



Bay Area Training and Exercise Program Program Manual

July 1, 2020

The Bay Area Training and Exercise Program (BATEP) Program Manual documents the policies, procedures, and processes that guide the Program. The Program Manual was prepared by the Bay Area Training and Exercise Program staff in conjunction with public safety and whole community representatives that comprise the Training and Exercise Work Group (TEWG).

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INTRODUCTION

PURPOSE

The Bay Area Training & Exercise Program (BATEP) Program Manual documents the policies, procedures, and processes that guide the Program. The Program Manual is designed to provide information for training students, hosts, and vendors; for jurisdictions participating in regional exercises; and for community-based organizations engaging with the Program's trainings and exercises. The BATEP is funded and administered by the Bay Area Urban Areas Security Initiative (Bay Area UASI), with support by a team of contractors.

BAY AREA UASI BACKGROUND

The Bay Area UASI sustains and improves regional capacity to prevent, protect against, respond to, and recover from terrorist incidents and catastrophic events. The Bay Area UASI achieves its vision through partnership and collaboration with stakeholders at the federal, tribal, state, and local levels, and faith-based and private sector organizations.

The UASI is a program administered by the federal Department of Homeland Security (DHS) through its Homeland Security Grant Program (HSGP) within the Federal Emergency Management Agency (FEMA). Since its inception in 2003, the intent of the federal UASI program has been to enhance regional preparedness in major metropolitan areas in support of the National Preparedness Guidelines.

In connection with the application for and distribution of federal UASI grant funds, DHS consolidated the separate San Jose, Oakland, and San Francisco Urban Areas into a combined Bay Area UASI region. The Bay Area UASI consists of the following counties: Alameda, Santa Clara, Santa Cruz, San Mateo, San Francisco, Marin, Sonoma, Napa, Solano, Contra Costa, San Benito, and Monterey; and three core cities: San Francisco, Oakland, and San Jose. Within this region are over 100 incorporated cities, numerous special districts and transportation agencies, and several airports.

The Bay Area UASI provides financial assistance directly to local jurisdictions to improve the region's prevention, protection, response, and recovery capabilities. Additionally, the Bay Area UASI facilitates regional projects and programs (like the BATEP) to improve capabilities through regional collaboration and efficient allocation of resources.

For more information, please visit www.bayareauasi.org.

PROGRAM OVERVIEW

The BATEP combines innovative training and realistic exercises to build public safety and preparedness capabilities through the following program components:

1. Multi-discipline training courses for local government public safety staff;
2. Regionwide multi-discipline exercises; and,
3. Community preparedness activities specifically geared toward community-based organizations throughout the Bay Area.



Training and exercises are critical means to attain, practice, validate, and improve capabilities across disciplines. This Program supports local agencies and their whole community partners in preparing to optimally address the natural and human-caused threats and hazards present in the region.

Program Guiding Principles

The Program is guided by the following of principles. The program administrators and staff are responsible for ensuring activities within the BATEP align with these principles.



Figure 1. BATEP Guiding Principles

Program Priorities

The Program’s priorities—derived from and aligning with the National Preparedness Goal, the Bay Area UASI Goals, the Threat and Hazard Identification and Risk Assessment (THIRA) and the Bay Area’s Stakeholder Preparedness Review (SPR)—serve as the foundation for identifying the gaps between desired and realized capabilities. Training courses and regional exercises are then specifically selected and conducted to address these gaps.

Current BATEP priorities are detailed in the Integrated Preparedness Plan. More information on the Integrated Preparedness Plan may be found in the *Integrated Preparedness Plan* section below.



Program Organization

Program Management Structure

The Bay Area UASI Management Team oversees the BATEP and provides direction to SenseMakers for Program administration. SF CARD supports the BATEP by serving as a liaison to community-based organizations to encourage their participation in community preparedness activities.



Figure 2. Program Management Structure

The BATEP includes discipline-specific Training & Exercise planners, who work with stakeholders in the Training & Exercise Work Group (TEWG) to ensure each of the priorities of each following disciplines are considered in the program's administration:

- Community Preparedness
- Law
- Fire
- Emergency Management
- Cyber/PIO/BayRICS
- Public Health



Organization Chart

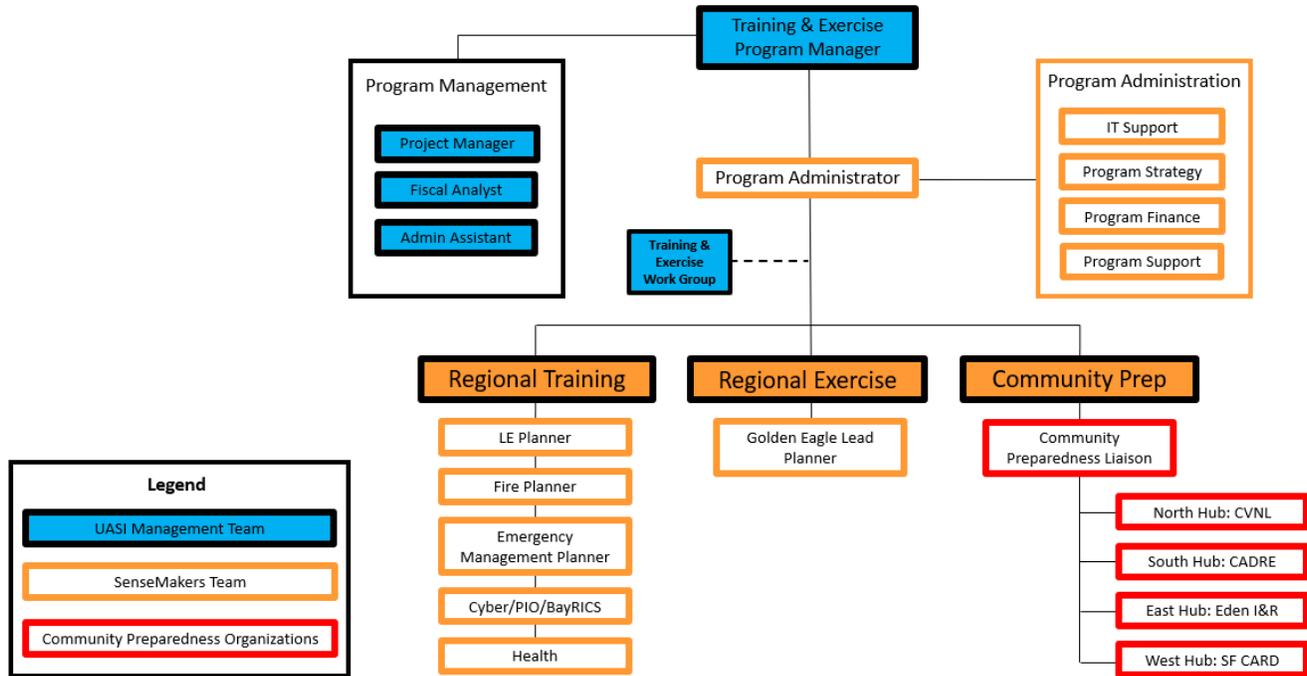


Figure 3. BATEP Organization Chart

Contact Information

Training and Exercise Program Staff can be reached at contact@batep.org. Additional contact information below:

BAY AREA TRAINING & EXERCISE PROGRAM STAFF	
Corinne Bartshire Training & Exercise Program Manager Phone: (415) 861-9005 E-mail: Corinne.bartshire@sfgov.org	Jim Bailey Training & Exercise Program Administrator Phone: (760) 521-5087 E-mail: jim@sensemakersllc.com
Phyllis Onstad Community Preparedness Planner Phone: (707) 799-3235 E-mail: phyllis@sfcad.org	Scott Packard Cyber/Public Info/BayRICS/NCRIC Planner Phone: (760) 571-7598 E-mail: scott@sensemakersllc.com
Quentin Frazier Emergency Management Planner Phone: (951) 529-3597 E-mail: qfrazier@batep.org	Jeff Columbini Fire Training & Exercise Planner Phone: (650) 219-5408 E-mail: jcolumbini@batep.org
Brian Ballard Law Enforcement Training Planner Phone: (925) 967-2808 E-mail: bballard@batep.org	

Table 1. Bay Area Training & Exercise Program Staff Contact Information



TRAINING AND EXERCISE WORK GROUP (TEWG)

The BATEP facilitates a regional Training and Exercise Work Group (TEWG) comprised of whole community representatives who serve as subject matter experts on the training needs for their disciplines. The TEWG meets monthly to review training and exercise priorities and discuss the program’s allocation of funds. The Bay Area UASI Management Team chairs the TEWG.

PURPOSE

The TEWG Members engage in a fair, open, and transparent process to inform the Program staff of training and exercise priorities for their disciplines within the region. The Work Group makes certain that activities offered through the BATEP are rendered equitably, geographically distributed, and procured at reasonable cost(s) (including Instructor Rates).

COMPOSITION

The TEWG includes local jurisdiction public safety agencies and their whole community partners from across the Bay Area UASI region. Members of the Work Group are invited to participate in one or more of the Program’s functional groups as shown in the table below.

FUNCTIONAL GROUP	REPRESENTED AGENCIES/ORGANIZATIONS/GROUPS
Community Preparedness	<ul style="list-style-type: none"> • Community based organizations • Voluntary Organizations Active in Disasters (VOADs) / Community Organizations Active in Disasters (COADs) • American Red Cross • The Salvation Army • Local chambers of commerce • California Resiliency Alliance • Local CERT Coordinators • Tribal entities • Educational institutions
Cybersecurity, Public Information, BayRICS, and NCRIC	<ul style="list-style-type: none"> • Cyber Resilience Work Group • BayRICS • Northern California Regional Intelligence Center (NCRIC) • Bay Area Joint Information System • Communications operators (i.e. amateur radio volunteers)
Emergency Management	<ul style="list-style-type: none"> • Local and OA Emergency Management Offices • Cal OES (Coastal Region Emergency Services Coordinators and Headquarters Training & Exercise Division) • Federal Emergency Management Agency
Fire	<ul style="list-style-type: none"> • Local, county, regional, and state fire agencies • Volunteer fire agencies • Emergency Medical Services (EMS)



FUNCTIONAL GROUP	REPRESENTED AGENCIES/ORGANIZATIONS/GROUPS
Law Enforcement	<ul style="list-style-type: none"> Local and county law enforcement agencies
Public Health	<ul style="list-style-type: none"> Association of Bay Area Health Officers (ABAHO) Medical Health Operational Area Coordinators (MHOACs) Hospital Coalitions

Table 2. TEWG Composition

Additional Work Group members that may participate in the functional groups and/or in the full TEWG meetings include UASI Work Group Chairs, State and Federal Military entities, Utilities, Special Districts, and the National Weather Service.

WORK GROUP ENGAGEMENT

To register an agency representative to participate in the TEWG, notify the UASI Training and Exercise Program Manager Corinne Bartshire, corinne.bartshire@sfgov.org or contact the BATEP team at contact@batep.org.

The Training and Exercise Work Group meets on the third Thursday of every month from 10:00am – 12:00pm



ROLES & RESPONSIBILITIES

APPROVAL AUTHORITY

The Bay Area UASI is governed by an eleven-member Approval Authority which provides policy direction and is responsible for final decisions regarding projects and funding. As it relates to the BATEP, the Approval Authority holds the following responsibilities:

- Assign and approve an annual budget for the BATEP
- Review and approve annual contracts with a BATEP administrator
- Receive regular briefings on program activities and funding allocations within the BATEP budget

UASI MANAGEMENT TEAM

The Management Team is responsible for the administration and management of UASI funded projects in the Bay Area UASI Region. The Management Team facilitates the Approval Authority, Regional Work Groups, and other appropriate stakeholder meetings. The Management Team's duties include: monitoring grant compliance and resource allocation; conducting regional capability assessments; planning and strategic development, project development, project monitoring and evaluation, and serving as a liaison between the City and County of San Francisco (fiscal agent) and the subrecipient jurisdictions (grantees). The Management Team also serves as the point of contact for inquiries/issues raised by regional stakeholders.

Specifically, for the BATEP, the UASI Management Team holds the following responsibilities:

- Oversee the administration of the BATEP
- Chair the Training and Exercise Work Group

SENSEMAKERS TEAM

As the administrator of the BATEP, the SenseMakers team is responsible for ongoing coordination with the UASI Management Team and program participants. The SenseMakers Team manages the BATEP staff, which are responsible for the following:

Program Administration

- Administer training courses and regional exercises consistent with the Integrated Preparedness Plan (IPP)
- Conduct strategic planning and annual development of a three-year IPP
- Develop and maintain a BATEP Program Manual
- Design, host, administer, and maintain the BATEP website
- Establish and maintain a vendor pool of qualified trainers and exercise design professionals
- Ensure equitable and geographic distribution of funds to close training gaps based on identified needs and priorities
- Prepare regular status reports (monthly, quarterly, annual)



- Attend various UASI meetings as requested (Approval Authority, Work Group, etc.)
- Manage Training and Exercise Program Staff (per responsibilities listed below)

Training Program Staff

- **Vet training requests:**
 - Track the progress of requests and the completion of classes
- **Confirm eligibility of courses:**
 - Submit class information to the California Governor's Office of Emergency Services (CalOES) for approval and tracking number
 - Curriculum review and approval of pilot classes with CalOES
 - Coordinate with POST, State Fire Training (SFT) and other approval agencies in concert with CalOES
 - Submit the Environmental Planning and Historic Preservation (EHP) screening form to CalOES and Bay Area UASI for approval as required
 - Process sole source agreement(s) for special circumstance training
- **Coordinate with training vendors:**
 - Determine mutually agreeable course date(s) with vendor and host
 - Coordinate with vendor for class description, pre-requisites, and any other special requirements (such as PPE)
 - Create vendor Purchase Orders upon receipt of quote(s)
 - Coordinate with vendor staff regarding required documentation for reimbursements
 - Process vendor reimbursement and track expenditures
 - Provide technical assistance to training vendor pool
- **Administer the training courses:**
 - Publish class information, class flyer, directions, and any other pertinent information to the website (www.batep.org)
 - Populate registration system with pre-registrants from hosting agency
 - Issue a course announcement
 - Periodically review course registrations for minimum attendance and correct target discipline(s) registrations as appropriate
 - Ensure automated "Seats Available" emails to targeted disciplines as needed
 - Ensure automated reminder emails to registrants
 - Reconcile class sign in rosters with website registration lists



- Update class rosters to reflect class completion
- Site visits, audit classes, instructors and/or training

Exercise Staff

- Establish and manage Exercise Planning Teams
- Schedule and facilitate exercise planning meetings
- Provide exercise planning support to local jurisdictions
- Develop and vet exercise planning documents
- Control and evaluate regional exercises
- Lead after-action reviews and develop after-action reports
- Track improvement plan items

COMMUNITY PREPAREDNESS LIAISON

- Represent community partners at monthly TEWG meetings
- Report on community preparedness efforts as part of the BATEP team at Approval Authority meetings
- Ensure the IPP includes community preparedness activities consistent with the Community Preparedness Program Strategic Plan 2019
- Execute community preparedness activities equitably throughout the region.
 - Design and select activities that support community-based organizations, faith-based organizations, and community preparedness groups in development of their emergency preparedness, response, and recovery capabilities
- Attend community-based organization meetings throughout the region to encourage participation in the program
- Develop an annual report summarizing the BATEP's community preparedness activities

TRAINING AND EXERCISE WORK GROUP (TEWG)

The TEWG provides input into the following:

- Development of an annual Integrated Preparedness Plan (IPP)
- Prioritization of identified training courses by functional area
- Execution of a region-wide, multi-disciplinary, multi-agency exercise (i.e. Golden Eagle)

Additionally, the TEWG members are expected to:

- Provide subject matter expertise and jurisdictional perspectives to the overall program
- Participate in the relevant functional group discussions and exercise planning teams



- Participate in the review of draft and final program documents and other project deliverables
- Report updates / BATEP happenings to their organization's leadership

BAY AREA JURISDICTIONS

- Identify representatives to participate in the TEWG
- Host and attend training courses
- Participate in regional exercises (planning, conduct, and after-action reporting)
- Participate in development of the regional THIRA and SPR
- Develop and share Operational Area-level IPPs



INTEGRATED PREPAREDNESS PLAN

OVERVIEW

The BATEP maintains an Integrated Preparedness Plan (IPP) with a twofold purpose:

- 1) To outline the training and exercise program needs for public safety agencies including whole community partners located in the twelve county Bay Area UASI region
- 2) To provide a schedule of funded training courses and exercise opportunities for Bay Area participants

The IPP, along with a current list of available courses, can be found at: <http://www.batep.org>. Questions about the IPP can be directed to the BATEP Administrator, Jim Bailey, jim@sensemakersllc.com.

DEVELOPMENT

The IPP is developed using guidance from the UASI Management Team and the TEWG, informed by specific risks in the Bay Area, and through an approach that is capability based, objective-driven, and integrates the Whole Community's collective wisdom. The IPP uses guidance from and aligns to the Bay Area UASI Goals, the Department of Homeland Security (DHS) Homeland Security Exercise and Evaluation Program (HSEEP), and the National Preparedness Goal.

Integrated Preparedness Planning Workshops

Integrated Preparedness Planning Workshops (IPPWs) establish the strategy and structure for a training and exercise program and tie training and exercises in with broader preparedness efforts (e.g. THIRA, SPR, and capability building projects). The purpose of the IPPW is to collaboratively develop a multi-year schedule of preparedness activities in conjunction with the Bay Area UASI Goals.

To develop the IPP, the Training and Exercise Program holds one or more IPPWs in which Whole Community stakeholders across the Bay Area review the Bay Area UASI Goals, the threats and hazards identified in the THIRA, recent after-action reports, and emerging trends in the first responder communities. Informed by the areas for improvement and required capabilities captured in the SPR, IPPW participants identify appropriate training courses and exercise priorities in compliance with DHS grant-specific requirements. Courses are then prioritized selected for funding through the Course Selection process detailed in the *Course Selection* section below and in the IPP.

IPPWs are held at least annually.

UPDATES AND MAINTENANCE

The IPP is developed every three years, but is updated annually, as course selection and scheduling are a dynamic process. IPP calendars present training forecasts that are updated as circumstances evolve. As such, the IPP is reviewed at every TEWG meeting to ensure program alignment with pre-established and vetted priorities.



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TRAINING PROGRAM

FOR STUDENTS

The BATEP trains approximately 5,400 students each year through the delivery of 170+ courses.

Eligibility

To attend the free Law Enforcement, Fire, Emergency Management, Health, and other Public Safety courses offered by the BATEP, certain criteria must be met, including:

- Students must be affiliated with a public service agency or a non-governmental/private sector organization
- Students must be employed within the twelve-county Bay Area UASI Region, which includes the counties of: Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma

Free Community Preparedness courses are open to all residents of the twelve-county Bay Area UASI region.

Due to the sensitive nature of certain courses, and recognizing priority needs, certain agencies or organizations may be precluded from registering for some courses, as determined by the BATEP staff.

Cost

Courses provided by the BATEP are provided to students at no cost. The BATEP does not reimburse for backfill and overtime costs.

Course Selection

As part of the annual IPP development process, members of the TEWG develop prioritized lists of specific training courses by discipline. Priority courses are then included in annual training calendars, and offered throughout the region as funding allows. The IPP includes these discipline-specific calendars as well as detailed information on the annual course selection process.

Additionally, the BATEP recognizes the changing dynamics of regional training and exercise priorities and allows regional stakeholders to submit training and exercise recommendations at any time to their discipline's respective BATEP training planner. For reference, the BATEP maintains a Course Catalog, which lists courses available through the Program's pre-qualified vendors. BATEP participants are not constrained to choose courses from the course catalog. It should also be noted that some courses in the catalog may not be eligible for grant funding.

Once a recommendation has been submitted, BATEP staff confirm course specifics and eligibility for grant funding. BATEP planners present the recommended course to the TEWG functional group for consideration and vetting. For example, law enforcement course additions would be reviewed by the TEWG's law enforcement group. If the group concurs with the recommendation and funding is available, BATEP planners will schedule the course for delivery. Recommended courses that lack funding during the current year will be reviewed during the annual IPP update for inclusion in the following year's training calendar.



In cases where a specific course is requested, and that course’s vendor is not part of the BATEP’s pre-qualified vendor pool, the BATEP will reach out to a qualified vendor in the pool and request they establish a relationship with the new vendor. The primary qualified vendor may issue a subcontract to the new vendor, so the new course becomes an offering of the primary qualified vendor.

The BATEP maintains a current list of available courses at: www.batep.org.

Website

The BATEP website (<http://www.batep.org>) serves as the information hub for regional participants on training and exercise opportunities, course listings, course registration, and more.



Figure 4. BATEP Website Home Page

Creating an Account

Users with accounts from the previous BATEP website can simply login using those credentials. If you have trouble accessing the BATEP website with your old credentials, click “Forgot password”, enter your email address, and you will receive an email containing a temporary password.

New participants must first create an account on the BATEP website. Click “Course Registration”, then click the “New to the BATEP Website? Sign up!” link at the bottom of the form, which will open a Create Account form with various fields. All fields are required. Upon completion, click the “Create Account” button. Your information will be sent along to a site administrator for approval. Upon approval, you will receive a confirmation email and be able to login into the site with your chosen credentials.



Create Account

When filling out your user account information below, you must provide your contact information as it pertains to your employment with your agency/government/organization affiliation.

In order to create a user account and register for Bay Area UASIS funded courses, you must be employed within the twelve county Bay Area UASIS region, which includes the counties of: Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano and Sonoma.

Complete Name			
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>First</i>	<i>Middle (Optional)</i>	<i>Last</i>	<i>Suffix (Jr., Sr., etc. Optional)</i>
Job Title		Employer	Work Phone Number
<input type="text"/>		<input type="text"/>	<input type="text"/> - <input type="text"/> - <input type="text"/>
Work Address			
<input type="text"/>	<input type="text"/>	Select a State <input type="button" value="v"/>	<input type="text"/>
<i>Street Address</i>	<i>City</i>	<i>State</i>	<i>Zip Code</i>
Email		Create Account Password	
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<i>Type Email Address</i>	<i>Retype Email Address</i>	<i>Enter Password</i>	<i>Retype Password</i>
Discipline			
<input type="text" value="AG - Agriculture"/> ▲ <input type="text" value="CS - Cyber Security"/> ▲ <input type="text" value="Community Volunteer"/> ▲ <input type="text" value="EDU - Education"/> ▼			

Figure 5. BATEP Website Registration Form

Course Registration

Course Registration

To register for courses, log in to the BATEP website at www.batep.org.

- Available courses are indicated by the word "available", highlighted in green
- Full courses only taking standby will be indicated by the word "full", highlighted in yellow
- Completely full courses (with no more standby seats) will be indicated by the word "closed", highlighted in red

To register for an available course, click on the course and click the "Register" button.

To register for a course on the standby/waiting list, click on the course and click the "Register as Standby" button.



Unregistering from Courses

Students may unregister from the course on the website until one day prior to the course’s starting date. If students wish to unregister from a course the day prior to the course’s delivery date, they must contact their respective Training Planner via phone or email. Contact for training planners can be found in the Contact Information section. Failing to contact BATEP staff prior to the courses start date will constitute a non-attendance of the course.

To unregister for a course, click on the course and select the “Unregister” button.

Note: Please be courteous to other students by unregistering from a course you know you will be unable to attend as soon as possible. This allows other students waiting on the standby list to be registered for the course and have adequate time and notice to attend. Most courses have students on the standby list and training vendors have out of pocket or up-front costs. These upfront costs may not be reimbursable if the seat is left empty.

Note: Notifying the course presenter/vendor of your inability to attend a course does not constitute notifying the Training & Exercise Program staff and may result in a non-attendance. Please contact the Training & Exercise Program staff of your inability to attend a course.

Forgotten Passwords

If you do not remember your password, you can click the “Forgot password?” link that appears below the “Login” button in the Course Registration dialog box and an automated password-reset email will be sent to the email address on file.

Website Issues and Support

ISSUE TYPE	CONTACT METHOD	RESPONSE EXPECTATIONS
User account is registered but has not been approved	Email contact@batep.org	Response within one business day
Unable to see available courses, unable to register for an available course	Email contact@batep.org	Response within one business day
Site pages will not load; site is down	Email support@batep.org	Response within 4 hours
Automated email reset not working; did not receive course registration confirmation email	Email support@batep.org	Response within 4 hours

Table 3. Website Issues and Support

Non-Attendance of Courses

If a student fails to attend a course, the student will be marked as a non-attendance and will be blocked from registering for courses for a minimum of six months and may be removed from any upcoming courses the student is registered for. If you believe your non-attendance is incorrect, please contact the lead Training Planner, Brian Ballard at bballard@batep.org or (925) 967-2808.

Student Conduct

Students attending BATEP-sponsored training activities or exercises shall adhere to the policies and procedures of their own agency/department, whether they are attending training in an on-duty or off-duty capacity.



The following rules of conduct are mandated by the BATEP:

- Students attending the BATEP's trainings and events shall conduct themselves ethically, professionally, and responsibly, and not in a manner that reflects poorly on their agency/department or the BATEP.
- Consumption of alcoholic beverages or controlled substances, or being present where alcoholic beverages or controlled substances are being used, or knowingly becoming intoxicated through the use of prescribed drugs while participating in BATEP-sponsored training and exercises, or while on any BATEP training site/facility is strictly prohibited.

Violations of student conduct shall be reported to the Lead Instructor and/or Safety Officer immediately. The Lead Instructor shall also ensure that all conduct violations are reported verbally and in writing to the Training & Exercise Program Manager as soon as possible.

Students deemed to be in violation of their own agency's policies and procedures or any of the BATEP's rules of conduct while participating in any BATEP-sponsored training and exercise events will be prohibited from attending any future BATEP-sponsored training and exercise events.

Course Evaluation

Students are required to submit a course evaluation after every training course. These evaluations are used by the BATEP to evaluate course and instructor effectiveness and to inform future training course offerings.



FOR HOSTING AGENCIES

The BATEP relies upon Bay Area jurisdictions to host the selected training courses. Functional groups within the TEWG will determine a process for equitable distribution of training hosts across the Bay Area region. If a jurisdiction or agency volunteers to serve as the hosting agency, the jurisdiction or agency shall fulfill the following responsibilities and select a training venue that meets the below requirements.

Responsibilities

- Coordinate directly with the training vendor to understand needs (access, room setup, facility familiarization, refreshments, room clean-up)
- Secure an adequate venue for the course (see below for venue attributes)
- Confirm with the BATEP training planner the number of course seats for hosting jurisdiction students (hosting agencies can reserve up to 25% of available course seats)

Venue Attributes

Training venues should have:

- A central location for the course's intended audience
- Accessible public transportation and/or parking
- Convenient lunch options
- Adequate security and free from outside or nearby distractions/disruptions



FOR VENDORS

Training vendors, under contract, deliver the training courses on behalf of the BATEP. The BATEP maintains a pool of pre-qualified vendors (see below) to select the most appropriate vendor for each course offering. This pool includes multiple vendors who can deliver a broad choice of training courses taught by subject matter experts and/or recognized professionals in the fields of law enforcement/tactical, fire/emergency medical services, emergency management, public health, community preparedness, cybersecurity and cyber resilience, public information, operational communications, domestic counterterrorism efforts, and fusion center analytics and operations. All courses offered by each of the pre-qualified vendors in the pool can be found in the Course Catalog.

RFQ Process

In 2020, SenseMakers issued multiple Requests for Qualifications (RFQs) to establish the pre-qualified vendor pool. The RFQ process resulted in 34 pre-qualified vendors, each with three-year contracts with two one-year optional extensions. SenseMakers will lead an RFQ process at least once every five years to maintain the pool of qualified vendors available to the Program.

Responsibilities of Training Vendors

1. For each course vendors are asked to instruct, obtain a Purchase Order from SenseMakers.
2. Provide Training and Exercise Program staff with student capacity and instructor ratios.
3. Develop course flyer in MS Word in a timely manner using course flyer template provided by the BATEP.
4. Keep the BATEP planner informed throughout the course scheduling and coordination process to ensure all requirements are being met for the use of grant funds.
5. Monitor course registrations. If a course has low enrollment 14 days prior to course commencement, it may be cancelled. Please note the BATEP team will work with the host agency and UASI Management Team to do everything possible short of cancelling the class. Classes will be cancelled only as a last resort. Vendors can monitor this with a link provided by the Training and Exercise Program.
6. Within 5 business days of course completion, submit the Course Closeout Checklist provided by the BATEP, along with an invoicing package to include the following:
 - A. Vendor invoice itemizing costs by:
 - i. Instructor Costs (Subject Matter Expert II and Subject Matter Expert I)
 - ii. Travel Costs
 - iii. Supplies and Materials Costs
 - iv. Course Coordinator Costs
 - B. Course Flyer
 - C. Agenda and Course Description
 - D. Instructors' Biographies
 - E. Class Roster



- F. Student Certificates (organized alphabetically by last name)*
- G. Course Evaluations (including a summary report of evaluations and copies of individual student evaluations)

**For courses where student certificates are unavailable within 10 days of course completion, vendors are to submit a copy of the certificate application along with a roster signed by the instructor that lists all students who completed the course. Vendors must notify the BATEP once the certificates have been received and distributed.*

All submissions will be reviewed for adherence to contract terms. Contractor must maintain all training records for three years after course delivery. SenseMakers will retain all records until the Department of Homeland Security (DHS) officially closes the grant by formal letter. This could typically be up to ten years or more after the training course is conducted.

Non-Allowable Costs

The following is a list of items that are generally non-allowable:

- Food for participants
- Non-consumables
- Excessive instructor rates (compensation services are to be reasonable and consistent with that paid for similar services in the marketplace)
- Overtime and backfill
- Additional instructors above Student/Instructor ratios (per state requirements)
- Student manuals and other student costs above actual enrollment

Pre-Qualified Vendor List

The following table lists the pre-qualified vendors as of June 16, 2020. Contracts with these vendors will expire on or before May 31st, 2023. At the discretion of the Bay Area UASI or the Training and Exercise Program, additional opportunities to become a pre-qualified vendor may be offered at any time, based on need, gap and/or priority.

VENDOR NAME	
1	Adaptable Security Corp.
2	California Fire & Rescue Training Authority
3	California Multi-Agency Support Services DBA Los Angeles County Regional Training Center
4	California Polytechnic State University, California Cybersecurity Institute
5	California Specialized Training Institute (CSTI)
6	Constant Associates, Inc.
7	Defoor Consulting, Inc.
8	D-Prep, LLC
9	Elite Command Training
10	Emrick Consulting, LLC



VENDOR NAME	
11	Eric Baumgardner DBA Whiskey Tango Solutions
12	Filler Security Strategies, Inc.
13	Hacking Solutions
14	Improvised Electronics, LLC
15	Industrial Emergency Council
16	Integrated Solutions Consulting
17	International School of Tactical Medicine (ISTM) Tac-Med
18	L2 Defense, Inc.
19	Lee & Associates Rescue Equipment, Inc.
20	Media Survival Group
21	Mozaik Solutions
22	National Association of State Boating Law Administrators (NASBLA)
23	Northern California Rescue Training (NCRT), LLC
24	Police Technical, LLC
25	Preparative Consulting
26	RW Jones & Associates, Health & Training Consultants, LLC
27	Security Solutions International, Inc.
28	TETAC Inc.
29	The Cadmus Group, LLC
30	The Raytom Group, LLC
31	Unified World Tactical Arts Federation, LLC
32	Wiland Associates, LLC
33	Witt O'Brien's, LLC
34	WMDTech, LLC

Table 5. Pre-Qualified Vendor List

Vendor Selection

The following process is used by the BATEP to select vendors from the pre-qualified vendor pool for course delivery:

1. Price quotations will be requested from eligible vendors for each of the courses selected for conduct.
2. The BATEP staff, in conjunction with a representative from the host agency, will serve as evaluators to review the price quotations received.
3. Evaluators will be asked to review each price quotation and document their vendor selection using a Vendor Selection & Justification form created by SenseMakers.
4. The evaluation team will be required to provide an explanation or justification for the vendor selected. Cost can be a factor in the evaluation team's review and selection but should not be the sole justification.



5. For courses where a preferred vendor has been identified, host agencies will be asked to complete a Vendor Selection & Justification form and provide a strong justification as to why the specific vendor is preferred for delivery of the selected training course. The training planner will review the justification and consult with the UASI Management Team and TEWG functional group as necessary.
6. For courses with a single eligible vendor, host agencies will be asked to complete a Vendor Selection & Justification form to review and verify the single provider and confirm vendor selection. The training planner will review the justification and consult with the UASI Management Team and TEWG functional group as necessary.
7. All completed forms will be submitted to training planners for recordkeeping.
8. Written Purchase Orders (PO) will be issued to the selected vendors for each course and shall be their authorization to begin work.

Note: *While assignment to the pre-qualified vendor pool does not guarantee an award to conduct training, the Training & Exercise Program staff has sole discretion to select pre-qualified vendors to provide training services, using established evaluation criteria.*

Vendor Developed Classes

All vendor developed courses must be approved by DHS and CalOES prior to delivery. Vendors may contact the Training and Exercise Program or CalOES Training Division for guidance on the approval process to deliver developed or customized courses utilizing homeland security grant funds. As part of the approval process, vendors will be required to submit course curriculums in a format provided by DHS. Vendors, at no cost to the Training and Exercise Program, will be required to follow each step of the approval process and update curriculum based on feedback from CalOES and DHS. Courses that receive approval for “pilot” deliveries will be eligible for selection and delivery to the region.



EXERCISE PROGRAM

The BATEP organizes, conducts, and supports regional exercises that:

- further develop the skills and abilities of first responders
- validate training courses facilitated through the Program, and
- test regional preparedness capabilities.

The exercises supported through the BATEP are consistent with the guidelines set forth in HSEEP.

REGIONAL EXERCISE

The Bay Area regional exercise program, Golden Eagle, offers an annual multi-disciplinary, multi-jurisdictional exercise opportunity for local agencies. Participation in Golden Eagle includes whole community partners drawn from the 14 UASI jurisdictions, as well as private sector, state, and federal partners. Scenarios that drive the Golden Eagle program are based on threats identified in the THIRA and designed to evaluate core capabilities and remediate exercise gaps identified in the SPR. Following the HSEEP building block approach, the exercise series alternates between discussion and operations-based exercises. The Golden Eagle program strives to be inclusive of emergency management, first responder, multi-discipline, and whole community exercise opportunities.

HSEEP

The Homeland Security Exercise and Evaluation Program (HSEEP) provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning. Exercises are a key component of preparedness - they provide senior leaders and stakeholders from across the whole community with the opportunity to shape planning, assess and validate capabilities, and address areas for improvement.

Using HSEEP, the BATEP develops, executes, and evaluates exercises that address the preparedness priorities established by the Bay Area UASI Goals. These priorities guide the overall direction of the exercise program, where individual exercises are anchored to a common set of priorities or objectives and build toward an increasing level of complexity over time. Accordingly, these priorities guide the design and development of individual exercises, as planners identify exercise objectives and align them to capabilities for evaluation during the exercise. Exercise evaluation assesses the ability to meet exercise objectives and capabilities by documenting strengths, areas for improvement, capability performance, and corrective actions in an After-Action Report/Improvement Plan (AAR/IP). Through improvement planning, organizations take the corrective actions needed to improve plans, build, and sustain capabilities, and maintain readiness.



WHOLE COMMUNITY INVOLVEMENT

The BATEP is committed to including the whole community¹ in trainings, exercises, and community preparedness activities. The use of HSEEP allows exercise planners, where appropriate, to engage the whole community throughout program management, design and development, conduct, evaluation, and improvement planning.

To achieve whole community preparedness goals, agencies, jurisdictions/organizations, and stakeholders (for example, public health, transportation, education, etc.) that do not use the core capabilities as outlined in the National Preparedness Goal should use their relevant capabilities and elements to better prepare for real-world incidents.

Whole Community stakeholders are represented in the Training and Exercise Work Group and in exercise planning efforts by the BATEP's Community Preparedness Liaison.

EXERCISE DESIGN AND DEVELOPMENT

To design and develop an exercise, BATEP exercise planners use the intent and guidance of senior leaders and the program priorities. Exercise planning teams, comprised of representatives across the 14 Bay Area UASI jurisdictions and the whole community, apply the guidance to shape the major concepts and planning considerations for a single exercise or series of exercises. The steps of exercise design and development include:

- Setting the exercise foundation by reviewing senior leader guidance, the Integrated Preparedness Plan (IPP), and other factors to develop exercise-specific objectives and align capabilities within a scenario;
- Defining exercise planning activities;
- Establishing the Exercise Planning Team;
- Designing the exercise to include the purpose, scope, objectives, evaluation parameters, scenario, documentation, and planning for media and public affairs; and
- Developing the exercise to include planning for discussion-based and operations-based logistics, facilitation, control, exercise evaluation, and exercise conduct.

BATEP exercise planners apply and adapt the HSEEP doctrine to exercise design and development to meet specific needs.

Exercise Planning Meetings

Exercise planning meetings serve as a structured event or forum for completing the major milestones of exercise design and development. For regional exercises, the BATEP organizes or supports the following exercise planning meetings:

¹ The whole community means involving people (individuals and families, including those with access and functional needs, businesses, faith-based and community organizations, nonprofit groups, schools and academia, media outlets, and all levels of government including state, local, tribal, territorial, and federal partners).



MEETING	PURPOSE	OUTCOMES
Concepts & Objectives (C&O) Meeting	A meeting that is the formal beginning of the exercise planning process. It is held to identify the scope and exercise objectives. For less complex exercises and for organizations with limited resources, the C&O Meeting can be conducted in conjunction with the Initial Planning Meeting (IPM).	<ul style="list-style-type: none"> • Exercise concepts • Exercise timeline (group consensus) • Extent of participant play • Identification of planning team members • Planning timeline, milestones, and meeting dates • Exercise objectives
Initial Planning Meeting (IPM)	A meeting that is held to refine the scope and exercise objectives. For less complex exercises and for organizations with limited resources, the C&O Meeting can be conducted in conjunction with the IPM.	<ul style="list-style-type: none"> • Any outcomes from C&O Meeting if a C&O Meeting was not conducted • Clearly defined objectives and aligned capabilities • Initial capability targets and critical tasks (reviewed and confirmed prior to the next meeting) • Scenario variables (threat, scope, venue, conditions) • List of participating organizations and extent of play • Develop exercise draft documentation (Situation Manual [SitMan], Exercise Plan [ExPlan], etc.) • Identification and availability of all source documents (plans, policies, procedures) needed for exercise documentation • Refined exercise planning timeline • Identification of available subject-matter experts (SMEs) (scenario vetting) • Preferred communication methods among planning team • Clearly identified and assigned responsibility for logistical issues • List of tasks to be accomplished by next planning meeting, to include date and responsible planning team member • Agreed-upon date, time, and location of next planning meeting
Midterm Planning Meeting (MPM)	A meeting that serves as a forum to develop exercise scenario details and timeline and check in on exercise product development.	<ul style="list-style-type: none"> • Reviewed exercise documentation (SitMan, ExPlan, etc.) • Draft Facilitator Guide or C/E Handbook, including EEGs • Well-developed scenario to include injects (if no MSEL Meeting is scheduled) • Agreement on the exercise site • Identified logistics planning requirements • Finalization of date, time, and location on the MSEL Meeting and Final Planning Meeting (FPM)
Master Scenario Events List (MSEL) Meeting	A meeting for operations-based exercises that serves as a forum to build the MSEL in detail.	<ul style="list-style-type: none"> • Key event injects and delivery timeline identified • Assignment of responsibility for conducting remaining events • Revisions of draft scenario-based documentation • Timeline for completion
Final Planning Meeting (FPM)	A meeting that serves as the formal end of the exercise planning process. It is held to finalize exercise documentation and logistics.	<ul style="list-style-type: none"> • Final approval of exercise documents and material for production • Identified issues resolved • Attendees understand and approve exercise processes and procedures • Task assignments and logistical elements, including facilities, equipment, and schedules are confirmed
After-Action Meeting (AAM)	A meeting that serves as the last step in finalizing After-Action Report and Improvement Plan (AAR/IP).	<ul style="list-style-type: none"> • Review the draft AAR/IP • Validate, revise, and/or remove AAR/IP observations • Provide guidance for the finalization of the AAR/IP

Table 6. Exercise Planning Meetings



Exercise Documents

Exercise documentation provides the framework for exercise conduct and evaluation. The documentation helps the planning team apply the HSEEP Cycle. The BATEP is responsible for developing or supporting the development of the necessary exercise documentation. A list of required exercise documentation for discussion-based and operational exercises can be found in the DHS HSEEP Guidance located on the BATEP website.

EXERCISE CONDUCT

Exercise conduct involves activities such as preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities. Exercise practitioners are encouraged to apply and adapt the HSEEP doctrine during exercise conduct to meet specific needs. Throughout the exercise conduct, the engagement of senior leaders by practitioners confirms the exercise is consistent with the original guidance and intent.

The BATEP supports the conduct of regional exercises by developing and providing all necessary exercise documents, and staffs the exercise with a Senior Controller, Lead Evaluator, and Simulation Cell Lead, as well as other controllers, evaluators, and simulation cell staff as required.

EXERCISE EVALUATION

Through exercise evaluation, jurisdictions/organizations assess the capabilities needed to accomplish a mission, function, or objective. Evaluation ties objectives to priorities, assesses the performance of capability targets and critical tasks, and documents strengths and areas for improvement.

BATEP exercise staff oversee the exercise evaluation plan development and receive evaluation support from the participating jurisdictions who augment the evaluation staff by providing exercise evaluators. Effective exercise evaluation involves:

- Planning for exercise evaluation;
- Observing the exercise and collecting exercise data during exercise conduct;
- Analyzing collected data to identify strengths and areas for improvement; and
- Reporting exercise outcomes in an After-Action Report (AAR).

Using a common approach to evaluation supports consistent and meaningful reporting of exercise results.

After-Action Report (AAR)/Improvement Plan (IP)

The AAR/IP is a document that generally includes an exercise overview, analysis of capabilities, and a list of corrective actions. The length, format, and development timeframe of the AAR/IP depend on the exercise type and scope. These parameters should be determined by the exercise planning team, based on the expectations of senior leaders. The AAR/IP should include an overview of performance related to each exercise objective and associated capabilities. BATEP exercise planners are responsible for developing a draft and final AAR/IP, with significant input from local evaluators and players from Bay Area jurisdictions.



IMPROVEMENT PLANNING

Improvement plan items identified through exercise evaluation are cataloged and tracked by the BATEP. An annual Improvement Planning Workshop (IPW), which precedes the IPPW, will provide a forum to review action items gleaned from the previous year's After-Action Reports (AARs) and real-world events, and drives the innovation of planning priorities. Priorities, in turn, drive the selection of training and exercises at the annual IPPW.



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COMMUNITY PREPAREDNESS

The threat of catastrophic events, both natural and human-caused, requires continuous attention and strategic commitment from all levels of government, the private sector, and the general public. The BATEP is committed to working with the whole community to improve preparedness throughout the region.

The BATEP's Community Preparedness Liaison represents the community preparedness sector in the TEWG to ensure appropriate community preparedness activities are offered. The Community Preparedness sector includes:

- Community Based Organizations
- Voluntary Organizations Active in Disasters (VOADs) / Community Organizations Active in Disasters (COADs)
- American Red Cross
- The Salvation Army
- Local CERT Coordinators
- Educational Institutions (public sector education and school districts) *
- Communications Operators (i.e. amateur radio volunteers)
- Health Care Coalitions

COMMUNITY PREPAREDNESS PROGRAM STRATEGIC PLAN

Community Preparedness activities as part of the BATEP are guided by a Community Preparedness Program Strategic Plan² and overseen by the BATEP's Community Preparedness Liaison.

² A copy of the Community Preparedness Program Strategic Plan can be found on the BATEP website (www.batep.org).



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PROGRAM REPORTING REQUIREMENTS

The BATEP is committed to full transparency and has identified a set of reporting requirements to ensure key stakeholders (e.g. Approval Authority, UASI Management Team, TEWG, Local Jurisdictions, and Community Members) have full visibility into the Program.

MONTHLY

Monthly, the BATEP will provide a written report summarizing and analyzing key information (e.g., courses conducted, number of students trained, course evaluations, community preparedness activities, exercise planning and conduct status, etc.) for the previous month and noting upcoming trainings and community preparedness activities. The BATEP Administrator and the UASI Management Team meet regularly to review these reports and brief on successes and challenges in the Program's operations. Data contained in these reports will be shared with the TEWG for full transparency.

ANNUALLY

Annually, in alignment with the development and release of the Bay Area UASI Annual Report, the BATEP will develop a companion report assessing the success of the program in reaching its stated goals and objectives over the past year and presenting recommendations for improvements. The report will include data on the number of courses conducted, students trained, exercises held, and more. The report will also include an analysis of Program and website effectiveness based on web analytics, user feedback, and surveys.



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ANNUAL CALENDAR

This calendar provides a snapshot of the annual activities of the BATEP and is subject to change.

Current Training and Exercise calendars, along with projections of multi-year priorities and capabilities, are found in the IPP.

MONTH	TEWG	TRAINING PLANNING	TRAINING CONDUCT	EXERCISE PLANNING	EXERCISE CONDUCT	COMMUNITY PREPAREDNESS	PROGRAM MANAGEMENT
January	Monthly TEWG Meeting		Q1 Training Courses	Ongoing	TBD	Ongoing	Monthly Report
February	Monthly TEWG Meeting						Monthly Report
March	Monthly TEWG Meeting						Monthly Report
April	Monthly TEWG Meeting		Q2 Training Courses				Monthly Report
May	Monthly TEWG Meeting						Monthly Report
June	Monthly TEWG Meeting						Annual Report
July	Monthly TEWG Meeting	IPW	Q3 Training Courses				Monthly Report
August	Monthly TEWG Meeting	IPPW					Monthly Report
September	Monthly TEWG Meeting						Monthly Report
October	Monthly TEWG Meeting	Final IPP	Q4 Training Courses				Monthly Report
November	Monthly TEWG Meeting						Monthly Report
December	Monthly TEWG Meeting						Monthly Report

Figure 4. BATEP Annual Calendar



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REFERENCES

[Community Preparedness Program Strategic Plan](#)

[Bay Area UASI FY20 Project Proposal Guidance](#)

[HSEEP](#)

[Course Catalog](#)

[Integrated Preparedness Plan \(IPP\)](#)



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