Bay Area Regional Disaster Resilience Action Plan Initiative
Focus: Recovery and Restoration

The Association of Bay Area Governments, the Bay Area Council, and Bay Area public, private sector, and non-profit organizations, and regional agencies and associations are collaborating to develop a Bay Area Regional Disaster Resilience Action Plan focusing on recovery and restoration after major disasters and incidents.

Purpose

The Initiative brings together key stakeholder organizations and constituencies to identify existing Bay Area capabilities to address major disasters and incidents and to identify gaps and specific activities to improve the Bay Area's capacity to withstand, adapt, and rapidly return to normal and in some cases a "new normal." Emphasis is on reconstituting lifeline and other critical infrastructures, businesses, government services, community institutions, housing and essential services, and facilities that underpin the Bay Area economy and the health, safety, and overall well-being of its citizens. Funding for the Initiative is provided by the Regional Catastrophic Preparedness Grant Program (RCPGP) of the Bay Area Urban Area Security Initiative (UASI) and by private sector and other contributions.

Background

Lessons learned from recent earthquakes in Haiti, Chile, New Zealand, and especially Japan have highlighted the importance of ensuring the quality of life, the economy, and economic competitiveness of the Bay Area in the event of a major disaster or incident that causes widespread damage or destruction to interdependent lifelines and other infrastructures, businesses, residential housing, and the institutions—schools, healthcare facilities, government services, and social services—that support Bay Area citizens. Consequently, it is imperative that the Bay Area develop as soon as possible a Regional Disaster Resilience Action Plan focusing on recovery and restoration from major disasters and incidents. The Action Plan will be compatible with and supplement current Bay Area emergency management, continuity, mitigation and other plans, procedures, policies, and technologies, as well as best practices from other regions. The Action Plan will take into account interdependencies and mutual assistance and other cooperative agreements with regions beyond the Bay Area that will expedite recovery and restoration. By being able to adapt and bounce back rapidly, the Bay Area will be able to retain, sustain, and expand its economic base.

Development of a Bay Area Regional Disaster Resilience Action Plan to address recovery and restoration requires an unprecedented level of involvement and collaboration among the

counties, more than a hundred cities, and multitudinous special districts, businesses, and non-profit organizations that comprise the region. Recognizing that this will be a volunteer effort, to maximize stakeholder contribution and minimize demands on their time, the Association of Bay Area Governments in partnership with the Bay Area Center for Regional Disaster Resilience has provided a skilled facilitating team to work with key stakeholders. This work includes development and conduct of meetings, workshops and undertaking surveys and other data collection for incorporation into the Regional Action Plan; drafting invitations, agendas, after action reports and other support documents; producing regional resilience capabilities Gap Analysis; and development of successive Regional Action Plan drafts for stakeholder review before finalizing the Plan.

Initiative Objectives

1. Bring together key state and local agencies, utilities, academic and community organizations, and interest groups (e.g., faith-based and ethnic associations, social services, environmental groups); high tech, manufacturing, service industries, and commercial businesses (e.g., grocery stores, pharmacies, other retailers, restaurants, hotels, and shopping malls and centers) essential for sustaining the regional economy and way-of-life for citizens in order to:

    - Identify and share priority concerns and issues and to build trusted relationships;
    - Gain broader and more in-depth understanding of impacts from major disasters and incidents and associated infrastructure interdependencies; economic, environmental, and societal consequences; and ways to deal with these challenges;
    - Identify and examine preparedness, mitigation, and response needs that will adversely affect expeditious post-disaster recovery and restoration;
    - Identify current regional disaster preparedness/management capabilities and lessons learned from past major disasters, workshops, and exercises to identify where improvement is needed;
    - Address how to harmonize Bay Area jurisdictional, private sector, non-profit, and other organizational disaster preparedness and recovery plans;
    - Examine changing roles and responsibilities from pre-event through recovery with emphasis on the optimal regional organizational structures for decision-making;
    - Foster collaboration and joint training and exercises to improve recovery capabilities among private sector organizations, public health, emergency management, and social service groups.

2. Develop through a regional stakeholder-driven process a comprehensive Regional Disaster Resilience Action Plan focusing on recovery and restoration that covers all aspects of preparedness, prevention, protection, mitigation, and response that have a direct bearing on

the extent and length of post-disaster reconstitution to a "new normal." The Action Plan will incorporate information and insights gained to identify:

- Needs in each of these areas and recommendations for innovative methods, mechanisms, and other solutions that can be put in place pre-disaster to expedite Bay Area recovery and restoration;

- Prioritized activities to achieve these solutions that can build on existing Bay Area capabilities to address shortfalls and facilitate development and implementation of a practical and cost-effective regional recovery and restoration strategy with necessary investment and other resources.

3. Development of a process with detailed time-table and milestones for Action Plan implementation that include projected funding requirements and potential sources of technical and other assistance.

Project Scope

The scope of the Initiative is the nine-county Bay Area region extending to include the counties of Santa Cruz, Monterey, and San Benito and beyond where significant infrastructure interdependencies and organizational supply chains exist. It also focuses on cross-state border issues (e.g., resource acquisition and displaced population issues) as necessary.

Organization and Activities

The process used to develop the Regional Resilience Action Plan is a multi-step approach that has been used in other regions of the nation to develop resilience action strategies. This process entails eight steps and is scheduled to take 14 months beginning in August, 2011 and ending September 30, 2012. The Initiative entails a series of stakeholder-developed activities, including a kick-off meeting, experts meetings, conference calls, interviews/surveys, development and conduct of an educational Recovery and Restoration Workshop, a targeted Regional Recovery and Restoration Tabletop Exercise, and a final Disaster Resilience Action Planning Workshop for stakeholder coordination, validation, and finalization of the Action Plan. An important element of the Initiative is producing a regional baseline assessment or Gap Analysis of existing Bay Area disaster preparedness/management capabilities and needs that can demonstrate where mitigation measures and other resilience improvement investments are required.

Multi-Step Regional Disaster Resilience Action Plan Development Process

Step 1. Identify and Convene a Bay Area Resilience Coalition of stakeholder organizations that will work together to develop the Regional Disaster Resilience Initiative. This Coalition serves as an umbrella consortium to assure involvement of all key stakeholder agencies, associations, collaborations, and groups with responsibilities or significant interests in disaster preparedness, response, and recovery. The Resilience Coalition includes relevant experts and representatives of local jurisdictions, state agencies (emergency management, public health, transportation, etc.), and federal partners, and utilities, businesses, non-profits, and community groups. The Resilience Coalition will be the operational body for the Initiative and will provide

the expertise necessary to develop the Regional Action Plan and enable accurate, practical, and implementable Initiative outcomes. The goal is to establish a regional collaborative process through which stakeholders in the Bay Area can progressively improve disaster resilience for years to come. The Action Plan Initiative lays the initial foundation for this ongoing effort.

Step 2. Develop and conduct an Initiative Kick-Off Workshop to begin to develop a shared vision for post-disaster recovery and restoration through identifying goals among public and private sector and non-profits on recovery, restoration, and broader economic and community resilience issues; examine current plans, roles, and responsibilities and decision-making, and desired recovery and restoration outcomes; as well as expectations, interests, and barriers. Lessons learned form the Workshop will be summarized in a report, coordinated with stakeholders, and incorporated into the initial draft Action Plan framework.

Step 3. Develop and conduct an educational Regional Recovery and Restoration Issues Workshop to enable Bay Area stakeholders to drill down into significant issues of concern with experts for incorporation into the Action Plan.

Step 4. Conduct a Gap Analysis assessing economic, environmental, and societal recovery and restoration needs vs. current regional capabilities and capacities. The Gap Analysis will be based on the results of a stakeholder survey, interviews, focus groups and research, and will identify collaborative activities, jurisdictional plans, procedures, mechanisms, and tools, technologies, and other resources available for recovery/restoration activities and the shortfalls. *(Lessons learned from relevant workshops, exercises, and events conducted by other Bay Area agencies, associations, and groups will be incorporated into the Gap Analysis as appropriate.)*

Step 5. Develop and validate major topics and subtopics (focus areas and priority issues) that will serve as the outline for the Regional Disaster Resilience Action Plan and incorporate these elements into an initial draft Action Plan Framework.

Step 6. Develop and conduct a Regional Disaster Recovery and Restoration Tabletop Exercise. This scenario-based intensive workshop does not test plans and procedures but rather focuses on raising awareness of potential vulnerabilities, consequences, and wide array of issues that will be factors in recovery and restoration from a major disaster or incident. To ensure accuracy and relevance, the tabletop will be designed by interested key stakeholders who are participants in the Bay Area Resilience Coalition. Exercise lessons learned will be used to illuminate gaps and areas for enhancement in the draft Action Plan.

Step 7. Develop and conduct a post-exercise Action Planning Workshop to examine and incorporate in the Action Plan the findings and recommendations in the exercise report and information from other relevant activities. Workshop participants will also discuss a prioritized implementation strategy for incorporation into the Action Plan that includes a process, schedule, and milestones for determining lead organizations for priority activities, establishing project work groups to define requirements and implementation timeframes, projected funding requirements, and potential sources of technical and other assistance (e.g., government grants and programmatic funds and expertise; private sector and non-profit contributions, including in-kind assistance, etc.).

Step 8. Final review and coordination, followed by finalization of the Regional Disaster Resilience Action Plan and accompanying Implementation Strategy. (Process, Schedule, and Milestones).

Action Plan Implementation

Phase 2 of the Initiative, which will focus on Action Plan implementation, will be determined by the Bay Area Resilience Coalition, taking into account changing needs and availability of resources. The Action Plan should be considered a dynamic document to be revised and expanded as resilience improvement activities are completed and new activities are added based on insights or lessons learned from future disasters and events, exercises and workshops.

Regional Disaster Resilience Action Plan Development Schedule

Month	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
Aug.	Identify and convene initial Bay Area Resilience Coalition							
Sept.	Continue Coalition Planning Activities	Undertake planning for Initiative Kick-off Workshop						
Oct.	Continue Planning Activities	Continue planning activities		Initiate Gap Analysis information collection process	At Kick-off workshop, agree on Focus Areas and Priority Issues to constitute Action Plan Framework			
Nov.	Continue Planning Activities	Hold Initiative Kick-Off Workshop; Produce summary of Kick-Off workshop highlights	Begin Recovery and Restoration Issues Workshop development	Begin focus groups, interviews, stakeholder surveys, and other activities	Begin to incorporate data into Action Plan Framework			
Dec.	Continue Planning Activities		Continue to develop Recovery and Restoration Workshop	Continue Gap Analysis	Incorporate results of focus groups, survey and interviews into Action Plan			

Month	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
Jan.	Continue Planning Activities		Hold Recovery and Restoration Workshop	Continue Gap Analysis	Continue to incorporate data into Action Plan Framework	Set up Design Team for Recovery/ Restoration Tabletop Exercise		
Feb.	Continue Planning Activities		Produce Workshop Summary & Incorporate results into framework	Add Workshop outcomes to Gap Analysis	Continue to incorporate data	Continue to develop tabletop exercise		
Mar.	Continue Planning Activities			Augment Gap Analysis	Continue to incorporate data	Continue to develop exercise		
Apr.	Continue Planning Activities			Augment draft Gap Analysis	Continue to incorporate data	Continue to develop exercise		
May	Continue Planning Activities			Augment draft Gap Analysis	Continue to incorporate data	Conduct tabletop exercise		
June	Continue oversight			Augment with Exercise Report Outcomes	Continue to incorporate data	Produce/ coordinate Exercise After Action Report	Begin developing Action Planning Workshop	With exercise results draft initial full-scale Action Plan
July	Continue Planning Activities			Incorporate exercise results into Gap Analysis		Finalize Exercise Report	Continue planning Action Planning Workshop	Continue augmenting and refining Action Plan
Aug.	Continue oversight			Conduct Gap Analysis coordination			Conduct Action Planning Workshop; Produce Summary	Add Workshop outcomes to Action Plan and produce "final" draft
Sept.	Wrap up Initiative Planning Activities and begin focus on Implementation			Finalize Gap Analysis; Incorporate into Action Plan as Annex				Review and coordination of Action Plan Finalize Plan