoint **presentation on the “Scope & Role of the Bay Area UASI”**. The presentation was an overview of UASI that included information on stakeholder participation, funding and allocations, trainings and exercises, and UASI timeline and budget. Committee members and Bay Area UASI members held a question and answer session after the presentation.

The Ad Hoc Committee also (1) **reviewed the Urban Shield Guidelines adopted by Board of Supervisors and Alameda County Sheriff’s Office in 2017** and (2) **developed an initial list of learning goals and data needs** to guide its future deliberations.

At the **third meeting** on October 19, 2018, there were **three presentations on “Alameda County Emergency Management Information”**. The presenters were Michael Osborn, Disaster Preparedness Coordinator, Social Services Agency; Paul Hess, Emergency Services Supervisors, Office of Emergency Services, Alameda County Sheriff’s Office; and Zerlyn Ladua, Public Health Systems Preparedness and Response Director, Public Health Department, Health Care Services Agency.

Michael Osborne did a PowerPoint presentation that provided an overview of the Social Services Agency Disaster Preparedness Plan, including information on the planning cycle, program support and collaboration, resources and reports, program training series and the organizational structure of the program.

Paul Hess did a PowerPoint presentation on the 2018 UASI Yellow Command that included information on San Francisco Bay Area Integration of First Responders (law enforcement, fire, hazardous material handlers, United States Army Reserves, water rescue, coroner, communications, Emergency Medical Services, hospitals, health and public health departments, Red Cross, social services, transportation, airports, parks, emergency

management, public information officers, logistics and citizen volunteers) and their participation in over 60 real life scenarios and events.

Zerlyn Ladua did a PowerPoint presentation on Alameda County Health Care Service Preparedness and Emergency Management activities. The presentation provided information on the Public Health Emergency Preparedness capabilities, including Biosurveillance Incident management, public health laboratory testing, emergency operations coordination, public health surveillance and information management, epidemiological investigations, emergency public information and warnings, community resilience, community preparedness, community recovery, fatality management, countermeasures and mitigation, mass care, volunteer management and non-pharmaceutical Interventions.

Committee members held a discussion about Alameda County Emergency/Disaster preparedness after the three presentations.

The Ad Hoc Committee also updated the meeting schedule and the learning goals and data needs developed at the previous meeting.

At the **fourth meeting** on November 5, 2018, there were **two presentations on FEMA's Whole Community Approach and the UASI Compliance Team report**. The presenters were (1) Ana-Marie Jones, Ad Hoc Committee member, Chief Resiliency Officer, Interpro, and former Executive Director, Collaborating Agencies Responding to Disasters (CARD) who discussed the Whole Community Approach and (2) Commander Shawn Sexton, Bay Area UASI, Project Manager and Regional Training and Exercise Compliance Team Project Coordinator, Alameda County Sheriff's Office and Deputy Chief Abe Roman, City of Berkeley Fire Department, who discussed the UASI Compliance Report.

Ana-Marie Jones did a detailed PowerPoint presentation on FEMA's "Whole Community Approach." She stated the following:

After decades of disasters and research from many related topics, in 2011 FEMA released a report titled "A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action." It presents a radical departure from the top-down traditional approach to emergency management and it makes the case for every community to revamp their emergency management approaches to fully integrate diverse communities, diverse businesses, as well as diverse messengers and approaches to ensure that ALL community members can be effectively engaged in preparedness, response, and resiliency efforts. The FEMA report states: "Whole Community is a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. By doing so, a more effective path to societal security and resilience is built. In a sense, Whole Community is a philosophical approach on how to think about conducting emergency management."

As part of the presentation, Ana-Marie responded to multiple questions from committee members on CARD and its successes in implementing this approach, the negative impacts of continuing to use fear-based frameworks for disaster preparedness, Alameda County's former leadership in this arena, as well as funding for effective community readiness initiatives.

Commander Sexton and Deputy Chief Roman did a PowerPoint presentation on the first year Urban Shield Compliance Team report – its purposes, multi-disciplinary approach, methodology and authority. It was stated that the Compliance Team conducted the following evaluations: (1) Grey Command - Community Preparedness Fair; (2) Green Command - Community Emergency Response Team (CERT); (3) Red Command (Fire) Sites, as well as all the tactical site locations; (4) Regional Preparedness Training Seminars; and (5) Vendor Show. Committee members held a question and answer session after this presentation.

The Ad Hoc Committee also updated the meeting schedule and finalized the list of learning goals to be addressed during future meetings.

At the **fifth and sixth meetings** on November 19 and 30, 2018, **Ad Hoc Committee members reviewed the list of learning goals and shared their initial proposals for the UASI framework.** The learning goals were organized into two sections: Discovery Learning Goals and Design Learning Goals.” The specific learning goals for each topic are presented below:

A. Discovery Learning Goals

1. Understand the disaster risks and what prevention, response, recovery, preparedness, and resilience strategies exist and are implemented by other communities that can meet the needs of Alameda County and the Bay Area region.
2. Understand FEMA’s “whole community approach” and how it can help Alameda County and the Bay Area region in prevention, response, and recovery.
3. Understand the UASI grant program and timeline to assess the ways in which it can meet the needs for disaster prevention, response and recovery in Alameda County and the Bay Area region.
4. Understand what other UASI regions are doing with their UASI grant.
5. Understand the 12 guiding principles that the Board of Supervisors asked the Alameda County Sheriff’s Office to carry out in the UASI program.
6. Understand how resources are currently allocated for the UASI program.
7. Understand how the Urban Shield Task Force recommendations approved by the Board of Supervisors are being implemented by Urban Shield.
8. Understand the importance of not only response, but also prevention and recovery, what is being done/not done in these areas, and how to address these issues in a balanced way.

B. Design Learning Goals

Strategic Direction

1. Create a vision for disaster prevention, response, recovery, preparedness and resilience in Alameda County and the Bay Area region.
2. Develop guiding principles for UASI in Alameda County.
3. Define the goals of UASI in Alameda County.

Strategic Action

4. Develop strategic recommendations for disaster prevention, response, recovery, preparedness, and resilience that should be implemented in Alameda County and the Bay Area region.

5. Identify the appropriate people/communities/institutions that should be a focus (target audiences/ participants) of UASI grant applications in Alameda County (including who should be trained and for what purposes).

Monitoring/Compliance

6. Develop criteria to weigh recommendations for the UASI grant application.
7. Develop community accountability guidelines for the UASI program.

Board of Supervisors Recommendations

8. Finalize the framework for UASI grant applications in Alameda County that includes a vision statement, guiding principles, goals, strategy options, target audiences, application review criteria and community accountability guidelines.
9. Develop and recommend strategies to implement in the UASI grant in Alameda County in 2019.

At the **seventh, eighth, ninth and tenth meetings** on December 7 and 14, 2018 and January 10 and 14, 2019, Ad Hoc Committee members **reviewed, discussed, and voted on specific recommendations** for each of the above learning goals.

The **eleventh** and final meeting on January 30, 2019 was devoted to **review of the final report** to be submitted to the Board of Supervisors by the Ad Hoc Committee on Urban Area Security Initiative Program.

4 DESIGN GOALS AND RECOMMENDATIONS

Design Goal #1 **Create a vision for disaster prevention, response, recovery, preparedness and resilience in Alameda County and the Bay Area region.**

I. STRATEGIC DIRECTION

- A. Alameda County's strategic aims for UASI-funded programs and other emergency management providers in the region

Rationale: The Ad Hoc Committee envisions a future where **Alameda County has the capabilities to prevent, prepare for, protect against, respond to, and recover from acts of terrorism and catastrophic events**, both natural or manmade.

To accomplish this, **Alameda County embraces the whole community approach** to emergency management, which is a means by which residents, emergency management agencies, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.⁴

The Ad Hoc Committee recognizes that **gaps in preparedness and response capabilities still exist in Alameda County and require our attention**, in particular, planning for and meeting the needs of people, neighborhoods, and communities most vulnerable during an emergency. In addition, the Ad Hoc Committee heard statements from community members, community-based organizations, the Public Health Department, and the Social Services Agency about critical weaknesses and the absence of resources for disaster response and recovery, including for homeless persons and others with access and functional needs. The Ad Hoc Committee's strategic aims seek to remedy these critical gaps in capacity in the county and in the region.

Approval process:

Recommendations:

1. UASI-funded exercises and other emergency preparedness activities in Alameda County should **promote a culture of readiness**, with measurable and sustainable goals, that serve as an example to the region and to the nation.
2. UASI-funded exercises in Alameda County should be based on the **whole community approach** and focus on and support community-wide preparedness.
3. Every neighborhood and community in Alameda County should be ready when disaster strikes. **Our measure of readiness will incorporate access and functional needs** in all phases of UASI-funded exercises.
4. UASI-funded exercises should **build neighborhood resilience through equitable engagements** with residents, professional first responders, emergency manager practitioners, nonprofits, faith-based organizations, and other government agencies and community leaders.

Recommendations 1 – 4 were unanimously approved.

⁴ <https://www.fema.gov/whole-community>

**Design Goal
#2**

Develop guiding principles for UASI in Alameda County.

I. STRATEGIC DIRECTION

B. Alameda County's guiding principles for UASI-funded programs and other emergency management providers in the region

Rationale:

To deepen understanding of the assets, challenges, and potential of UASI-funded programs in the region, the Ad Hoc Committee **examined a wide array of data and heard testimony from residents, advocates, agencies, and BAUASI practitioners**. Through this process, its members identified common principles to guide the work of organizations and agencies responsible for emergency management in Alameda County.

From the beginning, the Ad Hoc Committee members expressed interest in refining and expanding the guidelines adopted in 2017 by the Alameda County Board of Supervisors and Alameda County Sheriff's Department with an **aim to develop a new set of guiding principles for UASI-funded training and exercises consistent with the recommendations contained in this report**. The Ad Hoc Committee agreed that guidelines adopted in 2017 by the Alameda County Board of Supervisors and Alameda County Sheriff's Department should continue to be developed, refined, and implemented in the future.

To realize the full benefit of emergency preparedness across the region, the Ad Hoc Committee considers it essential to **incorporate the revised guiding principles, goals, and strategic actions contained in this report into the BAUASI/Alameda County Memorandum of Understanding**.

**Approval
process:**

Recommendations:

1. UASI-funded exercises should be designed, implemented, and evaluated based on the **whole community approach** that is suitable for our region.

Recommendation was unanimously approved.

2. UASI-funded exercises should **prioritize activities according to the likelihood and severity of respective disasters**, in addition to gaps in preparation for those emergencies, with special attention to risks from earthquakes and fires and the mass displacement of people that may result.

Recommendation was approved by majority vote, 4 -1. The majority opinion was that exercises should focus on community-wide preparedness, taking into account how communities may prioritize risks within their own neighborhoods. In a minority opinion, Snelson indicated that annual priorities for the Regional Training and Exercise Program (RTEP) were established through a Threat and Hazard Identification and Risk Assessment (THIRA) in accordance with BAUASI and the Office of Homeland Security funding. He also stated that time and costs make this action prohibitive.

Snelson - no
Muñoz-Ramos - yes
Armstrong - yes
Jones - yes

Lindsay-Poland – yes

3. UASI-funded activities should **focus on preparedness for neighborhoods and communities, addressing access and functional needs**, and should prioritize activities that address the needs of the most vulnerable populations, for example, homeless, older, undocumented, physically disabled, mentally ill persons, immigrants, and those with limited English proficiency.

Recommendation 3 was approved by majority vote, 4 -1. The majority opinion was that UASI-funded exercises have traditionally focused on professional first-responders and law enforcement leaving the communities with too few options to build their own emergency response capacities. In a minority opinion, Snelson recommended that the Office of Functional Needs provide annual guidelines to the UASI Training & Exercises Work Group.

Snelson - no

Muñoz-Ramos - yes

Armstrong- yes

Jones - yes

Lindsay-Poland – yes

4. UASI-funded resources should build capacity in Alameda County and the Bay Area UASI region for **the prevention of and recovery from critical emergencies**.

Recommendation was unanimously approved.

5. **UASI-funded personnel should be proactive in their approach to working with volunteers** on every level and to harvesting the knowledge of diverse communities in the San Francisco Bay Area, other UASI programs, and other regions in the country.

Recommendation approved. (Consent Calendar)

6. Agencies and organizations participating in or observing UASI-funded training and exercises should **respect the confidentiality and rights of all community members**.

Recommendation was unanimously approved.

7. UASI-funded exercises should **foster cooperation** within and between agencies and jurisdictions.

Recommendation approved. (Consent Calendar)

8. **Exercises should be sensitive to community concerns** related to militarized law enforcement, including military language and appearance. Exercises should not express or reinforce law enforcement tactics that prioritize the use of force or protocols for armed conflict over other means for addressing conflict in civilian contexts. (Militarization does not refer to defensive equipment such as helmets or protective vests, unless specifically made to appear military - i.e. by using jungle camouflage).

Recommendation was unanimously approved.

9. UASI-funded exercises and public-private partnerships should be designed, implemented, and evaluated to **prioritize public safety and emergency preparedness goals and gaps over private-sector interests**, including those of vendors and donors.

Recommendation approved. (Consent Calendar)

10. **All scenarios will value the sanctity of life and survival of all persons**, including suspects, in addition to valuing the survival of those who may be under threat by suspects.

Recommendation approved. (Consent Calendar)

**Design Goal
#3**

Define the goals of UASI in Alameda County.

I. STRATEGIC DIRECTION

C. Alameda County's goals for UASI-funded programs in the region

Rationale:

The Ad Hoc Committee's overarching goal is to ensure that BAUASI funds **support the creation, implementation, and sustainable delivery of best-in-the-world preparedness, prevention, response, and resiliency trainings, exercises, and related services.**

The primary purpose of UASI-funded exercises is to **build community capacity and capabilities to prevent, prepare for, protect against, respond to, and recover from acts of terrorism and catastrophic events** (manmade or natural) **in all neighborhoods and with** (non-geographic) **communities** of interest across the region.

Additionally, the Ad Hoc Committee encourages Alameda County/BAUASI to **share approaches to emergency scenarios with other UASI-funded regions** across the country and to contribute its learnings to **support the growing field of emergency management.** By sharing local approaches to emergency scenarios, Alameda County can assist other communities across the nation to become more prepared for future emergencies in their own communities and to meet the national goals for emergency preparedness and response.

Accordingly, the Ad Hoc Committee **identified and prioritized a set of specific goals with the greatest potential to bring Alameda County closer to achieving the strategic aims** for UASI-funded exercises (as outlined above in Design Goal #1).

**Approval
process:**

Recommendations:

1. Community Empowerment: Build the capacity of **vulnerable populations to have an authentic and meaningful voice** in the planning, implementation, and evaluation of UASI-funded exercises.

Recommendation was unanimously approved.

2. Community Engagement and Participation: **Appropriately engage the leadership, capacity, and whole membership of diverse populations** in our region in all phases of the UASI-funded exercises.

Recommendation approved. (Consent Calendar)

3. Community Outreach: Develop and implement **a research-based, culturally competent outreach plan that both informs the public and encourages community participation** in UASI-funded exercises within the region.

Recommendation was unanimously approved.

4. Project Management/Oversight:
 - a. Involve a **broad cross-section of the community in planning, implementing, and evaluating** UASI-funded exercises.
 - b. Adopt policies and procedures that **promote transparency and accountability** at all levels.
 - c. Schedule training exercises based on **need, capacity, anticipated heavy operational periods** and in ways that are **sensitive to community concerns such as** the 9/11 anniversary.

Recommendations 4a and 4b, were unanimously approved. Recommendation 4c was approved by majority vote, 4 - 1. The majority view was that scheduling should be done in ways that allow for greater community participation. In a minority vote, Snelson indicted that the BAUASI Work Group had authority to manage exercise event schedules.

5. Leadership: **Seek to be a model of disaster preparedness that continually learns from and is useful to other communities.**

Recommendation was unanimously approved.

**Design Goal
#4**

Develop strategic recommendations for prevention, preparation, protection, response, and recovery from acts of terrorism and catastrophic emergencies that should be implemented in Alameda County and the Bay Area region.

II. STRATEGIC ACTION

A. Exercise Redesign

Rationale:

To fully realize the aims, guiding principles, and goals as outlined in this report, the Ad Hoc Committee recommends a **redesign of the UASI-funded exercises in Alameda County**. The following recommendations **place priority on the whole community approach**, shift resources away from tactical and law enforcement responses and **prioritize community-wide preparedness for all emergency management activities**, which sets the stage for broader and more diverse participation in emergency services in Alameda County.

Approval
process:

Recommendations:

Design

1. Develop new guidelines for designing, implementing, and evaluating UASI-funded exercises that **focus on de-escalation** and law-enforcement's role in prevention and recovery as well as response.

Recommendation was unanimously approved.

2. **Balance the focus of UASI-funded exercises** between prevention, protection mitigation, response, and recovery.

Recommendation unanimously approved, 4 – 0, 1 excused.

Implement

3. **Establish objectives for all scenarios first and design scenarios to meet those objectives.**

Recommendation approved. (Consent Calendar)

4. **Conduct mock evacuation exercises.**

Recommendation unanimously approved, 4 – 0, 1 excused.

5. **Eliminate the vendor show** from the UASI-funded exercises.

Recommendation approved by majority vote, 3 – 2. The majority opinion is that the vendor show has highlighted weaponry, placed private interests of vendors over whole community goals, and fallen short after previous reform measures. The minority opinion is that vendor shows provide opportunities to test equipment (medical supplies, reflective wear, technology) used by all first responders, not only tactical equipment.

Snelson – no

Muñoz-Ramos – yes

Armstrong – no

Jones – yes

Lindsay-Poland – yes

6. **Eliminate the competition aspect** of UASI-funded exercises, while retaining standards-based evaluation of participants.

Recommendation approved by majority vote, 3-2. The majority opinion is that competition reinforces the idea that emergency response is primarily tactical; focusing on cooperation would be more conducive to building meaningful partnerships with community participants. In a minority opinion, Armstrong stated the competition aspect of the exercises can be leveraged with other recommendations in this report (e.g. de-escalation, positive valuation of life) to

produce positive results that would benefit all participants in UASI-funded exercises.

Snelson – no
Muñoz-Ramos – yes
Armstrong – no
Jones – yes
Lindsay-Poland – yes

7. All law-enforcement scenarios shall **include in the assessment criteria the participant's capacity for de-escalation of risk of violence.**

Recommendation was unanimously approved.

Design Goal #4 **Develop strategic recommendations for disaster prevention, response, recovery, preparedness, and resilience that should be implemented in Alameda County and the Bay Area region.**

II. STRATEGIC ACTION

B. Expanding the role of non-emergency personnel

Rationale: The Ad Hoc Committee **discussed the concerns expressed by residents to the Alameda County Board of Supervisors regarding Urban Shield** activities. Many residents and participants in UASI-funded programs have equated Urban Shield exercises with militarization of the police force rather than emergency preparation and response.

In response, the Ad Hoc Committee made refinements to the exercises: (1) a change in the focus of UASI-funded exercises from SWAT training to prevention and recovery, and (2) expanding the leadership **role of other law-enforcement and non-law enforcement personnel as first responders in UASI-funded exercises.** By expanding and diversifying law enforcement personnel and multi-disciplinary personnel, UASI-funded activities would **move Alameda County closer to a whole community approach** to emergency management.

The Ad Hoc Committee acknowledged that there were **notable differences of opinion among members about whether SWAT teams should continue to participate in UASI-funded exercises.**

Approval process:

Recommendations:

General

1. Conduct training and exercises that **prepare agency personnel who are likely to respond to disasters** but may not be dedicated disaster-response personnel.

Recommendation approved. (Consent Calendar)

2. Build in and provide leadership roles for **community and service agencies** in planning, implementation, participation, and evaluation of those exercises that do not involve law enforcement participation.

Recommendation was unanimously approved.

3. **Appoint representatives to the work group setting priorities for UASI-training and exercises** from public health, social service, and housing agencies, as well as the Board of Supervisors that work directly with populations most at-risk in disasters, for example, homeless, older, undocumented, physically disabled, mentally ill persons, immigrants, and those with limited English proficiency within the BAUASI area.

Recommendation approved. (Consent Calendar)

4. **Involve various law enforcement personnel** in UASI-funded exercises including patrol, detective, and other units.

Recommendation approved by majority vote, 4 -1. The majority opinion was that UASI-funded exercises should include all law enforcement personnel who would be called upon to respond in an emergency, not only SWAT teams. In discussion, Snelson indicated that there are no full-time SWAT teams in Alameda County, therefore a variety of law enforcement personnel are currently involved by virtue of their regular assignments.

Snelson – no

Muñoz-Ramos - yes

Armstrong – yes

Jones – yes

Lindsay-Poland – yes

5. Require that the amount of **time in scenarios for non-law enforcement disciplines be as much if not more than that for law enforcement teams.**

Recommendation approved by majority vote, 3 -2. The majority opinion was that a new emphasis is needed to remedy deficits in the community and other disciplines. The minority opinion was that various teams (CERT, fire etc.) have different training needs and that training time should be determined based on those needs.

Snelson – no

Muñoz-Ramos – yes

Armstrong – no

Jones – yes

Lindsay-Poland – yes

6. Require that the **major components of any exercise are coordinated by the actual sectors** participating in that exercise (e.g., fire exercises should be coordinated by fire and medical exercises should be coordinated by medical).

Recommendation approved. (Consent Calendar)

7. Develop scenarios of sufficient duration to **test and practice capabilities besides immediate tactical response** (e.g., prevention and recovery), as well as de-escalation techniques.

Recommendation approved. (Consent Calendar)

SWAT

8. **Exclude SWAT teams as such from UASI-funded training exercises**, recognizing that non-SWAT law enforcement frequently encounter and must be prepared for emergencies; that SWAT is disproportionately deployed to households of color and to serve warrants; and that SWAT has had disproportionate participation in UASI-funded exercises over 12 years.

Recommendation approved by majority vote, 3 -2. The majority opinion was that SWAT teams should not participate in UASI-funded exercises. The minority opinion was that SWAT teams should continue to participate given that SWAT serves an essential role in certain emergencies (e.g. mass shootings); furthermore, given the recommended improvements to the exercises (e.g. positive evaluation of life and de-escalation of violence), SWAT teams should receive this valuable training.

Snelson – no

Muñoz-Ramos – yes

Armstrong – no

Jones – yes

Lindsay-Poland – yes

9. **Eliminate the requirement that SWAT teams participate in UASI-funded exercises**, and encourage participation beyond SWAT team members, but leave the decision up to the participating jurisdiction.

Recommendation approved by majority vote, 3 -2. The majority opinion was that whether law enforcement participants are SWAT teams or not should be the decision of participating jurisdictions who best understand their individual training needs. The minority opinion was that SWAT be eliminated from exercises, making this approach unnecessary.

Snelson – yes

Muñoz-Ramos – no

Armstrong – yes

Jones – yes

Lindsay-Poland – no

10. **Re-design law enforcement portions of the exercise**, so that they are not SWAT deployment scenarios.

Recommendation approved by majority vote, 3 – 2. The majority opinion was that exercises for law enforcement emergency response should not be restricted to SWAT teams. The minority opinion was that the role of tactical teams should be determined by the BAUASI Training and Exercises

Workgroup, which is comprised of local, state, and federal subject matter experts responsible for aligning exercises with Homeland Security Goals & Objectives.

Snelson – no

Muñoz-Ramos – yes

Armstrong – no

Jones – yes

Lindsay-Poland – yes

Design Goal #4 Develop strategic recommendations for disaster prevention, response, recovery, preparedness, and resilience that should be implemented in Alameda County and the Bay Area region.

II. STRATEGIC ACTION

C. Evaluation

Rationale: The Urban Shield Task Force (USTF) concluded that UASI-funded exercises met the federal guidelines set out in the UASI grant, however, both **the Urban Shield Task Force and the Ad Hoc Committee acknowledged that UASI-funded exercises must take immediate steps to fully implement the whole community approach.**

To date there has been no standard evaluation (protocols or tools) to measure community resilience that local governments can use to evaluate gaps; accordingly, the Ad Hoc Committee recognized the need to **develop new approaches to measure the impact of UASI-funded exercises**, consistent with grant guidelines and Homeland Security compliance. The Committee discussed several options for evaluating UASI-funded exercises in Alameda County including collecting and analyzing data about participation, the impact of exercises in neighborhoods and communities, and overall emergency management effectiveness in the county.

The Ad Hoc Committee encourages work groups to **continue to conduct assessments and debriefs at the end of each UASI-funded exercise** that engages all the participating sectors. This inclusive approach provides opportunities to harvest the lessons while still fresh in everyone's mind and inform future planning efforts.

The Ad Hoc Committee also had a strong interest in ensuring that the evaluation process was more **open and transparent for the public**, including the process for vetting and selecting future evaluators.

The Ad Hoc Committee emphasized the need for Alameda County to utilize an **open and competitive vetting process to select an independent evaluator** for UASI-funded exercises.

The Ad Hoc Committee recommendations that follow will help ensure a more comprehensive and transparent evaluation process. **A current or newly formed oversight team could establish and implement these recommendations to help inform decisions** for the current and future UASI-funded exercises in Alameda County.

Approval
process:

Recommendations:

1. Ensure that evaluation and debrief teams include **assessment of respect demonstrated for community and non-law enforcement actors**, including those who exhibit leadership or knowledge of situations or of persons involved, when present.

Recommendation approved. (Consent Calendar)

2. Require that **evaluations of law enforcement include assessment of participants' compliance with best practices and their jurisdictions' policies and laws for Use of Force.**

Recommendation was approved by majority vote 3 – 1, with one abstention. In the majority opinion, exercises that practice the lethal use of force should never neglect assessing the participants' actual compliance with Use-of-Force policies, and that it is feasible to do so and worth the effort. In a minority opinion, Snelson cited the impracticality of assessing individual Use-of-Force policies for tactical teams given the variations in departmental policies and guidelines (32 participating teams and 36 scenarios); further exercises are designed to test the proficiency of tactical teams and their interaction with other teams, such as firefighters; finally, law enforcement's Use-of-Force policies are evaluated at the department level.

Snelson – no
Muñoz-Ramos – yes
Armstrong – abstain
Jones – yes
Lindsay-Poland – yes

3. Conduct **professionally facilitated debriefings of exercises and scenarios, with volunteers and other participants**, to elicit their observations and increase their understanding and report findings to scenario evaluation teams.

Recommendation was unanimously approved.

4. **Use an independent academic evaluator** to evaluate UASI-funded exercises in a manner consistent with the goals and strategic aims in this report and provide a final report to the public via the Board of Supervisors. No evaluator shall be used unless it implements and discloses to Alameda County a vetting process to exclude evaluators whose records may create a perception of inconsistency with the goals of the whole community preparedness, rewarding de-escalation tactics, transparency, and valuing of the survival of all persons.

Recommendation was unanimously approved.

5. Because participants in the exercise include law enforcement observers and evaluators, as well as competing teams, the **guidelines excluding participation from countries that violate human rights shall apply to evaluators and law enforcement observers as well as teams.**

Recommendation was approved by majority vote, 4 to 1. The majority opinion cited a similar requirement for U.S. foreign police aid that prohibits assistance (even human rights training) to any unit where there is credible information that its members have committed a gross human rights abuse, unless they have been brought to justice. Additionally, the majority noted that if, for this reason, foreign teams are excluded, then it's not likely that individuals from such countries would attend UASI-funded exercises. In a minority opinion, Snelson stated that law enforcement could include observers from nontactical units such as communications or public relations who may benefit from observing best practices.

Snelson - no
Muñoz-Ramos - yes
Armstrong- yes
Jones - yes
Lindsay-Poland – yes

Design Goal #4 Develop strategic recommendations for disaster prevention, response, recovery, preparedness, and resilience that should be implemented in Alameda County and the Bay Area region.

II. STRATEGIC ACTION

D. Project Management & Resources

Rationale: The Ad Hoc Committee recognizes a **critical need to expand the leadership role of non-law enforcement agencies and community members** in UASI-funded exercises to implement a whole community approach in our region. Further, the Ad Hoc Committee notes there must be diverse (identity, geography, and vulnerability) participation from all sectors of the community in designing, implementing, evaluating, and overseeing UASI-funded exercises.

Based on an extensive data collection and review process, the Ad Hoc Committee understands the potential benefit of **linking all County resources that deal with disaster preparedness** and redirecting these resources to support the design, implementation, and evaluation goals in this report. Additionally, the Committee recognizes that current County **resources to support emergency management and other services are insufficient.**

The Ad Hoc Committee strongly recommends that the Board of Supervisors take immediate action to **expand the pool of resources for emergency preparedness** by raising funds from foundations and governmental agencies and dedicating budgetary and staff resources to public health and social services agencies engaged in emergency management. Critical needs for our region include: (1) a comprehensive funding plan to access resources that help ensure marginalized communities and those with access and

functional needs are supported immediately following disasters and through long-term recovery; (2) an assessment of our current neighborhood networks and nonprofit organizations to determine what is needed at the neighborhood level before, during, and after disasters; (3) support for local organizations that should be involved in response and recovery in order to meet National preparedness goals, (4) equipment and supplies for training and emergency response.

The Ad Hoc Committee also expressed strong interest in **preventing private vendors from influencing how UASI-funded exercises are conducted** to field-test their equipment. This practice is not consistent with the guiding principles and goals contained in this report.

Approval
process:

Recommendations:

Management

1. **Extend the mandate of the Board of Supervisors' Ad Hoc Committee on Urban Area Security Initiative Program through February 28, 2020** to oversee implementation of recommendations approved by the Board of Supervisors, receive community input on UASI-funded exercises and other emergency preparedness programs, and make new recommendations, as necessary.

Recommendation approved. (Consent Calendar)

2. Create a **leadership team or standing committee**, consistent with Homeland Security grant requirements, with representatives designated by community-based organizations whose primary mission is to serve populations with access and functional needs: public health, fire, emergency managers, and law enforcement (the latter shall not be a majority of the committee). The committee should have responsibility and decision-making authority for planning, implementing, evaluating, scheduling and debriefing UASI-funded exercises in 2019 and subsequent years. The committee shall ensure that the **major components of any exercise are coordinated by the actual sectors** participating in that exercise (e.g., fire, medical). The leadership team shall **provide periodic reports on UASI-funded exercises to the Ad Hoc Committee and the Board of Supervisors** based on real-time input from community members, first responders, UASI and other key stakeholders.

Recommendation was unanimously approved.

3. Alameda County shall dedicate additional funds for the Health Care Service Agency and Social Services Agency to dedicate staff to participate in the planning, administration, coordination, and **implementation of disaster preparedness exercises**.

Recommendation approved by majority vote, 3 -1, with one abstention. The majority noted that additional involvement and resources are needed to carry out the recommendations in this report. Dissenting members considered this recommendation beyond the scope of the Ad Hoc Committee's charge.

Snelson - no
Muñoz-Ramos - yes
Armstrong- abstain
Jones - yes
Lindsay-Poland – yes

4. The amount of additional funds dedicated by the County to the Health Care Services Agency and Social Services Agency staffing for disaster preparedness exercises should **be approximately equivalent to County expenditures** on the 2018 UASI-funded exercise (approximately \$5 million as estimated in the Annex Estimate of Costs for Annual Urban Shield Exercises).

Recommendation approved by majority vote, 3 -2. The majority noted that additional involvement and resources are needed to carry out the recommendations in this report. Dissenting members considered this recommendation beyond the scope of the Ad Hoc Committee's charge.

Snelson - no
Muñoz-Ramos - yes
Armstrong- no
Jones - yes
Lindsay-Poland – yes

5. UASI-funded exercises should prioritize activities according to the likelihood and severity of respective disasters.

Recommendation was unanimously approved.

6. To fulfill recommendation #5 (prioritizing activities according to the likelihood and severity of respective disasters), the entity that implements these recommendations shall **compile a risk assessment**, which shall complement documents such as THIRA required under UASI. This assessment shall **highlight risks and capability gaps for those with access and functional needs**, and it will be conducted **through consultation with agencies and community-based organizations** that work with populations most at-risk in disasters.

Recommendation was approved by majority vote, 3 -1, with one abstention. The majority observed that the THIRA's methodology is opaque, and it is secret and not well understood even by UASI representatives. The majority indicated that a transparent assessment is needed to identify gaps in preparedness for groups with access and functional needs. The minority opinion was that this process was duplicative of the Threat and Hazard Identification and Risk Assessment (THIRA) and cost prohibitive. Snelson recommended that the Office of Functional Needs provide annual guidelines to the UASI Training & Exercises Work Group.

Snelson - no
Munoz-Ramos - yes
Armstrong- abstain
Jones - yes
Lindsay-Poland – yes

Resource Development

7. **Ensure that UASI funding** and other County resources dedicated to disaster preparedness **support the design goals and the evaluation processes** in these recommendations.

Recommendation was unanimously approved.

8. County departments, including **Public Health and Social Services, should apply for additional grants from multiple sources** to increase the County's capacity to coordinate emergency preparedness activities.

Recommendation was unanimously approved.

9. **Identify County departments to serve as a potential co-applicant and/or lead agency if the Alameda County Sheriff's office no longer assumes this role.**

Recommendation approved by majority vote. 4 – 1. Majority members noted that the Sheriff's Office stated that its continued coordination of the program is not certain. Additionally, the majority's view was that other county departments need to be involved in putting on UASI-funded exercises to build their capacity as well. Snelson indicated that BAUASI determined agency eligibility for its grant programs.

Snelson – no
Munoz-Ramos – yes
Armstrong – yes
Jones – yes
Lindsay-Poland – yes

Design Goal #4 Develop strategic recommendations for disaster prevention, response, recovery, preparedness, and resilience that should be implemented in Alameda County and the Bay Area region.

II. STRATEGIC ACTION

E. Definitions

Rationale: The Ad Hoc Committee requested **more information and clarity about terminology used in the guidelines adopted by the Board of Supervisors and Alameda County Sheriff's Office**. During our discussions, it was noted, for example, that surveillance technology was applied differently across sectors, stakeholder groups and participants in UASI-funded programs.

In March 2018, the Board of Supervisors requested that the Sheriff's Office **define key terms** used in the adopted guidelines, but this did not occur. For this reason, the Ad Hoc Committee emphasizes the importance of defining key terms so that everyone with an interest in UASI-funded exercises share **a mutual understanding of the full meaning and intent of the adopted guidelines**.

Approval
process:

Recommendation:

1. **An oversight committee (as described in Section II, D-1) or other body designated by the Board of Supervisors will define** the following terms in guidelines adopted by Board of Supervisors in 2017 (and other key terms identified by the committee): **“surveillance”; “racist stereotypes”; “human rights”; “crowd control”; “military language and appearance”; “prevention”; “recovery”; “de-escalation”; “vulnerable”; and “community members”.**

Recommendation was unanimously approved.

Design Goal #5 Identify the appropriate people, communities and institutions that should be a focus (target audiences and participants) of UASI grant applications in Alameda County (including who should be trained and for what purposes).

II. STRATEGIC ACTION

F . Community Engagement

Rationale:

The Ad Hoc Committee shares the belief that **community engagement is vital to filling gaps in emergency management that neither federal, state, or local governments can manage alone.** Cooperation with community helps to harness valuable resources including volunteers, information, and expertise that can reduce the impact in our county when disaster strikes.

The Ad Hoc Committee acknowledged that FEMA’s attempts to increase **volunteer capacity and fully implement the whole community approach have historically fallen short of expectations.** The Ad Hoc Committee reviewed recent evaluation data from UASI-funded Training & Exercises to **determine how effectively the whole community approach is being implemented in Alameda County** (e.g. CERT, Grey Command). Two key challenges were identified: (1) the lack of volunteers from communities with functional and access needs participating in UASI-funded Training & Exercises and, (2) the limited role of volunteers in UASI-funded Training & Exercises.

The Ad Hoc Committee intends for UASI-funded programs in Alameda County to **identify and target people and communities that should be a focus of UASI emergency preparedness exercises in Alameda County**, including who should be trained and for what purposes. The Ad Hoc Committee’s view is that priority should be given to working with the most vulnerable populations, including homeless, older adults, undocumented, physically disabled, mentally ill persons, and those with Limited English proficiency.

Approval
process:

Recommendations:

1. Those who coordinate UASI-funded exercises shall **develop an outreach strategy and invest resources to engage, empower and support** nonprofits, faith organizations and their constituencies in disaster preparedness programs. Such a strategy should be designed based on learning what community members know and how to best **engage community members in disaster preparedness activities** regardless of their legal or social status.

Recommendation was unanimously approved.

2. Alameda County should **fund a variety of agencies, including Public Health, Social Services Agency, and community-based organizations** such as Eden I&R, to conduct community outreach. If funding is available, the Public Health Department and Social Services Agency should **issue a Request for Proposals to develop and implement an outreach strategy.**

Recommendation was unanimously approved.

3. Develop and implement a clear/research-based, **accessible process for the community and press observations of the UASI-funded exercises.**

Recommendation was unanimously approved.

4. Create printed, posted, bulleted objectives with scenario information and make it available at every event (or at appropriate times before or after an event) so **observers can have an informed view of all exercises.**

Recommendation approved. (Consent Calendar)

5. Change the name of Urban Shield, rebrand UASI-funded exercises and **create outreach materials that consider all UASI program audiences, including those with functional and access needs.**

Recommendation approved. (Consent Calendar)

Design Goal #5 Identify the appropriate people, communities and institutions that should be a focus (target audiences and participants) of UASI-funded exercises in Alameda County, including who should be trained and for what purposes.

II. STRATEGIC ACTION

G. Expanding the role of community as first responders

Rationale: After a deep analysis of the region's response to the 1989 Loma Prieta earthquake, Bay Area emergency management organizations recognized that **community volunteers must participate as vital partners in every stage of disaster preparation and response** to meet Presidential Preparedness Goal 8, the National Preparedness Goal and align to the National Preparedness System.

Our **community is enriched by the participation and diverse knowledge of nearly 900 volunteers in UASI-funded exercises.** Although participation is growing, the Ad Hoc Committee acknowledged that **families, neighborhoods, and community organizations in Alameda County, who are often the first to respond during an emergency, have not been engaged in emergency preparedness at the levels needed** to enhance resiliency and security in our region. **Prepared residents can self-mobilize to help safeguard their families and neighbors** (e.g. provide medicine, first-aid, food, shelter, transportation) and support professional first-responders when they arrive.

Additionally, the Ad Hoc Committee had extensive discussions about the importance of **expanding the leadership role of community members** in UASI-funded exercises. The Ad Hoc Committee seeks to build the capacity of a diverse (identity, geography, and

vulnerability) **multicultural group of community volunteers during all phases of UASI-funded exercises** as well as partnerships between professional emergency responders and community volunteers to increase capabilities in the entire region.

Approval
process:

Recommendations:

1. Identify and engage community **volunteers who represent the diverse demographics, values, and attitudes** of the actual community of the impacted areas. Recommendation approved. (Consent Calendar)
2. **Provide an orientation to all participants** in UASI-funded exercises on the strategic aims, guiding principles and goals for disaster prevention, response, recovery, preparedness, and resilience programs in Alameda County and the Bay Area region.

Recommendation approved. (Consent Calendar)

3. Assign **community volunteers to active and responder lead roles** in disaster scenarios and not solely those of victims acting helpless or being harmed, as appropriate.

Recommendation approved. (Consent Calendar)

Design Goal #6 Develop criteria to weigh recommendations for the UASI grant application.

III. MONITORING AND COMPLIANCE

A. Approval and implementation process for UASI-funded programs

Rationale:

In its report to the Board of Supervisors the Ad Hoc Committee is seeking to **calibrate recommendations in this report to current and future UASI grant cycles**.

Additionally, the Ad Hoc Committee proposes criteria to **support all training and exercises personnel** (professional and volunteer) and to provide periodic updates to the Board of Supervisors, as requested, to ensure system-wide learning and accountability.

Approval
process:

Recommendations:

1. Utilize the following criteria for review and approval of grant applications and Memorandum of Understanding submitted by Alameda County to BAUASI and other emergency preparedness funding sources:
 - a. **Fidelity to the strategic aims, guiding principles and goals** contained in this report;
 - b. Focus on the **whole community approach**;
 - c. **Diversity** (identity, geography, and vulnerability) **of participation** in all phases of UASI-funded exercises; and;
 - d. **Role of non-law enforcement personnel and community** members in UASI-funded exercises as defined in this report.

Recommendation was unanimously approved.

2. Ensure that the strategic aims, goals, principles, guidelines, and other **recommendations of this committee are utilized as the framework for redesigning, implementing, and evaluating UASI-funded activities and incorporate**, as much as legally permissible, **into the Memorandum of Understanding** between Alameda County and Bay Area UASI in 2019 and future years.

Recommendation was approved by majority vote, 3 -1, with one abstention. The majority wants to ensure that the new strategic direction and actions outlined in this report are incorporated in the Memorandum of Understanding. The minority view is that checks and balances are provided through the Memorandum of Understanding which aligns with the Notice of Funding Opportunity (NOFO) and oversight could not supplant the approval authority of BAUASI.

Snelson – no
Munoz-Ramos – yes
Armstrong – abstain
Jones – yes
Lindsay-Poland – yes

Design Goal #7 Develop community accountability guidelines for the UASI program.

III. MONITORING AND COMPLIANCE

B. Accountability Guidelines

Rationale: To align emergency management with the whole of community approach required by FEMA, the Ad Hoc Committee proposes making the UASI-funded exercises in Alameda County more transparent to oversight and observation, while also ensuring confidentiality of community participants.

Approval
process:

Recommendations:

1. Revise current monitoring and compliance practices to address the following priorities:
 - a. Create mechanism(s) and process(es) to **include the whole community in the oversight of all UASI-funded programs** in Alameda County;
 - b. Increase transparency of UASI-funded exercises in Alameda County by **engaging the press and the public in all phases of emergency management**; and
 - c. Establish policies and processes to **ensure confidentiality of records and recordkeeping** for all community participants.

Recommendation approved. (Consent Calendar)

2. **Expand the scope of the Compliance Team** to address the recommendations contained in this report.

Recommendation was unanimously approved.

5 IMPLEMENTING THE WHOLE COMMUNITY APPROACH IN ALAMEDA COUNTY : KEY STRATEGIES FOR BUILDING COMMUNITY RESILIENCE IN EVERY NEIGHBORHOOD

The Ad Hoc Committee approved strategic actions for consideration by the Board of Supervisors that go beyond the scope of UASI-funded programs. These recommendations, which include agency coordination, staffing, and resource development, align directly to the Standardized Emergency Management Operations Plan. The Ad Hoc Committee hopes to provide a potential pathway to integrate the whole community approach into all County emergency management systems and to reliably build community resilience strategies that may one day serve as a model for our region and the nation.

Leadership

- Extend the mandate of the Board of Supervisors’ Ad Hoc Committee on Urban Area Security Initiative Program through February 28, 2020 to oversee implementation of recommendations approved by the Board of Supervisors, receive community input on UASI-funded exercises and other emergency preparedness programs, and make new recommendations, as necessary.

Funding

- Alameda County shall dedicate additional funds for the Health Care Service Agency and Social Services Agency to dedicate staff to participate in the planning, administration, coordination, and implementation of disaster preparedness exercises.
- The amount of additional funds dedicated by the County to the Health Care Services Agency and Social Services Agency staffing for disaster preparedness exercises should be approximately equivalent to County expenditures on the 2018 UASI-funded exercise (approximately \$5 million as estimated in the Annex Estimate of Costs for Annual Urban Shield Exercises).
- The Board of Supervisors should ensure that UASI funding and other County resources dedicated to disaster preparedness support the design goals and the evaluation processes in these recommendations.
- County departments, including Public Health and Social Services, should apply for additional grants from multiple sources to increase the County’s capacity to coordinate emergency preparedness activities.

APPENDIX A – MASTER LIST OF RECOMMENDATIONS

Below is a master list of recommendations approved by the Ad Hoc Committee. Once approved, the Board of Supervisors will need to initiate steps to engage other agencies, partners, or approval authorities to move these recommendations to full implementation.

STRATEGIC DIRECTION		
1.	UASI-funded exercises and other emergency preparedness activities in Alameda County should promote a culture of readiness, with measurable and sustainable goals, that serve as an example to the region and to the nation.	Unanimous
2.	UASI-funded exercises in Alameda County should be based on the whole community approach and focus on and support community-wide preparedness.	Unanimous
3.	Every neighborhood and community in Alameda County should be ready when disaster strikes. Our measure of readiness will incorporate access and functional needs in all phases of UASI-funded exercises.	Unanimous
4.	UASI-funded exercises should build neighborhood resilience through equitable engagements with residents, professional first responders, emergency manager practitioners, nonprofits, faith-based organizations, and other government agencies and community leaders.	Unanimous
5.	UASI-funded exercises should be designed, implemented, and evaluated based on the whole community approach that is suitable for our region.	Unanimous
6.	UASI-funded exercises should prioritize activities according to the likelihood and severity of respective disasters, in addition to gaps in preparation for those emergencies, with special attention to risks from earthquakes and fires and the mass displacement of people that may result.	4 – 1
7.	UASI-funded activities should focus on preparedness for neighborhoods and communities, addressing access and functional needs, and should prioritize activities that address the needs of the most vulnerable populations, for example, homeless, older adults, undocumented, physically disabled, mentally ill persons, immigrants, and those with limited English proficiency.	4 – 1
8.	UASI-funded resources should build capacity in Alameda County and the Bay Area UASI region for the prevention of and recovery from critical emergencies.	Unanimous
9.	UASI-funded personnel should be proactive in their approach to working with volunteers on every level and to harvesting the knowledge of diverse communities in the San Francisco Bay Area, other UASI programs, and other regions in the country.	Unanimous

10.	Agencies and organizations participating in or observing UASI-funded training and exercises should respect the confidentiality and rights of all community members.	Unanimous
11.	UASI-funded exercises should foster cooperation within and between agencies and jurisdictions.	Unanimous
12.	Exercises should be sensitive to community concerns related to militarized law enforcement, including military language and appearance. Exercises should not express or reinforce law enforcement tactics that prioritize the use of force or protocols for armed conflict over other means for addressing conflict in civilian contexts. (Militarization does not refer to defensive equipment such as helmets or protective vests, unless specifically made to appear military (i.e. by using jungle camouflage).	Unanimous
13.	UASI-funded exercises and public-private partnerships should be designed, implemented, and evaluated to prioritize public safety and emergency preparedness goals and gaps over private-sector interests, including those of vendors and donors.	Unanimous
14.	All scenarios will value the sanctity of life and survival of all persons, including suspects, in addition to valuing the survival of those who may be under threat by suspects.	Unanimous
15.	Community Empowerment: Build the capacity of vulnerable populations to have an authentic and meaningful voice in the planning, implementation, and evaluation of UASI-funded exercises.	Unanimous
16.	Community Engagement and Participation: Appropriately engage the leadership, capacity, and whole membership of diverse populations in our region in all phases of the UASI-funded exercises.	Unanimous
17.	Community Outreach: Develop and implement a research-based, culturally competent outreach plan that both informs the public and encourages community participation in UASI-funded exercises within the region.	Unanimous
18.	<p>Project Management/Oversight:</p> <ul style="list-style-type: none"> a. Involve a broad cross-section of the community in planning, implementing, and evaluating UASI-funded exercises. b. Adopt policies and procedures that promote transparency and accountability at all levels. c. Schedule training exercises based on need, capacity, anticipated heavy operational periods and in ways that are sensitive to community concerns such as the 9/11 anniversary. 	<p>a – b, Unanimous</p> <p>c, 4 - 1</p>

19.	Leadership: Seek to be a model of disaster preparedness that continually learns from and is useful to other communities.	Unanimous
STRATEGIC ACTION		
20.	Develop new guidelines for designing, implementing, and evaluating UASI-funded exercises that focus on de-escalation and law-enforcement's role in prevention and recovery as well as response.	Unanimous
21.	Balance the focus of UASI-funded exercises between prevention, protection mitigation, response, and recovery.	Unanimous
22.	Establish objectives for all scenarios first and design scenarios to meet those objectives.	Unanimous
23.	Conduct mock evacuation exercises.	Unanimous
24.	Eliminate the vendor show from the UASI-funded exercises.	3 – 2
25.	Eliminate the competition aspect of UASI-funded exercises, while retaining standards-based evaluation of participants.	3 – 2
26.	All law-enforcement scenarios shall include in the assessment criteria the participant's capacity for de-escalation of violence.	Unanimous
27.	Conduct training and exercises that prepare agency personnel who are likely to respond to disasters but may not be dedicated disaster-response personnel.	Unanimous
28.	Build in and provide leadership roles for community and service agencies in planning, implementation, participation, and evaluation of those exercises that do not involve law enforcement participation.	Unanimous
29.	Appoint representatives to the group setting priorities for UASI-training and exercises from public health, social service, and housing agencies, as well as CBOs that work directly with populations most at-risk in disasters, for example, homeless, older adults, undocumented, physically disabled, mentally ill persons, immigrants, and those with limited English proficiency within the BAUASI area.	Unanimous
30.	Involve various law enforcement personnel in UASI-funded exercises including patrol, detective, and other units.	4 – 1
31.	Require that the amount of time in scenarios for non-law enforcement disciplines be as much if not more than that for law enforcement teams.	3 – 2

32.	Require that the major components of any exercise are coordinated by the actual sectors participating in that exercise (e.g., fire exercises should be coordinated by fire and medical exercises should be coordinated by medical).	Unanimous
33.	Develop scenarios of sufficient duration to test and practice capabilities besides immediate tactical response (e.g., prevention and recovery), as well as de-escalation techniques.	Unanimous
34.	Exclude SWAT teams as such from UASI-funded training exercises, recognizing that non-SWAT law enforcement frequently encounter and must be prepared for emergencies; that SWAT is disproportionately deployed to households of color and to serve warrants; and that SWAT have had disproportionate participation in UASI-funded exercises over 12 years.	3 – 2
35.	Eliminate the requirement that SWAT teams participate in UASI-funded exercises, and encourage participation beyond SWAT Team members, but leave the decision up to the participating jurisdiction.	3 – 2
36.	Re-design law enforcement portions of the exercise, so that they are not SWAT deployment scenarios.	3 – 2
37.	Ensure that evaluation and debrief teams include assessment of respect demonstrated for community and non-law enforcement actors, including those who exhibit leadership or knowledge of situations or of persons involved, when present.	Unanimous
38.	Require that evaluations of law enforcement include assessment of participants' compliance with best practices and their jurisdictions' policies and laws for use of force.	3 – 1 1 abstention
39.	Conduct professionally facilitated debriefings of exercises and scenarios, with volunteers and other participants, to elicit their observations and increase their understanding and report findings to scenario evaluation teams.	Unanimous
40.	Use an independent academic evaluator to evaluate UASI-funder exercises in a manner consistent with the goals and strategic aims in this report and provide a final report to the public via the Board of Supervisors. No evaluator shall be used unless it implements and discloses to Alameda County a vetting process to exclude evaluators whose records may create a perception of inconsistency with the goals of the whole community preparedness, rewarding de-escalation tactics, transparency, and valuing of the survival of all persons.	Unanimous
41.	Because participants in the exercise include law enforcement observers and evaluators, as well as competing teams, the guidelines excluding	4 – 1

	participation from countries that violate human rights shall apply to evaluators and law enforcement observers as well as teams.	
42.	Extend the mandate of the Board of Supervisors' Ad Hoc Committee on Urban Area Security Initiative Program through February 28, 2020 to oversee implementation of recommendations approved by the Board of Supervisors, receive community input on UASI-funded exercises and other emergency preparedness programs, and make new recommendations, as necessary.	Unanimous
43.	Create a leadership team or standing committee, consistent with Homeland Security grant requirements, with representatives designated by community-based organizations whose primary mission is to serve populations with access and functional needs: public health, fire, emergency managers, and law enforcement (the latter shall not be a majority of the committee). The committee should have responsibility and decision-making authority for planning, implementing, evaluating, scheduling and debriefing UASI-funded exercises in 2019 and subsequent years. The committee shall ensure that the major components of any exercise are coordinated by the actual sectors participating in that exercise (e.g., fire, medical). The leadership team shall provide periodic reports on UASI-funded exercises to the Ad Hoc Committee and the Board of Supervisors based on real-time input from community members, first responders, UASI and other key stakeholders.	Unanimous
44.	Alameda County shall dedicate additional funds for the Health Care Service Agency and Social Services Agency to dedicate staff to participate in the planning, administration, coordination, and implementation of disaster preparedness exercises.	3 – 1 1 abstention
45.	The amount of additional funds dedicated by the County to the Health Care Services Agency and Social Services Agency staffing for disaster preparedness exercises should be approximately equivalent to County expenditures on the 2018 UASI-funded exercise (approximately \$5 million as estimated in the Annex Estimate of Costs for Annual Urban Shield Exercises).	3 – 2
46.	UASI-funded exercises should prioritize activities according to the likelihood and severity of respective disasters.	Unanimous
47.	To fulfill recommendation #5 (prioritizing activities according to the likelihood and severity of respective disasters), the entity that implements these recommendations shall compile a risk assessment, which shall complement documents such as THIRA required under UASI. This assessment shall highlight risks and capability gaps for those with access and functional needs, and it will be conducted through consultation with agencies and community-based organizations that work with populations most at-risk in disasters.	3 – 1 1 abstention

48.	Ensure that UASI funding and other County resources dedicated to disaster preparedness support the design goals and the evaluation processes in these recommendations.	Unanimous
49.	County departments, including Public Health and Social Services, should apply for additional grants from multiple sources to increase the County's capacity to coordinate emergency preparedness activities.	Unanimous
50.	Identify County departments to serve as a potential co-applicant and/or lead agency if the Alameda County Sheriff's office no longer assumes this role.	4 – 1
51.	An oversight committee (as described in Section II, D-1) or other body designated by the Board of Supervisors will define the following terms in guidelines adopted by Board of Supervisors in 2017: "surveillance"; "racist stereotypes"; "human rights"; "crowd control"; "military language and appearance"; "prevention"; "recovery"; "de-escalation"; "vulnerable"; and "community members".	Unanimous
52.	Those who coordinate UASI-funded exercises shall develop an outreach strategy and invest resources to engage, empower and support nonprofits, faith organizations and their constituencies in disaster preparedness programs. Such a strategy should be designed based on learning what community members know and how to best engage community members in disaster preparedness activities regardless of their legal or social status.	Unanimous
53.	Alameda County should fund a variety of agencies, including Public Health, Social Services Agency, and community-based organizations such as Eden I&R, to conduct community outreach. If funding is available, the Public Health Department and Social Services Agency should issue a Request for Proposals to develop and implement an outreach strategy.	Unanimous
54.	Develop and implement a clear/research-based, accessible process for the community and press observations of the UASI-funded exercises.	Unanimous
55.	Create printed, posted, bulleted objectives with scenario information and make it available at every event (or at appropriate times before or after an event) so observers can have an informed view of all exercises.	Unanimous
56.	Change the name of Urban Shield, rebrand UASI-funded exercises and create outreach materials that take into account all UASI program audiences, including those with functional and access needs.	Unanimous
57.	Identify and engage community volunteers who represent the diverse demographics, values, and attitudes of the actual community of the impacted areas.	Unanimous

58.	Provide an orientation to all participants in UASI-funded exercises on the strategic aims, guiding principles and goals for disaster prevention, response, recovery, preparedness, and resilience programs in Alameda County and the Bay Area region.	Unanimous
59.	Assign community volunteers to active and responder lead roles in disaster scenarios and not solely those of victims acting helpless or being harmed, as appropriate.	Unanimous
MONITORING AND COMPLIANCE		
60.	Utilize the following criteria for review and approval of grant applications and Memorandum of Understanding submitted by Alameda County to BAUASI and other emergency preparedness funding sources: <ul style="list-style-type: none"> a. Fidelity to the strategic aims, guiding principles and goals contained in this report; b. Focus on the whole community approach; c. Diversity (identity, geography, and vulnerability) of participation in all phases of UASI-funded exercises; and d. Role of non-law enforcement personnel and community members in UASI-funded exercises as defined in this report. 	Unanimous
61.	Ensure that the strategic aims, goals, principles, guidelines, and other recommendations of this committee are utilized as the framework for redesigning, implementing, and evaluating UASI-funded activities and incorporated, as much as is legally permissible, into the Memorandum of Understanding between Alameda County and Bay Area UASI in 2019 and future years.	3 – 1
62.	Revise current monitoring and compliance practices to address the following priorities: <ul style="list-style-type: none"> a. Create mechanism(s) and process(es) to include the whole community in the oversight of all UASI-funded programs in Alameda County; b. Increase transparency of UASI-funded exercises in Alameda County by engaging the press and the public in all phases of emergency management; and c. Establish policies and processes to ensure confidentiality of records and recordkeeping for all community participants. 	Unanimous
63.	Expand the scope of the Compliance Team to address the recommendations contained in this report.	Unanimous

APPENDIX B – RECOMMENDATIONS BY LEVEL OF APPROVAL

Below is a master list of recommendations approved by the Ad Hoc Committee by level of approval. Of these 70% were unanimously approved, 12% received 4 votes, and 4% received 3 votes.

Unanimously Approved	
1.	UASI-funded exercises and other emergency preparedness activities in Alameda County should promote a culture of readiness, with measurable and sustainable goals, that serve as an example to the region and to the nation.
2.	UASI-funded exercises in Alameda County should be based on the whole community approach and focus on and support community-wide preparedness.
3.	Every neighborhood and community in Alameda County should be ready when disaster strikes. Our measure of readiness will incorporate access and functional needs in all phases of UASI-funded exercises.
4.	UASI-funded exercises should build neighborhood resilience through equitable engagements with residents, professional first responders, emergency manager practitioners, nonprofits, faith-based organizations, and other government agencies and community leaders.
5.	UASI-funded exercises should be designed, implemented, and evaluated based on the whole community approach that is suitable for our region.
8.	UASI-funded resources should build capacity in Alameda County and the Bay Area UASI region for the prevention of and recovery from critical emergencies.
9.	UASI-funded personnel should be proactive in their approach to working with volunteers on every level and to harvesting the knowledge of diverse communities in the San Francisco Bay Area, other UASI programs, and other regions in the country.
10.	Agencies and organizations participating in or observing UASI-funded training and exercises should respect the confidentiality and rights of all community members.
11.	UASI-funded exercises should foster cooperation within and between agencies and jurisdictions.
12.	Exercises should be sensitive to community concerns related to militarized law enforcement, including military language and appearance. Exercises should not express or reinforce law enforcement tactics that prioritize the use of force or protocols for armed conflict over other means for addressing conflict in civilian contexts. (Militarization does not refer to defensive equipment such as helmets or protective vests, unless specifically made to appear military (i.e. by using jungle camouflage).
13.	UASI-funded exercises and public-private partnerships should be designed, implemented, and evaluated to prioritize public safety and emergency preparedness goals and gaps over private-sector interests, including those of vendors and donors.

14.	All scenarios will value the sanctity of life and survival of all persons, including suspects, in addition to valuing the survival of those who may be under threat by suspects.
15.	Community Empowerment: Build the capacity of vulnerable populations to have an authentic and meaningful voice in the planning, implementation, and evaluation of UASI-funded exercises.
16.	Community Engagement and Participation: Appropriately engage the leadership, capacity, and whole membership of diverse populations in our region in all phases of the UASI-funded exercises.
17.	Community Outreach: Develop and implement a research-based, culturally competent outreach plan that both informs the public and encourages community participation in UASI-funded exercises within the region.
18.	Project Management/Oversight: <ul style="list-style-type: none"> a. Involve a broad cross-section of the community in planning, implementing, and evaluating UASI-funded exercises. b. Adopt policies and procedures that promote transparency and accountability at all levels.
19.	Leadership: Seek to be a model of disaster preparedness that continually learns from and is useful to other communities.
20.	Develop new guidelines for designing, implementing, and evaluating UASI-funded exercises that focus on de-escalation and law-enforcement's role in prevention and recovery as well as response.
21.	Balance the focus of UASI-funded exercises between prevention, protection mitigation, response, and recovery.
22.	Establish objectives for all scenarios first and design scenarios to meet those objectives.
23.	Conduct mock evacuation exercises.
26.	All law-enforcement scenarios shall include in the assessment criteria the participant's capacity for de-escalation of violence.
27.	Conduct training and exercises that prepare agency personnel who are likely to respond to disasters but may not be dedicated disaster-response personnel.
28.	Build in and provide leadership roles for community and service agencies in planning, implementation, participation, and evaluation of those exercises that do not involve law enforcement participation.
29.	Appoint representatives to the group setting priorities for UASI-training and exercises from public health, social service, and housing agencies, as well as CBOs that work directly with populations most at-risk in disasters, for example, homeless, older adults, undocumented, physically disabled, mentally ill persons, immigrants, and those with limited English proficiency within the BAUASI area.

32.	Require that the major components of any exercise are coordinated by the actual sectors participating in that exercise (e.g., fire exercises should be coordinated by fire and medical exercises should be coordinated by medical).
33.	Develop scenarios of sufficient duration to test and practice capabilities besides immediate tactical response (e.g., prevention and recovery), as well as de-escalation techniques.
37.	Ensure that evaluation and debrief teams include assessment of respect demonstrated for community and non-law enforcement actors, including those who exhibit leadership or knowledge of situations or of persons involved, when present.
39.	Conduct professionally facilitated debriefings of exercises and scenarios, with volunteers and other participants, to elicit their observations and increase their understanding and report findings to scenario evaluation teams.
40.	Use an independent academic evaluator to evaluate UASI-funder exercises in a manner consistent with the goals and strategic aims in this report and provide a final report to the public via the Board of Supervisors. No evaluator shall be used unless it implements and discloses to Alameda County a vetting process to exclude evaluators whose records may create a perception of inconsistency with the goals of the whole community preparedness, rewarding de-escalation tactics, transparency, and valuing of the survival of all persons.
42.	Extend the mandate of the Board of Supervisors' Ad Hoc Committee on Urban Area Security Initiative Program through February 28, 2020 to oversee implementation of recommendations approved by the Board of Supervisors, receive community input on UASI-funded exercises and other emergency preparedness programs, and make new recommendations, as necessary.
43.	Create a leadership team or standing committee, consistent with Homeland Security grant requirements, with representatives designated by community-based organizations whose primary mission is to serve populations with access and functional needs: public health, fire, emergency managers, and law enforcement (the latter shall not be a majority of the committee). The committee should have responsibility and decision-making authority for planning, implementing, evaluating, scheduling and debriefing UASI-funded exercises in 2019 and subsequent years. The committee shall ensure that the major components of any exercise are coordinated by the actual sectors participating in that exercise (e.g., fire, medical). The leadership team shall provide periodic reports on UASI-funded exercises to the Ad Hoc Committee and the Board of Supervisors based on real-time input from community members, first responders, UASI and other key stakeholders.
46.	UASI-funded exercises should prioritize activities according to the likelihood and severity of respective disasters.
48.	Ensure that UASI funding and other County resources dedicated to disaster preparedness support the design goals and the evaluation processes in these recommendations.
49.	County departments, including Public Health and Social Services, should apply for additional grants from multiple sources to increase the County's capacity to coordinate emergency preparedness activities.

51.	An oversight committee (as described in Section II, D-1) or other body designated by the Board of Supervisors will define the following terms in guidelines adopted by Board of Supervisors in 2017: “surveillance”; “racist stereotypes”; “human rights”; “crowd control”; “military language and appearance”; “prevention”; “recovery”; “de-escalation”; “vulnerable”; and “community members”.
52.	Those who coordinate UASI-funded exercises shall develop an outreach strategy and invest resources to engage, empower and support nonprofits, faith organizations and their constituencies in disaster preparedness programs. Such a strategy should be designed based on learning what community members know and how to best engage community members in disaster preparedness activities regardless of their legal or social status.
53.	Alameda County should fund a variety of agencies, including Public Health, Social Services Agency, and community-based organizations such as Eden I&R, to conduct community outreach. If funding is available, the Public Health Department and Social Services Agency should issue a Request for Proposals to develop and implement an outreach strategy.
54.	Develop and implement a clear/research-based, accessible process for the community and press observations of the UASI-funded exercises.
55.	Create printed, posted, bulleted objectives with scenario information and make it available at every event (or at appropriate times before or after an event) so observers can have an informed view of all exercises.
56.	Change the name of Urban Shield, rebrand UASI-funded exercises and create outreach materials that take into account all UASI program audiences, including those with functional and access needs.
57.	Identify and engage community volunteers who represent the diverse demographics, values, and attitudes of the actual community of the impacted areas.
58.	Provide an orientation to all participants in UASI-funded exercises on the strategic aims, guiding principles and goals for disaster prevention, response, recovery, preparedness, and resilience programs in Alameda County and the Bay Area region.
59.	Assign community volunteers to active and responder lead roles in disaster scenarios and not solely those of victims acting helpless or being harmed, as appropriate.
60.	Utilize the following criteria for review and approval of grant applications and Memorandum of Understanding submitted by Alameda County to BAUASI and other emergency preparedness funding sources: <ul style="list-style-type: none"> a. Fidelity to the strategic aims, guiding principles and goals contained in this report; b. Focus on the whole community approach c. Diversity (identity, geography, and vulnerability) of participation in all phases of UASI-funded exercises; and d. Role of non-law enforcement personnel and community members in UASI-funded exercises as defined in this report.

62.	Revise current monitoring and compliance practices to address the following priorities: <ul style="list-style-type: none"> a. Create mechanism(s) and process(es) to include the whole community in the oversight of all UASI-funded programs in Alameda County; b. Increase transparency of UASI-funded exercises in Alameda County by engaging the press and the public in all phases of emergency management; and c. Establish policies and processes to ensure confidentiality of records and recordkeeping for all community participants.
63.	Expand the scope of the Compliance Team to address the recommendations contained in this report.

Approved by majority vote (4)	
6.	UASI-funded exercises should prioritize activities according to the likelihood and severity of respective disasters, in addition to gaps in preparation for those emergencies, with special attention to risks from earthquakes and fires and the mass displacement of people that may result.
7.	UASI-funded activities should focus on preparedness for neighborhoods and communities, addressing access and functional needs, and should prioritize activities that address the needs of the most vulnerable populations, for example, homeless, older adults, undocumented, physically disabled, mentally ill persons, immigrants, and those with limited English proficiency.
18.	Project Management/Oversight: <ul style="list-style-type: none"> c. Schedule training exercises based on need, capacity, anticipated heavy operational periods and in ways that are sensitive to community concerns such as the 9/11 anniversary.
30.	Involve various law enforcement personnel in UASI-funded exercises including patrol, detective, and other units.
41.	Because participants in the exercise include law enforcement observers and evaluators, as well as competing teams, the guidelines excluding participation from countries that violate human rights shall apply to evaluators and law enforcement observers as well as teams.
50.	Identify County departments to serve as a potential co-applicant and/or lead agency if the Alameda County Sheriff's office no longer assumes this role.

Approved by majority vote (3)	
24.	Eliminate the vendor show from the UASI-funded exercises.
25.	Eliminate the competition aspect of UASI-funded exercises, while retaining standards-based evaluation of participants.

31.	Require that the amount of time in scenarios for non-law enforcement disciplines be as much if not more than that for law enforcement teams.
34.	Exclude SWAT teams as such from UASI-funded training exercises, recognizing that non-SWAT law enforcement frequently encounter and must be prepared for emergencies; that SWAT is disproportionately deployed to households of color and to serve warrants; and that SWAT have had disproportionate participation in UASI-funded exercises over 12 years.
35.	Eliminate the requirement that SWAT teams participate in UASI-funded exercises, and encourage participation beyond SWAT Team members, but leave the decision up to the participating jurisdiction.
36.	Re-design law enforcement portions of the exercise, so that they are not SWAT deployment scenarios.
38.	Require that evaluations of law enforcement include assessment of participants' compliance with best practices and their jurisdictions' policies and laws for use of force.
44.	Alameda County shall dedicate additional funds for the Health Care Service Agency and Social Services Agency to dedicate staff to participate in the planning, administration, coordination, and implementation of disaster preparedness exercises.
45.	The amount of additional funds dedicated by the County to the Health Care Services Agency and Social Services Agency staffing for disaster preparedness exercises should be approximately equivalent to County expenditures on the 2018 UASI-funded exercise (approximately \$5 million as estimated in the Annex Estimate of Costs for Annual Urban Shield Exercises).
47.	To fulfill recommendation #5 (prioritizing activities according to the likelihood and severity of respective disasters), the entity that implements these recommendations shall compile a risk assessment, which shall complement documents such as THIRA required under UASI. This assessment shall highlight risks and capability gaps for those with access and functional needs, and it will be conducted through consultation with agencies and community-based organizations that work with populations most at-risk in disasters.
61.	Ensure that the strategic aims, goals, principles, guidelines, and other recommendations of this committee are utilized as the framework for redesigning, implementing, and evaluating UASI-funded activities and incorporated, as much as is legally permissible, into the Memorandum of Understanding between Alameda County and Bay Area UASI in 2019 and future years.

APPENDIX C – PRESENTATIONS & SUPPORTING DOCUMENTATION

September 21, 2018

Brown Act Guidelines
UASI Overview
Urban Shield Task Force Report
[Transcript of BOS discussion on Urban Shield](#)
[Urban Shield Task Force Summary](#)
[Vallel ltr ad hoc UASI grant](#)

October 4, 2018

Presentation on the “Scope & Role of the Bay Area UASI”

Presenters:

- **Craig Dziedzic**, General Manager, Bay Area Urban Area Security Initiative
- **Catherine Spaulding**, Assistant General Manager
- **Tristan Levardo**, Chief Financial Officer
- **Corinne Bartshire**, Project Manager
- **Shawn Sexton**, Project Manager

[Emergency Operations Plan](#)
[Scope of Bay Area UASI](#)
[SSA Disaster Preparedness](#)
[Urban Shield Non Participant Costs](#)

October 19, 2018

Presentation on “Alameda County Emergency Management Information”

Presenters:

- **Michael Osborn**, Disaster Preparedness Coordinator, Social Services Agency:
Presentation on Alameda County [Social Services Agency Disaster/Emergency Preparedness Program](#):
An Overview of the Program Components and Structure
- **Paul Hess**, Emergency Services Supervisors, Office of Emergency Services, Alameda County Sheriff’s Office: Presentation on the 2018 UASI Yellow Command
- **Zerlyn Ladua**, Public Health Systems Preparedness and Response Director, Public Health Department, Health Care Services Agency: Presentation on Alameda County Health Care Service Preparedness and Emergency Management activities

Presentation on “Community-Led Preparedness to Prevent, Respond to, and Recover from Disasters”

Presenters:

- **Amber Akemi Piatt**, Public Health Justice Collective
- **John Lindsay-Poland**, American Friends Service Committee
[Community-Led Preparedness](#)

November 5, 2018

Presentation on FEMA's "Whole Community Approach" and the "UASI Compliance Team Report"

Presenters:

- **Ana-Marie Jones**, Ad Hoc Committee member, Chief Resiliency Officer, Interpro, and former Executive Director, Collaborating Agencies Responding to Disasters (CARD) presented on [FEMA's Whole Community Approach](#)
- Commander **Shawn Sexton**, Bay Area UASI, Project Manager and Regional Training and Exercise Compliance Team Project Coordinator, Alameda County Sheriff's Office and Deputy Chief Abe Roman, City of Berkeley Fire Department presented on [UASI Compliance Team Report](#)

January 31, 2019

John Lindsay-Poland, American Friends Service Committee contributed "Annex: Estimated Costs for annual Urban Shield exercise" showing his cost assessment.

[Estimated Costs](#)

Unanimously Approved	
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2.	UASI-funded exercises in Alameda County should be based on the whole community approach and focus on and support community-wide preparedness.
3.	Every neighborhood and community in Alameda County should be ready when disaster strikes. Our measure of readiness will incorporate access and functional needs in all phases of UASI-funded exercises.
4.	UASI-funded exercises should build neighborhood resilience through equitable engagements with residents, professional first responders, emergency manager practitioners, nonprofits, faith-based organizations, and other government agencies and community leaders.
5.	UASI-funded exercises should be designed, implemented, and evaluated based on the whole community approach that is suitable for our region.
8.	UASI-funded resources should build capacity in Alameda County and the Bay Area UASI region for the prevention of and recovery from critical emergencies.
9.	UASI-funded personnel should be proactive in their approach to working with volunteers on every level and to harvesting the knowledge of diverse communities in the San Francisco Bay Area, other UASI programs, and other regions in the country.
10.	Agencies and organizations participating in or observing UASI-funded training and exercises should respect the confidentiality and rights of all community members.
11.	UASI-funded exercises should foster cooperation within and between agencies and jurisdictions.
12.	Exercises should be sensitive to community concerns related to militarized law enforcement, including military language and appearance. Exercises should not express or reinforce law enforcement tactics that prioritize the use of force or protocols for armed conflict over other means for addressing conflict in civilian contexts. (Militarization does not refer to defensive equipment such as helmets or protective vests, unless specifically made to appear military (i.e. by using jungle camouflage).
13.	UASI-funded exercises and public-private partnerships should be designed, implemented, and evaluated to prioritize public safety and emergency preparedness goals and gaps over private-sector interests, including those of vendors and donors.
14.	All scenarios will value the sanctity of life and survival of all persons, including suspects, in addition to valuing the survival of those who may be under threat by suspects.
15.	Community Empowerment: Build the capacity of vulnerable populations to have an authentic and meaningful voice in the planning, implementation, and evaluation of UASI-funded exercises.

16.	Community Engagement and Participation: Appropriately engage the leadership, capacity, and whole membership of diverse populations in our region in all phases of the UASI-funded exercises.
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28.	Build in and provide leadership roles for community and service agencies in planning, implementation, participation, and evaluation of those exercises that do not involve law enforcement participation.
29.	Appoint representatives to the group setting priorities for UASI-training and exercises from public health, social service, and housing agencies, as well as CBOs that work directly with populations most at-risk in disasters, for example, homeless, older adults, undocumented, physically disabled, mentally ill persons, immigrants, and those with limited English proficiency within the BAUASI area.
32.	Require that the major components of any exercise are coordinated by the actual sectors participating in that exercise (e.g., fire exercises should be coordinated by fire and medical exercises should be coordinated by medical).

33.	Develop scenarios of sufficient duration to test and practice capabilities besides immediate tactical response (e.g., prevention and recovery), as well as de-escalation techniques.
37.	Ensure that evaluation and debrief teams include assessment of respect demonstrated for community and non-law enforcement actors, including those who exhibit leadership or knowledge of situations or of persons involved, when present.
39.	Conduct professionally facilitated debriefings of exercises and scenarios, with volunteers and other participants, to elicit their observations and increase their understanding and report findings to scenario evaluation teams.
40.	Use an independent academic evaluator to evaluate UASI-funder exercises in a manner consistent with the goals and strategic aims in this report and provide a final report to the public via the Board of Supervisors. No evaluator shall be used unless it implements and discloses to Alameda County a vetting process to exclude evaluators whose records may create a perception of inconsistency with the goals of the whole community preparedness, rewarding de-escalation tactics, transparency, and valuing of the survival of all persons.
42.	Extend the mandate of the Board of Supervisors' Ad Hoc Committee on Urban Area Security Initiative Program through February 28, 2020 to oversee implementation of recommendations approved by the Board of Supervisors, receive community input on UASI-funded exercises and other emergency preparedness programs, and make new recommendations, as necessary.
43.	Create a leadership team or standing committee, consistent with Homeland Security grant requirements, with representatives designated by community-based organizations whose primary mission is to serve populations with access and functional needs: public health, fire, emergency managers, and law enforcement (the latter shall not be a majority of the committee). The committee should have responsibility and decision-making authority for planning, implementing, evaluating, scheduling and debriefing UASI-funded exercises in 2019 and subsequent years. The committee shall ensure that the major components of any exercise are coordinated by the actual sectors participating in that exercise (e.g., fire, medical). The leadership team shall provide periodic reports on UASI-funded exercises to the Ad Hoc Committee and the Board of Supervisors based on real-time input from community members, first responders, UASI and other key stakeholders.
46.	UASI-funded exercises should prioritize activities according to the likelihood and severity of respective disasters.
48.	Ensure that UASI funding and other County resources dedicated to disaster preparedness support the design goals and the evaluation processes in these recommendations.
49.	County departments, including Public Health and Social Services, should apply for additional grants from multiple sources to increase the County's capacity to coordinate emergency preparedness activities.
51.	An oversight committee (as described in Section II, D-1) or other body designated by the Board of Supervisors will define the following terms in guidelines adopted by Board of Supervisors in 2017:

	“surveillance”; “racist stereotypes”; “human rights”; “crowd control”; “military language and appearance”; “prevention”; “recovery”; “de-escalation”; “vulnerable”; and “community members”.
52.	Those who coordinate UASI-funded exercises shall develop an outreach strategy and invest resources to engage, empower and support nonprofits, faith organizations and their constituencies in disaster preparedness programs. Such a strategy should be designed based on learning what community members know and how to best engage community members in disaster preparedness activities regardless of their legal or social status.
53.	Alameda County should fund a variety of agencies, including Public Health, Social Services Agency, and community-based organizations such as Eden I&R, to conduct community outreach. If funding is available, the Public Health Department and Social Services Agency should issue a request for Proposals to develop and implement an outreach strategy.
54.	Develop and implement a clear/research-based, accessible process for the community and press observations of the UASI-funded exercises.
55.	Create printed, posted, bulleted objectives with scenario information and make it available at every event (or at appropriate times before or after an event) so observers can have an informed view of all exercises.
56.	Change the name of Urban Shield, rebrand UASI-funded exercises and create outreach materials that take into account all UASI program audiences, including those with functional and access needs.
57.	Identify and engage community volunteers who represent the diverse demographics, values, and attitudes of the actual community of the impacted areas.
58.	Provide an orientation to all participants in UASI-funded exercises on the strategic aims, guiding principles and goals for disaster prevention, response, recovery, preparedness, and resilience programs in Alameda County and the Bay Area region.
59.	Assign community volunteers to active and responder lead roles in disaster scenarios and not solely those of victims acting helpless or being harmed, as appropriate.
60.	Utilize the following criteria for review and approval of grant applications and Memorandum of Understanding submitted by Alameda County to BAUASI and other emergency preparedness funding sources: <ul style="list-style-type: none"> a. Fidelity to the strategic aims, guiding principles and goals contained in this report; b. Focus on the whole community approach c. Diversity (identity, geography, and vulnerability) of participation in all phases of UASI-funded exercises; and d. Role of non-law enforcement personnel and community members in UASI-funded exercises as defined in this report.

62.	<p>Revise current monitoring and compliance practices to address the following priorities:</p> <ul style="list-style-type: none"> a. Create mechanism(s) and process(es) to include the whole community in the oversight of all UASI-funded programs in Alameda County; b. Increase transparency of UASI-funded exercises in Alameda County by engaging the press and the public in all phases of emergency management; and c. Establish policies and processes to ensure confidentiality of records and recordkeeping for all community participants.
63.	<p>Expand the scope of the Compliance Team to address the recommendations contained in this report.</p>

Approved by majority vote (4)	
6.	UASI-funded exercises should prioritize activities according to the likelihood and severity of respective disasters, in addition to gaps in preparation for those emergencies, with special attention to risks from earthquakes and fires and the mass displacement of people that may result.
7.	UASI-funded activities should focus on preparedness for neighborhoods and communities, addressing access and functional needs, and should prioritize activities that address the needs of the most vulnerable populations, for example, homeless, older adults, undocumented, physically disabled, mentally ill persons, immigrants, and those with limited English proficiency.
18.	Project Management/Oversight: <ul style="list-style-type: none"> c. Schedule training exercises based on need, capacity, anticipated heavy operational periods and in ways that are sensitive to community concerns such as the 9/11 anniversary.
30.	Involve various law enforcement personnel in UASI-funded exercises including patrol, detective, and other units.
41.	Because participants in the exercise include law enforcement observers and evaluators, as well as competing teams, the guidelines excluding participation from countries that violate human rights shall apply to evaluators and law enforcement observers as well as teams.
50.	Identify County departments to serve as a potential co-applicant and/or lead agency if the Alameda County Sheriff's office no longer assumes this role.

Approved by majority vote (3)	
24.	Eliminate the vendor show from the UASI-funded exercises.
25.	Eliminate the competition aspect of UASI-funded exercises, while retaining standards-based evaluation of participants.
31.	Require that the amount of time in scenarios for non-law enforcement disciplines be as much if not more than that for law enforcement teams.
34.	Exclude SWAT teams as such from UASI-funded training exercises, recognizing that non-SWAT law enforcement frequently encounter and must be prepared for emergencies; that SWAT is disproportionately deployed to households of color and to serve warrants; and that SWAT have had disproportionate participation in UASI-funded exercises over 12 years.
35.	Eliminate the requirement that SWAT teams participate in UASI-funded exercises, and encourage participation beyond SWAT Team members, but leave the decision up to the participating jurisdiction.

36.	Re-design law enforcement portions of the exercise, so that they are not SWAT deployment scenarios.
38.	Require that evaluations of law enforcement include assessment of participants' compliance with best practices and their jurisdictions' policies and laws for use of force.
44.	Alameda County shall dedicate additional funds for the Health Care Service Agency and Social Services Agency to dedicate staff to participate in the planning, administration, coordination, and implementation of disaster preparedness exercises.
45.	The amount of additional funds dedicated by the County to the Health Care Services Agency and Social Services Agency staffing for disaster preparedness exercises should be approximately equivalent to County expenditures on the 2018 UASI-funded exercise (approximately \$5 million as estimated in the Annex Estimate of Costs for Annual Urban Shield Exercises).
47.	To fulfill recommendation #5 (prioritizing activities according to the likelihood and severity of respective disasters), the entity that implements these recommendations shall compile a risk assessment, which shall complement documents such as THIRA required under UASI. This assessment shall highlight risks and capability gaps for those with access and functional needs, and it will be conducted through consultation with agencies and community-based organizations that work with populations most at-risk in disasters.
61.	Ensure that the strategic aims, goals, principles, guidelines, and other recommendations of this committee are utilized as the framework for redesigning, implementing, and evaluating UASI-funded activities and incorporated, as much as is legally permissible, into the Memorandum of Understanding between Alameda County and Bay Area UASI in 2019 and future years.

Ad Hoc Committee on Urban Area Security Initiative (UASI)

Presentation to the Alameda County Board of Supervisors
February 26th, 2019



Ad Hoc on UASI The Mandate:

- **Origin:** March 27th 2018, BOS Meeting, Item 33
- “Approved as amended to include the condition that this represent the last time funding for Urban Shield, as it is currently constituted, be voted on by the Board of Supervisors; each Member of the Board will designate a representative to work with the Sheriff's Office during the coming year to work on next year's UASI application and planning for 2019 UASI funded preparedness events.”
- **Members:** Matthew Snelson, Cinthya Muñoz Ramos, Ana-Marie Jones, Erin Armstrong (Chair), and John Lindsey-Poland.

Ad Hoc on UASI Methodology:

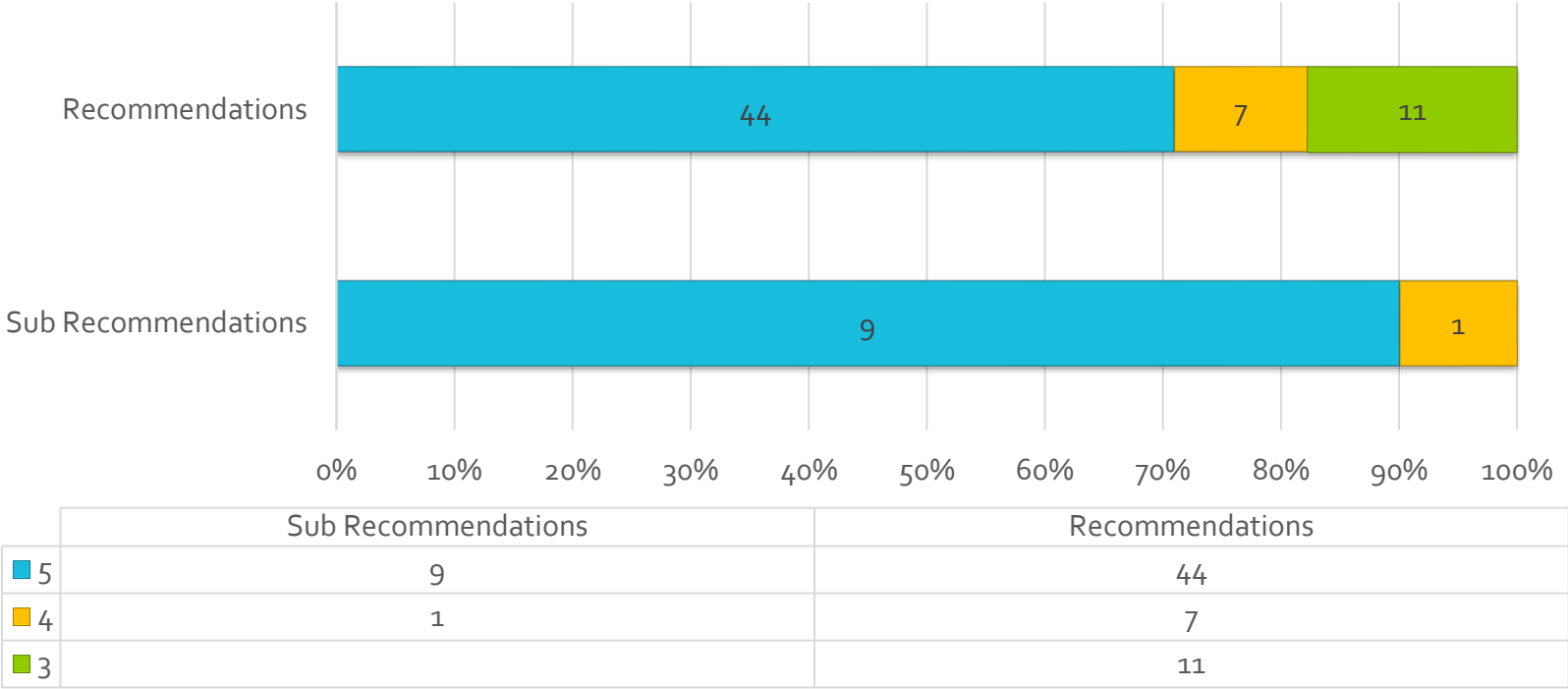
- **2 PHASES:** Discovery & Design
- **11 PUBLIC MEETINGS:**
 - **Date Range:** September 21st – January 30th
 - **Locations:** Fremont, Castro Valley, Berkeley, and Oakland.
 - **Public Comment:** 74 Individuals.
- **EXPERT TESTIMONIES:**
 - Alameda County Emergency Management Personnel
 - ACSO, SSA, & Pub. Health
 - Whole Community Approach
 - Community-Based Preparedness
 - ACSO Compliance Team
- **FINAL RECOMMENDATIONS:**
 - **Process:** Dialogue > Recommend > Public Input > Refine > Vote
 - 12 hour final meeting, spread across 2 days.

Ad Hoc on UASI The Results:

63 RECOMMENDATIONS:

- 71% – Unanimous (5/0)
- 12% – Significant Agreement (4/1 -or- 4/0)
- 17% – Majority Agreement (3/2 -or- 3/1)

SUMMARY OF RECOMMENDATIONS BY YES VOTES:



Ad Hoc on UASI Overview:

STRATEGIC DIRECTION:

- A. Strategic Aims
- B. Guiding Principles
- C. Goals

STRATEGIC ACTION:

- A. Exercise Redesign
- B. Expanding the role of non-emergency personnel
- C. Evaluation
- D. Project Management & Resources
- E. Definitions
- F. Community Engagement
- G. Expanding the role of community as first responders

MONITORING AND COMPLIANCE:

- A. Approval and implementation process for UASI-funded programs
- B. Accountability Guidelines

Ad Hoc on UASI New Direction:

WHOLE COMMUNITY APPROACH:

- Residents, emergency management practitioners, organizational and community leaders, and government officials collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests.

Ad Hoc on UASI The Vision:

STRATEGIC AIM:

1. UASI-funded exercises and other emergency preparedness activities in Alameda County should **promote a culture of readiness**, with measurable and sustainable goals, that serve as an example to the region and to the nation.
2. UASI-funded exercises in Alameda County should be based on the **whole community approach** and focus on and support community-wide preparedness.

Ad Hoc on UASI The Vision:

STRATEGIC AIMS:

3. Every neighborhood and community in Alameda County will be ready when disaster strikes. **Our measure of readiness will incorporate access and functional needs** in all phases of UASI-funded exercises.
4. UASI-funded exercises should **build neighborhood resilience through equitable engagements** with residents, professional first responders, emergency managers, nonprofits, faith-based organizations, and other government agencies and community leaders.

Ad Hoc on UASI Highlights:

Unanimous Agreement

UNANIMOUS AGREEMENT:

- **Extend the mandate of the Board of Supervisors' Ad Hoc Committee** on Urban Area Security Initiative Program through February 28, 2020... (4.D.1)
- **Change the name of Urban Shield**, rebrand UASI-funded exercises and create outreach materials that take into account all UASI program audiences,... (5.A.5)
- Exercises should **prioritize activities according to the likelihood and severity of respective disasters**. (4.D.5)
- All scenarios will **value the sanctity of life and survival of all persons**, including suspects,... (2.A.10)
- All law-enforcement scenarios shall **assess the participant's capacity to de-escalate the risk of violence**. (4.A.7)
- **Develop new guidelines** for designing, implementing, and evaluating UASI funded exercises **that focus on de-escalation and law-enforcement's role in prevention and recovery as well as response**. (4.A.1)

Ad Hoc on UASI Highlights:

Controversial Issues

SWAT TEAM PARTICIPATION:

- **Exclude SWAT teams** from UASI-funded training exercises,... (4.B.8)
- Eliminate the requirement that SWAT teams participate, but **leave the decision up to the participating jurisdiction**. (4.B.9)
- Re-design law enforcement portions of the exercise, so that they are not **SWAT deployment scenarios**. (4.B.10)

OTHER ISSUES:

- **Eliminate the vendor show** from the UASI-funded exercise. (4.A.5)
- **Eliminate the competition** aspect of UASI-funded exercises, while retaining standards-based evaluation of participants. (4.A.6)
- **Definitions:** (4.E.1)
 - Surveillance;
 - Military Language and Appearance;
 - Community Member.

Ad Hoc on UASI Recommendations from the Chair:

RECOMMENDATIONS FROM THE CHAIR:

- 1. Receive the Report from the Ad Hoc Committee on UASI.**
- 2. Adopt the Unanimous Recommendations (5 Yes Votes).**
 - Including extending the Ad Hoc Committee on UASI through February 28th, 2020.
- 3. Discuss and consider adopting recommendations with Majority Agreement (3 to 4 Yes Votes).**

Thank You!