

2013

Community-Based Disaster Coalitions Training: Participants' Manual

Center for Leadership in Public Health Practice
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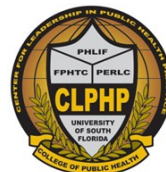
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Community-Based Disaster Coalition Training



Community-Based Disaster Coalition Training

Center for Leadership
in Public Health Practice



Agenda: Day One

Introduction & A Whole Community Approach to Disaster Preparedness and Recovery

9:00 am – 9:30 am	Introduction and Program Overview
9:30 am – 10:00 am	Disaster Coalition Building During Challenging Times
10:00 am – 11:00 am	Activity 1.1. - Building Blocks: Individual Member and Team
11:00 am – 12:00 pm	A Whole Community Approach to Disaster Preparedness and Recovery: Building Resilience and Capability
12:00 pm – 1:00 pm	Lunch
1:00 pm – 1:30 pm	Clicker Survey: Coalition Assessment
1:30 pm – 3:00 pm	Activity 1.2 - Community Resilience Index
3:00 pm – 4:30 pm	Activity 1.3 - Community Situational Needs Assessment and Gap Analysis
4:30 pm – 5:00 pm	Closing Comments and Day 2 Overview

Agenda: Day Two

Enhancing Community Capability through Community Based Coalitions

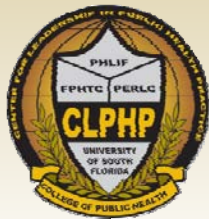
8:00 am – 8:30 am	Welcome & Day 1 Review
8:30 am – 12:00 pm	Developing Community Based Coalitions Introduction to Preparedness Capabilities Building Community Preparedness Building Community Recovery
12:00 pm – 1:00 pm	Lunch
1:00 pm – 1:30 pm	Coalition Capabilities Planning Model Phase 1 – Assess Your Coalition’s Current State
1:30 pm – 2:30 pm	Step 1a. Assess Your Organizational Roles and Responsibilities Activity 2.1: Organizational Assessment: Coalition’s Capabilities, Roles, and Responsibilities
2:30 pm – 4:00 pm	Step 1b. Assess Your Coalition’s Resource Elements Activity 2.2: Resource Elements Assessment
4:00 pm – 4:30 pm	Step 1c. Assess Your Coalition’s Performance Activity 2.3: Coalition Performance Assessment
4:30 pm – 5:00 pm	Closing Comments and Day 3 Overview

Agenda: Day Three

Enhancing Community Capability through Community Based Coalitions (Cont.)

8:00 am – 8:30 am	Welcome & Day 2 Review
8:30 am – 9:00 am	Coalition Capabilities Planning Model Phase 2: Determine and Prioritize Your Coalition’s Goals
9:30 am - 10:00 am	Step 2a. Review Your Coalition’s Inputs Activity 3.1: Coalition Needs Assessment and Gap Analysis
10:00 am – 11:00 am	Step 2b. Prioritize Your Coalition’s Capabilities and Functions Activity 3.2: Functional Assessment: Coalition’s Roles and Functions
11:00 am – 12:00 pm	Step 2c. Develop Your Coalition’s Short-Term and Long-Term Goals Activity 3.3: Coalition’s Goals: Short-Term and Long-Term
12:00 pm – 1:00 pm	Lunch
1:00 pm – 1:30 pm	Coalition Capabilities Planning Model Phase 3 – Develop Your Coalition’s Action Plans
1:30 pm – 3:30 pm	Steps 3a, b, & c. Plan Your Coalition’s Initiatives, Capability Building/Sustaining Activities, and Capability Evaluations/Demonstrations Activity 4: Develop Your Coalition’s Plans
3:30 pm – 4:00 pm	Program Closing Comments, Assessments/Evaluations, and Next Steps

Community-Based Disaster Coalition Training Day 1



WELCOME

Community-Based Disaster Coalition Training



USF Center for Leadership in Public Health Practice



Dr. Donna Peterson, Dean, USF College of Public Health
Dr. Adewale Troutman, Exec. Dir. / P.I., CLPHP
Dave Rogoff, Director, CLPHP

Preparedness and Emergency
Response Learning Center
Pat Gardner, Asst. Director
Grant #IU90TPOO0414-01



Florida Public Health Training Center
Desiree Liburd, Asst. Director



Program Developers

- USF Preparedness and Emergency Response Learning Center at the University of South Florida (USF PERLC)
- SARASOTA COAD



USF PERLC Project: Improving Your Community's Post- Disaster Resiliency

- 2-Year Curriculum
 - Year 1
 - Begins with “kick-off” conference.
 - On-line and on-site trainings.
 - Year 2
 - In-county support and web-based trainings.



Preparedness and Response Core Competencies

- **Domain I: Model Leadership**
 - Competency 1.3 - Facilitate collaboration with internal and external emergency response partners.
 - Competency 1.4 - Maintain situational awareness.
- **Domain III: Plan For & Improve Practice**
 - Competency 3.1 - Contribute expertise to a community hazard vulnerability analysis (HVA).
 - Competency 3.3 - Participate in improving the coalition's capacities (including, but not limited to programs, plans, policies, laws, and training).

Course Learning Objectives

Competency 1.3 - Facilitate collaboration with internal and external emergency response partners.

- Identify internal and external emergency response partners in your community.
- Describe the roles of internal and external emergency response partners in community disaster preparedness and recovery.
- Determine your coalition's role in community preparedness and recovery.
- Identify strategies to build and sustain collaborative partnerships among internal and external emergency response partners in your community.
- Develop collaborative emergency response plans, policies, and/or agreements with appropriate internal and external emergency response partners.

Course Learning Objectives

Competency 1.4 - Maintain situational awareness in an emergency.

- Analyze information regarding the relevant factors impacting response activities.
- Identify your community's needs.
- Determine key resources for recovery and the immediate needs of victims.
- Identify tools to evaluate the success of your coalition during an emergency situation.
- Determine your community's resilience index.

Course Learning Objectives

Competency 3.1 - Contribute expertise to a community hazard vulnerability analysis (HVA).

- Describe the stages of emergency management.
- Identify vulnerable populations in your community who are at increased risk in broad-scale emergencies.
- Identify the roles and responsibilities of your community coalition and its members during an emergency.
- Describe the role of HVAs in emergency planning.
- Identify methods for evaluating and improving your coalition's preparedness and response activities.
- Value creating collaborative partnerships with community organizations for preparedness and response activities.
- Define key terminology: Disaster, Resilience, Coalition, Preparedness, Response, Recovery, Mitigation.

Course Learning Objectives

Competency 3.3 - Participate in improving the coalition's capacities (including, but not limited to programs, plans, policies, laws and training).

- Describe the key role(s) of community-based disaster coalitions.
- Apply knowledge and skills gained through participation in activities to improve your organization's capacities.
- Prioritize your coalition's critical emergency preparedness and response roles and functions.
- Identify strategies for implementing recommendations identified in your coalition's After Action Reviews.
- Discuss the need for and the importance of a coordinated response to emergencies and disasters.
- Apply the Preparedness Capabilities' Planning Model to building and/or strengthening your coalition.
- Assess your coalition's current state, determine goals, and develop plans to achieve those goals.
- Identify community preparedness and recovery functions, and the coalition's related tasks, performance measures, and resource elements.

Instructional Methods

- Didactic presentations
- Group activities
- Learner assessment



Instructional Materials

- Participant Manual (Slides and Activities)
- Resource Manual and CD-Rom
- Learner Assessment (On-line, Pre/Post)
- Course Evaluation (On-Site)
- Program Evaluation (On-Line)
- Course Site (On-Line)



Good House-Keeping

- Bathrooms
- Exits
- Breaks
- Cell phone usage
- Safe learning environment



Agenda: Day 1

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Day 1: Learning Objectives

At the conclusion of Day 1, you should be able to:

- Define key terminology: Disaster, Coalition, Resilience
- Identify internal and external emergency response partners in your community.
- Determine your community's resilience index.
- Describe the role of Hazard Vulnerability Analyses (HVAs) in emergency planning.
- Identify your community's needs.
- Identify vulnerable populations in your community who are at increased risk in broad-scale emergencies.
- Discuss the need for and the importance of a coordinated response to emergencies and disasters.

Community-Based Disaster Coalition Building During Challenging Times



Presented by:
Dave Rogoff & Patrick Gardner

Memorable Quote



“As individuals we take action to stay healthy and protect our bodies from disease, through vaccinations, doctor appointments, physical activity, and in many other ways...

*...Shouldn't we be thinking about protecting our **communities** in the same way?”*

*- Craig Fugate,
FEMA Administrator*

Key Definition: Disaster

“Any occurrence that causes damage, ecological disruption, loss of human life, deterioration of health and health services on a scale sufficient to warrant an extraordinary response from outside the affected area.”



*- World Health
Organization, 1998*

Key Definition: Community-Based Disaster Coalition (CBDC)

- Community Based Disaster Coalition (CBDC) is a generic term for
“a network of collaborative partnerships which come together to help their local community and its residents prepare for and recover from a disaster.”
- Common Names: COAD, VOAD, TAC, CDPC, LTR - *unique to each county.*
- In presentations, we will use the generic term “coalition.”



Key Definition: Building Post-Disaster Resiliency

Developing capabilities that aid the community in:

- Preventing, withstanding, and mitigating the stress of an incident.
- Recovering in a way that restores the community to a state of self sufficiency.
- Using knowledge of past response to strengthen the community’s ability to withstand the next incident.



Resilience: Ability to Bounce Back

FIGURE 1: A resilient system

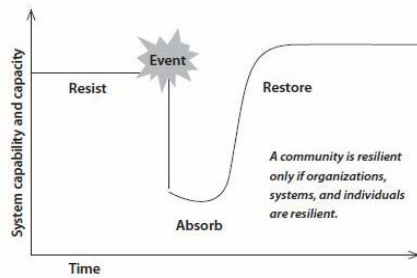
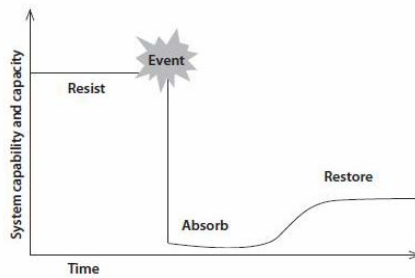


FIGURE 2: A nonresilient system



Memorable Quote

“Never doubt that a small group of thoughtful, committed citizens can change the world.

Indeed, it is the only thing that ever has.”

- Margaret Mead, Anthropologist



Benefits of a Community Coalition

- **Strengthen community camaraderie in on-going or daily operations.**
 - Timely response to local emergencies.
 - Greater understanding of agency/organization roles in the community.
 - Stronger professional and personal relationships.



Benefits of a Community Coalition (Cont.)

- **Unify principles and increase community awareness in local, state and national initiatives.**
 - National:
PPHR, NRF, NDRF, Target Capabilities List
 - State & Local:
Post-Disaster Re-Development Planning, Long-Term Recovery efforts



Lessons Learned from Katrina

- Relationships must be built before the disaster.
- Good planning and enactment of immediate response sets stage for successful recovery (particularly for health and human services).
- Plan for short term post-disaster surge in providers and capabilities.
- Plan for the ordinary, usual things.
- Need to track health and human services workforce.
- Need up-to-date, concise useable information about available community resources.
- Need financing mechanism for recovery bridge funds.
- Don't plan to just replace the same pre-disaster resources and systems.

From **Eric T. Baumgartner, MD, MPH**
Director of Policy and Program Planning, Louisiana Public Health Institute

Core Assumptions: Post-Disaster Resiliency Planning

Post-disaster recovery cannot focus only on property recovery and hazard mitigation – it's the people who recover and need to be resilient.



Core Assumptions: Post-Disaster Resiliency Planning (Cont.)

*Planning for disasters
does not make you a
“Chicken Little.”*

*Post-disaster is not the
time to exchange
business cards.*



Core Assumptions: Post-Disaster Resiliency Planning (Cont.)

*“If you don’t know where
you are going, any
direction will do.”*

- Cheshire Cat



Core Assumptions: Post-Disaster Resiliency Planning (Cont.)

*“Prediction is difficult,
especially about the
future.”*

- Yogi Berra



Core Assumptions: Post-Disaster Resiliency Planning (Cont.)

*Yes, your coalition are all
leaders – but who or what
is your glue?*

Glue can be “situational.”



Core Assumptions: Post-Disaster Resiliency Planning (Cont.)

To live in Florida, you have to be ready to lead the community in recovering from its vulnerabilities.

And each community has its own vulnerabilities.



Core Assumptions for Post-Disaster Resiliency Planning (Cont.)

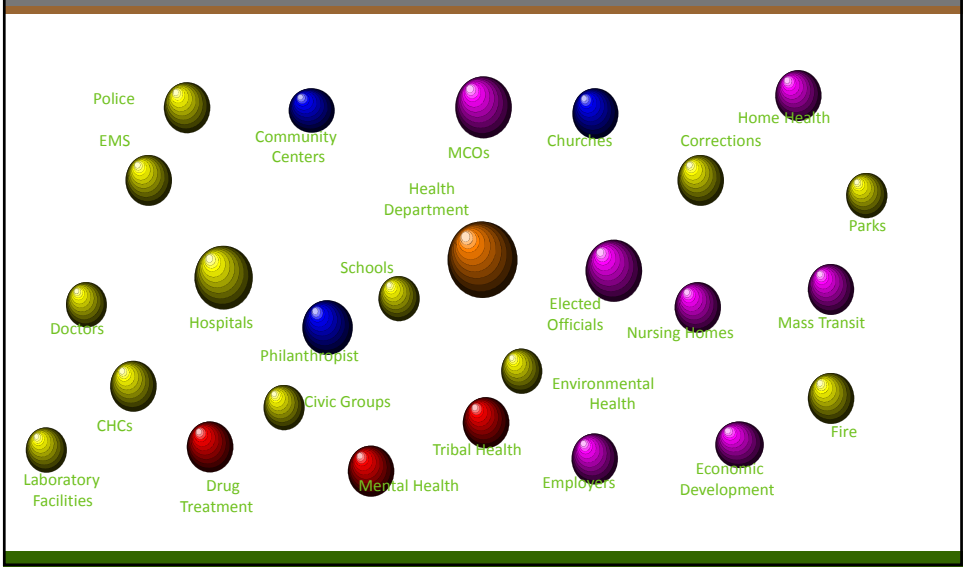
Complacency can affect preparedness.

“From disaster good fortune comes, and in good fortune lurks disaster.”

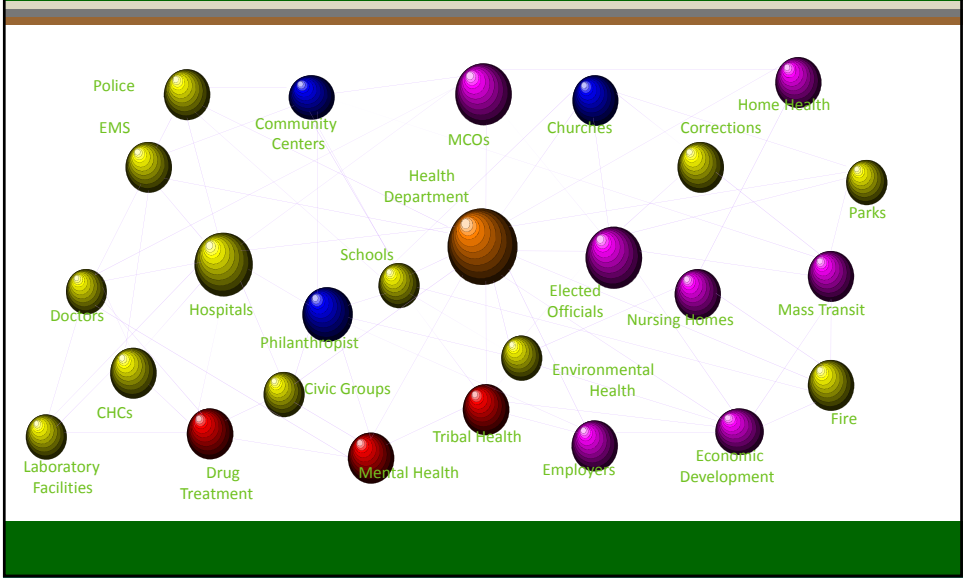
- Chinese Proverb



Individual “Dots” Contribute to Human-Focused Resiliency



Local / Regional Coalition is the Best Way to Connect the “Dots”

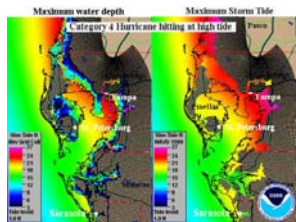


Florida's Many Types of Disaster Vulnerabilities

Our vulnerabilities are more than just hurricanes – we seem to have a bit of everything except snow avalanches.

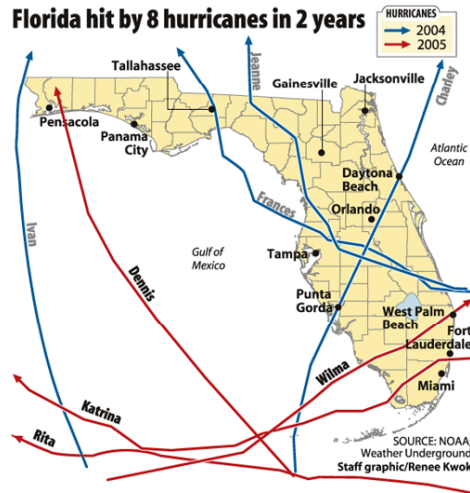


Examples of Florida Disaster Vulnerability



- Florida is ranked #1 for number of tornados per 10,000 square miles.
- Florida is #1 in lightning strikes in U.S.
- Florida has 4 of the top 10 U.S. areas most vulnerable to hurricanes:
 - Lake Okeechobee (#2)
 - Florida Keys (#3)
 - Miami / Ft Lauderdale (#5)
 - Tampa / St Petersburg (#10)
- Deepwater Horizon was the world's largest accidental release of oil into marine waters (NY Times, 8/2/10).

Hurricane Vulnerability



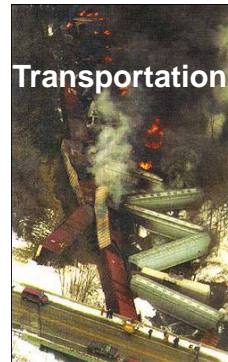
Other Florida Hazards



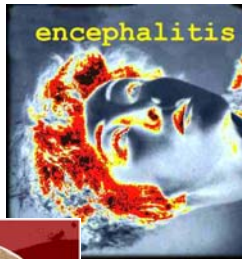
Nuclear Facilities



Military Command & Bases



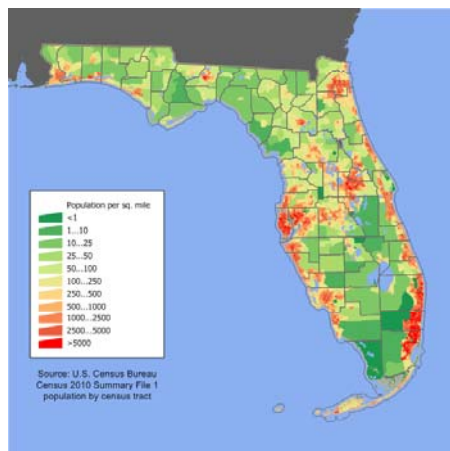
Other Florida Hazards (Cont.)



Transmission



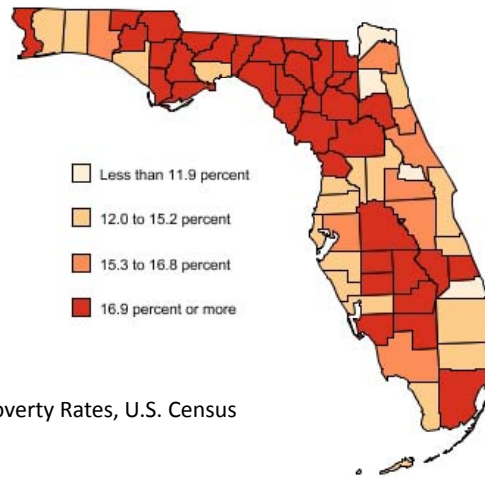
Florida's Vulnerability is Further Increased by Population Concentration ...



Florida has both urban and rural counties.

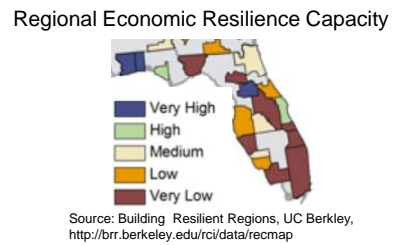
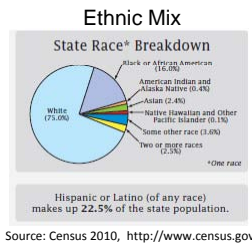
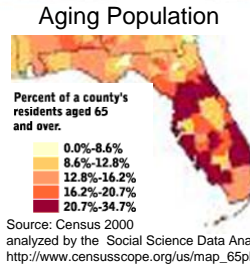
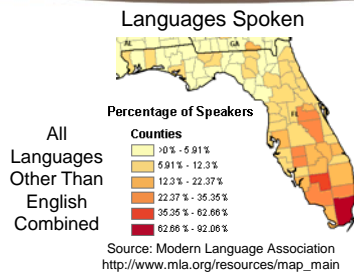
Counties like Dade, Broward, Palm Beach, and Hillsborough have both rural and urban areas.

... Large Number of People in Poverty

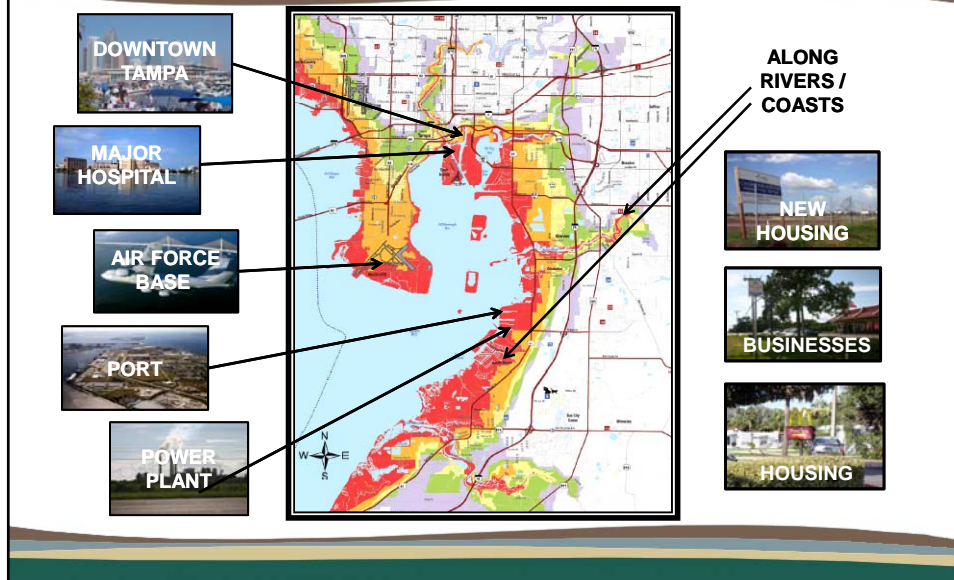


Source: 2010 Poverty Rates, U.S. Census

... and Other Socio-Demographic Factors

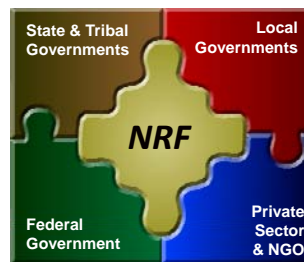


EXAMPLES OF HILLSBOROUGH SITES BELOW POTENTIAL HURRICANE STORM SURGE LEVEL (RED AND ORANGE)

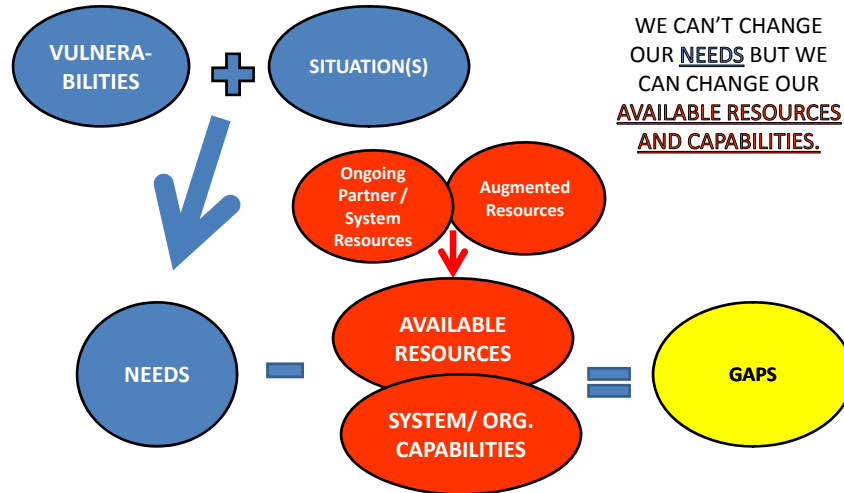


The Response: Augmented Resources

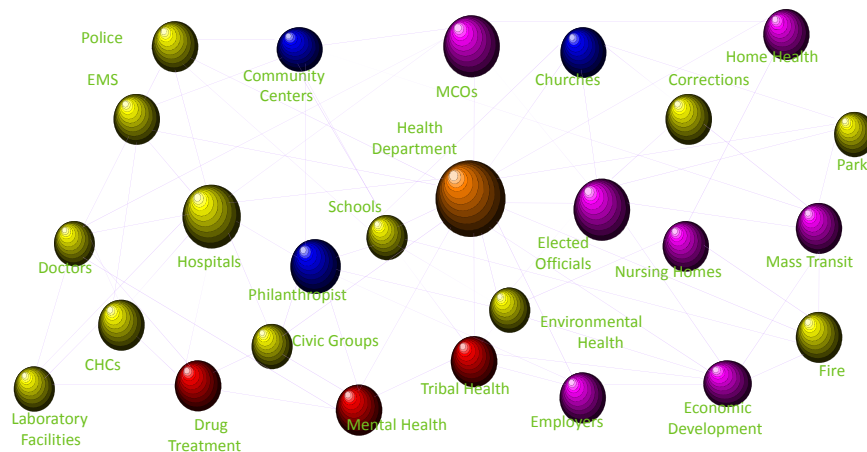
Effective, unified national response requires layered, mutually supporting capabilities.



The Gap Analysis Equation



And You Thought This Was Complicated: Add Augmented State and Fed Resources



Memorable Quote

“If people can get what they need from stores after a hurricanes, agencies like ..(mine).. can focus on the less fortunate victims.”

- Bryan Koon, Director
FL Dept. of Emergency Mgt.
NPR Report, August 26, 2011



Roles of Private Sector & Govt./ NGOs

The Private Sector

- Supports community response.
- Organizes business to ensure resiliency.
- Protects and restores critical infrastructure and commercial activity.



(Cont.)

Roles of Private Sector & Govt./ NGOs

Government. and Non-Govt. Organizations (NGOs) perform vital service missions

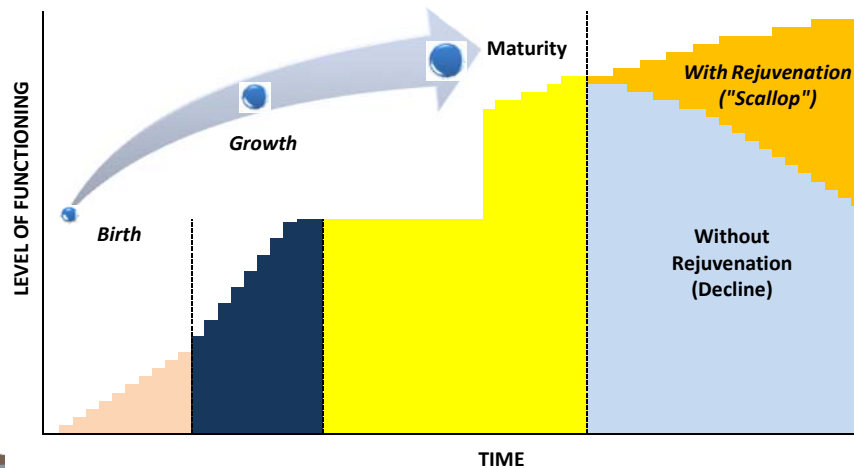
- Assist individuals who have special needs.
- Coordinate volunteers.
- Interface with government response officials at all levels.




Patrick Gardner

How does what we are going to do for the next three days help your coalition and community?

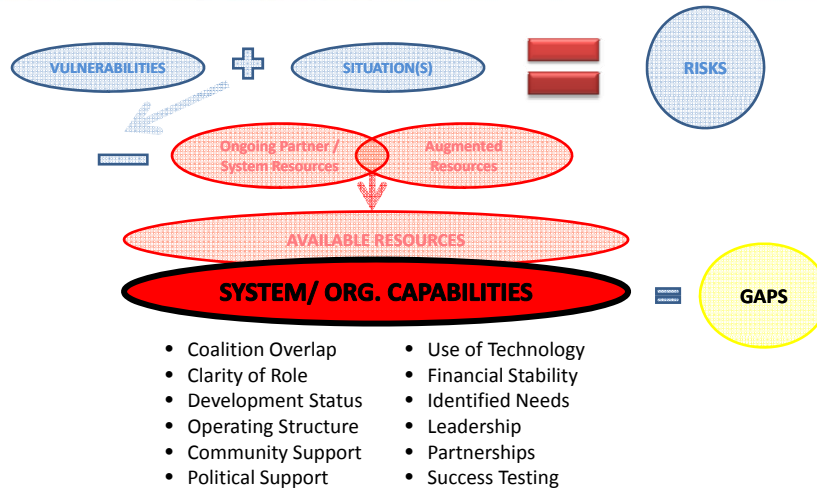
Your Coalition's Life Cycle



Program Structure: The Next Three Days

- Dialogue, not a monologue
- Facilitators
- Group activities
- Customized and useable documents as a result of the activities
- Lays the foundation for the two-year follow-up and support

Use of “Survey Clickers” to Gauge Your Coalition(s)’ Capabilities and Gaps



A Three Phase Approach

Phase 1. Assess Current State

Step 1a. Assess Roles & Responsibilities

Step 1b. Assess Resource Elements

Step 1c. Assess Performance

Phase 2. Determine Goals

Step 2a. Review Coalition’s Inputs

Step 2b. Prioritize Capabilities & Functions

Step 2c. Develop Goals (Short & Long Term)

Phase 3. Develop Action Plans

Step 3a. Plan Coalition’s Initiatives

Step 3b. Plan Capability Building & Sustaining

Step 3c. Plan Capability Evaluations & Demonstrations

Activity 1.1

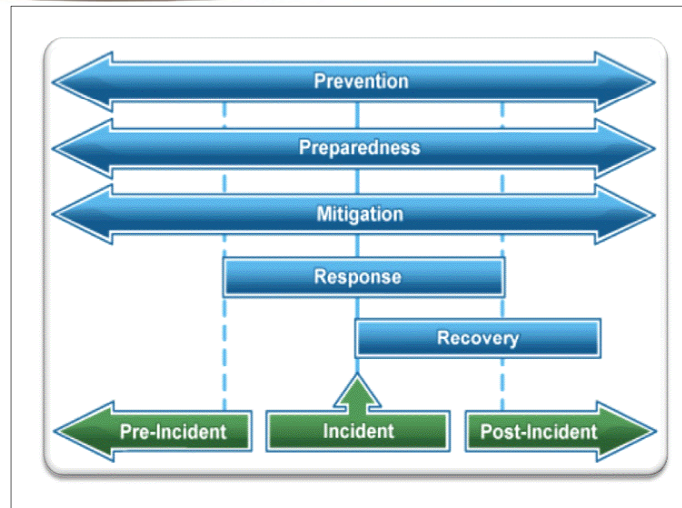
Building Blocks – Individual Member and Team



A Whole Community Approach to Disaster Preparedness and Recovery



Emergency Management Functions vs. Phases



Why a Whole Community Approach?

- Inclusive: Involves the whole community
- Shared understanding of community needs and capabilities
- Communication and coordination
- Increased personal and community preparedness
- Increased resiliency
- Decreasing resources

Note: Initially, people may have different definitions of community.

Whole Community



Whole Community Core Principles

1. Understand and meet the actual needs of the whole community.
2. Engage and empower all parts of the community.
3. Strengthen what works well in the community on a daily basis.

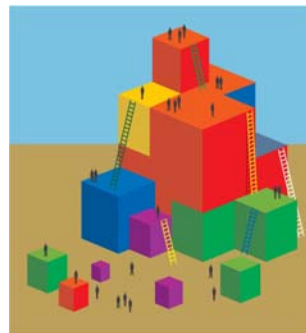


Strategies to Implement a Whole Community Approach

1. Understand community complexity.
2. Recognize community capabilities and needs.
3. Foster relationships with community leaders.
4. Build and maintain partnerships.
5. Empower local action.
6. Leverage and strengthen social infrastructure, networks, and assets.

1. Understand Community Complexity

- Each community is unique and complex.
- Understanding that complexity helps identify a community's true needs and issues.



2. Recognize Community Capabilities and Needs

- Understand the capabilities and needs
- Important for planning
- What is needed vs. what's on hand
- Finding ways to address needs
- Self assessment tool – Community Resilience Index (more on this later)



3. Foster Relationships with Community Leaders

- Formal leaders vs. informal leaders
- Leaders in community can motivate others to action
- Trust
- Joint activities to address specific local problems



4. Build and Maintain Partnerships

- Find overlapping and shared interests
- Motivations and incentives:
 - Exercises
 - Volunteers
 - Other activities
- Regular communication (i.e., newsletter articles, meetings)



5. Empower Local Action

- Community ownership
- Government cannot manage disasters alone.
- Leadership and clear vision
- The emergency manager promotes and coordinates, but does not direct, the coalition's conversations and efforts.



6. Leverage and Strengthen Social Infrastructure, Networks, and Assets

- Connect daily life to the coalition.
- Understand how communities operate before a disaster.
- Determine the community's assets.
- Determine the core needs of the community.



Summary

By focusing on core elements of successful, connected, and committed communities:

- we can collectively achieve better outcomes in times of crisis,
- while enhancing the resilience of our communities and the nation.

Summary (Cont.)

The three core principles of Whole Community —

1. understanding and meeting the actual needs of the whole community;
2. engaging / empowering all parts of community;
3. strengthening what works well in communities on a daily basis

— provide a foundation for pursuing a Whole Community approach through which security and resiliency can be attained.

Sources

Federal Emergency Management Agency. (December 12, 2011). A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action. Retrieved from <http://www.fema.gov/about/wholecommunity.shtm>

Sempier, T.T., D.L. Swann, R. Emmer, S.H. Sempier, and M. Schneider. (November, 2010). Coastal Community Resilience Index: A Community Self-Assessment. Retrieved from http://www.gulfofmexicoalliance.org/projects/files/56Coastal_Resilience_Index_training_tool.pdf

U.S. Department of Health and Human Services, Office of the Assistant Secretary for Preparedness and Response. (2012). Community Resilience. Retrieved from <http://www.phe.gov/Preparedness/planning/abc/Documents/community-resilience.pdf>

Clicker Survey: Coalition Assessment



Activity 1.2

Community Resilience Index



Activity 1.3

Community Situational Needs Assessment and Gap Analysis



Day 1: Learning Objectives Review

At the conclusion of Day 1, you should be able to:

- Define key terminology: Disaster, Coalition, Resilience
- Identify internal and external emergency response partners in your community.
- Determine your community's resilience index.
- Describe the role of Hazard Vulnerability Analyses (HVAs) in emergency planning.
- Identify your community's needs.
- Identify vulnerable populations in your community who are at increased risk in broad-scale emergencies.
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Closing Comments & Day 2 Overview

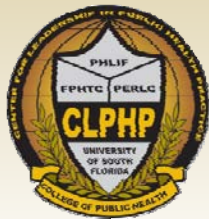


Agenda: Day 2

Enhancing Community Capability through Community Based Coalitions

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Community-Based Disaster Coalition Training Day 2



Day 2

Welcome
Back

A decorative graphic featuring several butterflies in shades of blue and purple, positioned above the 'Welcome Back' text.

Day 1



Agenda: Day 2

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Day 2: Learning Objectives

At the conclusion of Day 2, you should be able to:

- Define key terminology: Coalition, Preparedness, Response, Recovery, Mitigation
- Describe the stages of emergency management.
- Describe the key role(s) of community-based disaster coalitions.
- Describe the roles of internal and external emergency response partners in community disaster preparedness and recovery.
- Identify community preparedness and recovery functions, and the coalition's related tasks, performance measures and resource elements.
- Determine key resources for recovery and the immediate needs of victims.
- Develop collaborative emergency response plans, policies, and/or agreements with appropriate internal and external emergency response partners.
- Identify tools to evaluate the success of your coalition during an emergency situation.

Developing Community-Based Coalitions



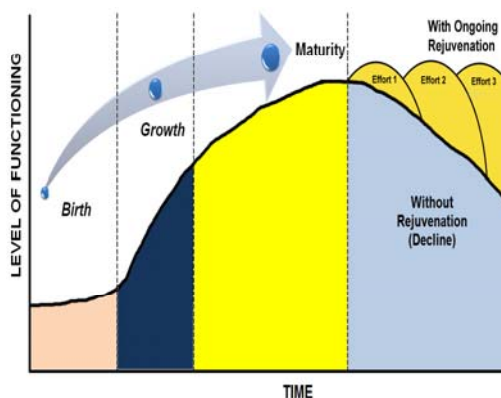
Key Definition: Community-Based Disaster Coalition (CBDC)

- Community Based Disaster Coalition (CBDC) is a generic term for
“a network of collaborative partnerships which come together to help their local community and its residents prepare for and recover from a disaster.”
- Common Names: COAD, VOAD, TAC, CDPC, LTR - *unique to each county*
- Includes representative members from public, private, not-for-profit, and faith-based organizations.

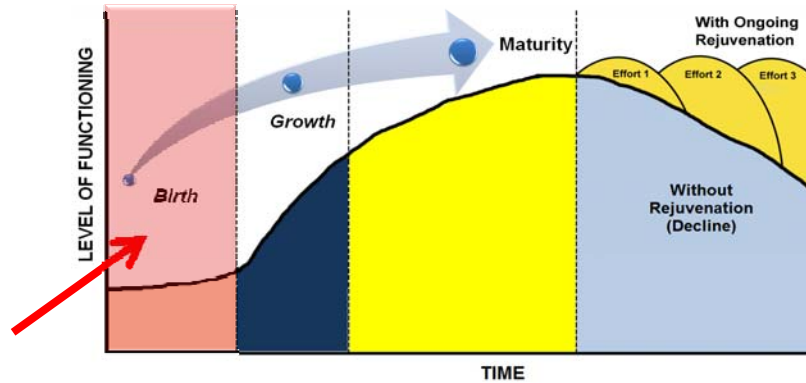


What are the Developmental Stages of a Coalition?

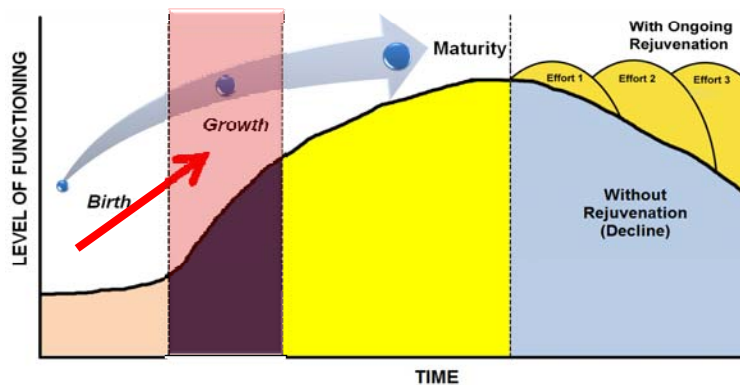
- Birth
- Growth
- Maturity
- Decline or Rejuvenation
- Death



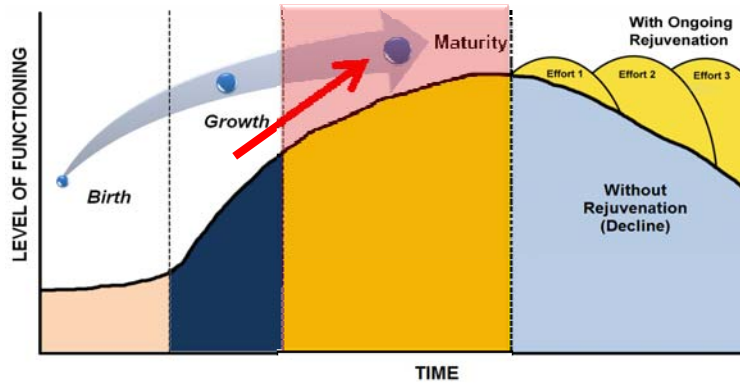
Coalition Developmental Stages Stage 1: BIRTH



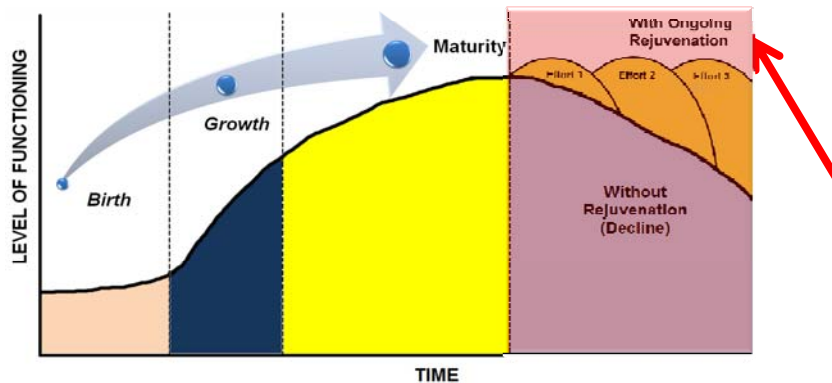
Coalition Developmental Stages Stage 2: GROWTH



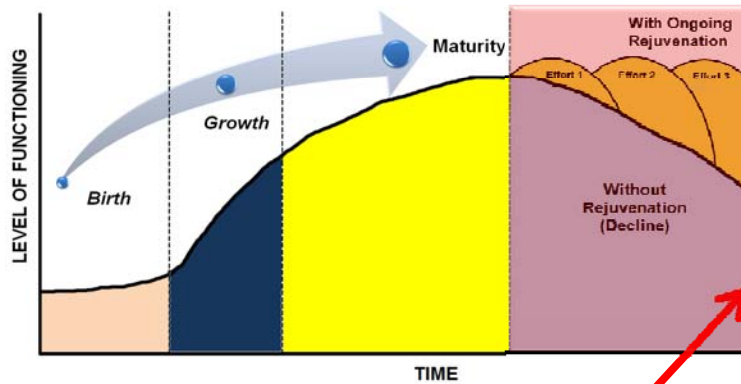
Coalition Developmental Stages Stage 3: MATURITY



Coalition Developmental Stages Stage 4: DECLINE or REJUVENATION



Coalition Developmental Stages Stage 5: DEATH or IN NAME ONLY

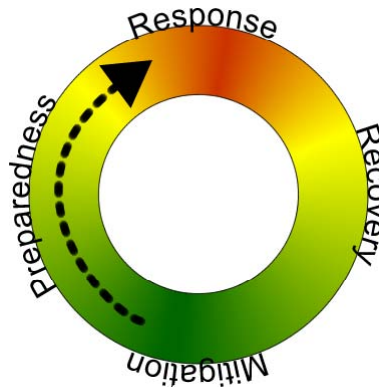


Without Rejuvenation, Stage 5 will ultimately be Death or CBDC existing in name only.

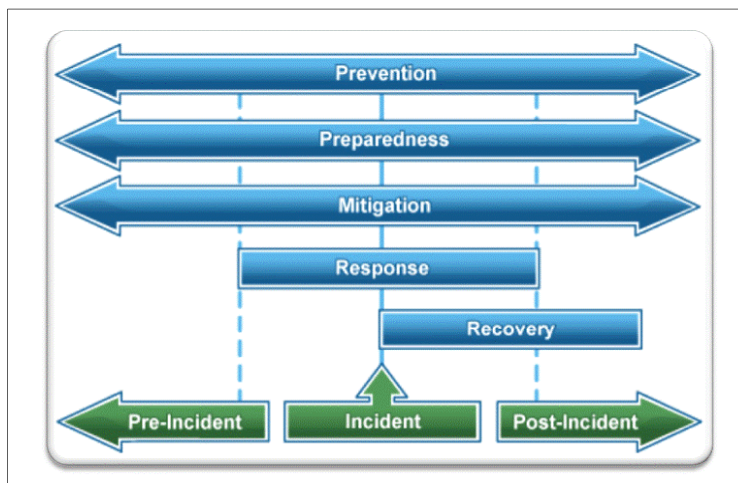
What are the Factors for Ensuring Coalition Developmental Success?

- Cooperation
- Activation
- Coordination
- Communication
- Collaboration
- Facilitation
- Involvement
- Invitation
- Commitment
- Documentation

Emergency Management Phases

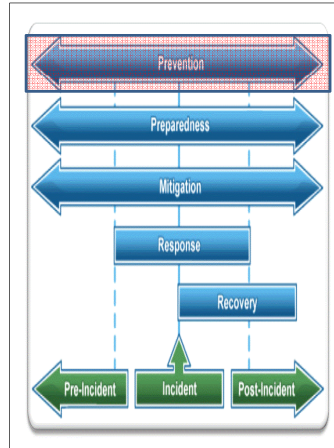


What are the Roles of a Coalition in All Functions of Emergency Management?



Coalition Roles During PREVENTION Function

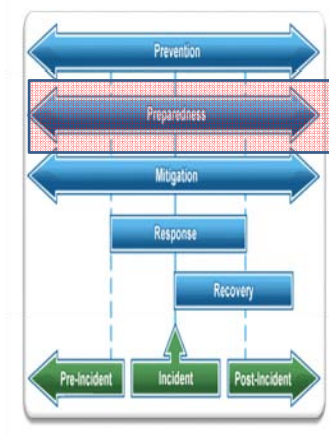
- Some incidents are not preventable.
- If you see something, say something.



PREPAREDNESS

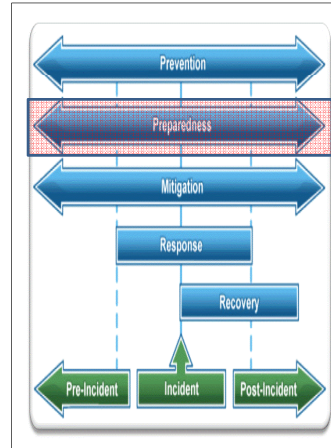
A continuous cycle of planning, managing, organizing, training, equipping, exercising, creating, evaluating, monitoring and improving activities to ensure effective coordination and the enhancement of capabilities of concerned organizations to prevent, protect against, respond to, recover from, create resources and mitigate the effects of natural disasters, acts of terrorism, and other man-made disasters.

(Source: http://en.wikipedia.org/wiki/Emergency_management#Preparedness)



Coalition Roles During PREPAREDNESS Function

- Provide education, orientation, training.
- Participate in community disaster planning efforts.
- Create / update resource guide.
- Identify / strengthen new partnerships.
- Interact with Emergency Management agencies.

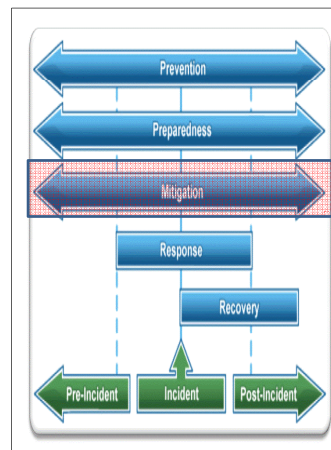


MITIGATION

MITIGATION refers to any sustained action taken to reduce or eliminate long-term risk to people, property, and the environment from hazards and their effects.

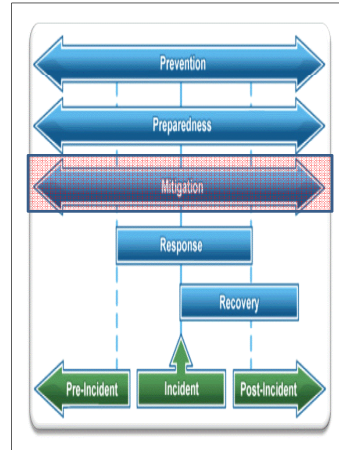
MITIGATION is distinguished by actions that have a long-term impact, rather than those that are more closely associated with preparedness for, immediate response to, or short-term recovery from a specific event.

Source: FEMA, 1997 (http://www.laseagrant.org/pdfs/FEMA_Glossary.pdf)



Coalition Roles During MITIGATION Function

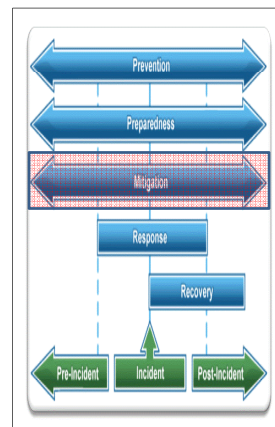
- Be involved in local Emergency Planning Committee.
- Participate in special mitigation events (e.g., 'hurricane preparedness week').
- Participate in community disaster preparedness education.
- Monitor and support mitigation efforts in the community.



(Cont.)

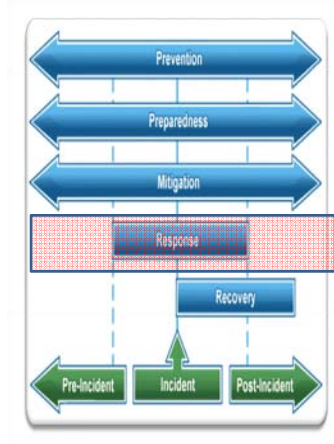
Coalition Roles During MITIGATION Function (Cont.)

- Develop or enhance the structures and components of the coalition.
- Evaluate 'lessons observed and learned' and revisit goals / objectives with appropriate revisions.
- Seek and engage new resources and partnerships.
- Provide incentives and rewards to members and their agencies.
- Partner with organizations which may provide valuable incentives /rewards/ acknowledgments.



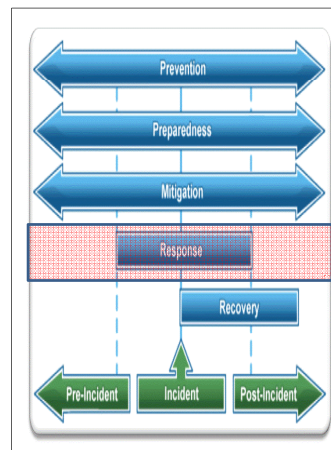
RESPONSE

Actions taken immediately before, during, or directly after a disaster event to save lives, minimize injuries, lessen property and environmental damage, and enhance the effectiveness of community recovery.



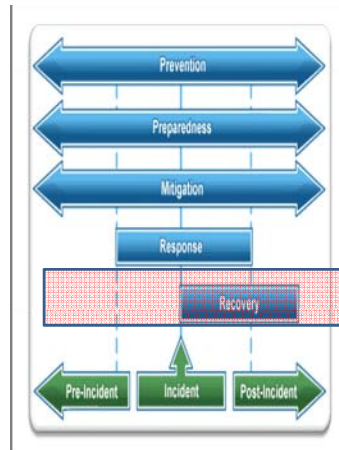
Coalition Roles During RESPONSE Function

- Participate in donations management.
- Support volunteers and volunteer management.
- Provide support and human services to primary disaster response organizations.
- Integrate into the incident management structure.



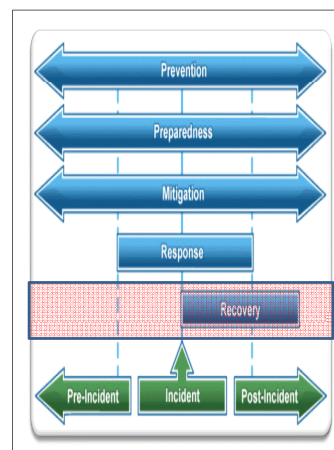
RECOVERY

Short-term activities that help return vital life support systems to minimum operating standards and/or a long-term activity designed to return the affected people and areas to an acceptable standard of safety and sustainability. Also consider things to do that would lessen (mitigate) the effects of any future disasters.



Coalition Roles During RECOVERY Function

- Create an unmet needs committee or strike team.
- Support ongoing recovery operations.
- Support ongoing donations and volunteer management.
- Advocate for disaster survivors.
- Discover opportunities to sustain efforts and obtain funding.

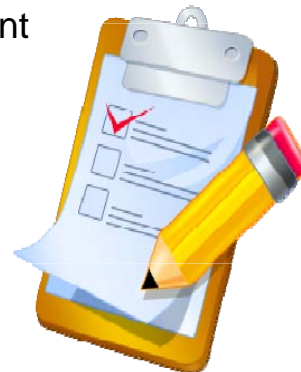


Who Participates in a Coalition?



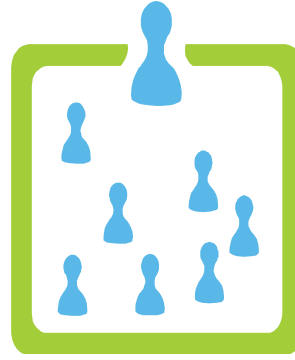
What are the Elements of a Coalition?

- Coalition Name
- Purpose and Mission statement
- Guiding principles
- Scope of services
- Key activities / Essential functions
- Membership
- Leadership
- Training / Education



What are Common Components of a CBDC?

- Leadership
- Work Groups
- Committees
- Advisory Board
- Strike Teams
- Task Forces

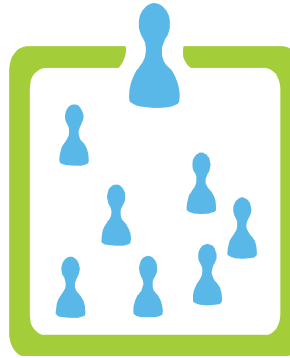


Disaster vs. Non Disaster

Terms can have different meanings depending on the context that they are viewed in.

What are Common Components of a CBDC? Clarifying Terminology- Non Disaster

- Task Forces typically exist until task is complete.
- Committees, Work Groups, and Strike Teams are often viewed as ongoing.
- Therefore, Task Forces could turn into Work Groups, Committees, etc.



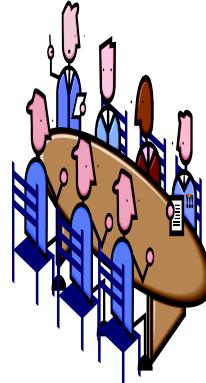
Common Components of a CBDC: LEADERSHIP

- Empowers the members.
- Moves coalition goals forward.
- Supports and commits to coalition's vision.
- Well-integrated and connected in the community.
- Listens to different points-of-view of members / non-members in the community.



Common Components of a CBDC: TASK FORCES / WORK GROUPS / COMMITTEES

- Effective in meeting goals/objectives.
- May provide general direction (e.g., Executive Committee), in the absence of a set governance or a formal structure that is incorporated.
- Structure may change over time.
- When task-oriented, represents agencies and organizations with complementary or mixed resources and services.



Common Components of a CBDC: ADVISORY BOARD / OTHER GOVERNANCE

- Provides guidance.
- Mentors coalition leadership and its member organizations.
- Helps with networking.
- Advocates coalition's efforts.
- Supports fundraising activities.



Common Components of a CBDC: STRIKE TEAM

- Action-oriented bridge between coalition and a segment of the community in a specific functional area.
- Represents agencies and organizations with similar resources and services.



Discussion

What leadership/organizational structure does your coalition currently use or plan to use?

Which of the organizational elements discussed today could be useful to your coalition?



Module: Summary

- Community-based disaster coalitions require the combined participation of individuals, organizations, and agencies in the community.
- Coalition efforts should be aligned with initiatives at the national, state, and local levels.
- Not all coalitions are in the same phase of their organizational development stage.
- Align coalition's roles and functions throughout all functions of emergency management.

Introduction to Preparedness Capabilities: National Standards for State and Local Planning



Preparedness Capabilities: National Standards for State and Local Planning

This content has been adapted from the CDC's Public Health Preparedness Capabilities: National Standards for State and Local Planning. The capabilities relevant to disaster coalitions will be presented here.



Capability One: Community Preparedness

Building Community Preparedness

Community preparedness is the ability of communities to prepare for, withstand, and recover — in both the short and long terms — from disaster.



Building Community Preparedness Capability

1. Support the development of systems that support recovery.
2. Participate in awareness training with community and faith-based partners on how to prevent, respond to, and recover from incidents.

Building Community Preparedness Capability (cont)

3. Promote awareness of and access to resources that help protect the community and address the functional needs (i.e., communication, medical care, independence, supervision, transportation) of at-risk individuals.

Building Community Preparedness Capability (cont)

4. Engage public and private organizations in preparedness activities that represent the functional needs of at-risk individuals as well as the cultural and socio-economic, demographic components of the community.

Building Community Preparedness Capability (cont)

5. Identify those populations that may be at higher risk.
6. Receive and/or integrate populations who have been displaced due to incidents that have occurred in their own or distant communities (e.g., improvised nuclear device or hurricane).

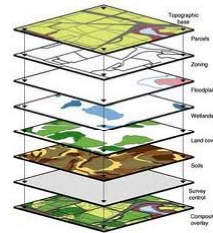
Building Community Preparedness

This capability consists of the ability to perform the following functions:

- Function 1: Determine risks.
- Function 2: Build community partnerships to support preparedness.
- Function 3: Engage with community organizations.
- Function 4: Coordinate training or guidance to ensure community engagement in preparedness efforts.

Building Community Preparedness Function 1: Determine risks.

Identify the potential hazards, vulnerabilities, and risks in the community.



Building Community Preparedness Function 2: Build community partnerships.

Identify and engage with public and private community partners who can do the following:

- Assist with the mitigation of identified risks.
- Be integrated into the jurisdiction's all-hazards emergency plans with defined community roles and responsibilities.

Building Community Preparedness

Function 3: Engage with community organizations.

Engage with community organizations to foster social connections that assure services in a community before, during, and after an incident.



Building Community Preparedness

Function 4: Coordinate training or guidance.

Coordinate with emergency management, community organizations, businesses, and other partners to provide preparedness and response training or guidance to community partners for the specific risks identified in the jurisdictional risk assessment.

Discussion

What communication and training strategies does your coalition use or plan to use?

Share your most innovative ideas with the larger group.

How could you expand or improve upon your communication and training efforts?



Capability Two: Community Recovery

Building Community Recovery

Community recovery is the ability to collaborate with community partners to plan and advocate for the rebuilding of systems to at least a level of functioning comparable to pre-incident levels, and improved levels where possible.



Building Community Recovery

This capability consists of the ability to perform the following functions:

Function 1: Identify and monitor recovery needs.

Function 2: Coordinate community coalition operations.

Function 3: Implement corrective actions to mitigate damages from future incidents.

Building Community Recovery

Function 1: Identify and monitor recovery needs.

Assess the impact of an incident in collaboration with the jurisdictional government and community and faith-based partners, in order to determine and prioritize the recovery needs.

Building Community Recovery

Function 2: Coordinate community coalition operations.

Facilitate interaction among community and faith-based organizations (e.g., businesses and non-governmental organizations) to build a network of support services which will minimize negative effects of the incident.

Building Community Recovery

Function 3: Implement corrective actions.

Incorporate observations from the current incident to describe actions needed to return to a level of system function at least comparable to pre-incident levels or improved levels where appropriate.

Document these items in a written after-action report and improvement plan, and implement those corrective actions that are within the purview of the coalition.

Conclusion

Thoughtful implementation of these Preparedness Capabilities: National Standards for State and Local Planning will help disaster coalitions conduct preparedness planning, assess their readiness to meet a disaster, and provide guidance and recommendations to their community and partners for preparedness planning.

Putting these adapted standards into practice, as applicable, will help coalitions assure safer, more resilient, and better prepared communities.



Source

Centers for Disease Control and Prevention.
(March, 2011). Public Health Preparedness
Capabilities: National Standards for State and
Local Planning. Retrieved from
<http://www.cdc.gov/phpr/capabilities/>



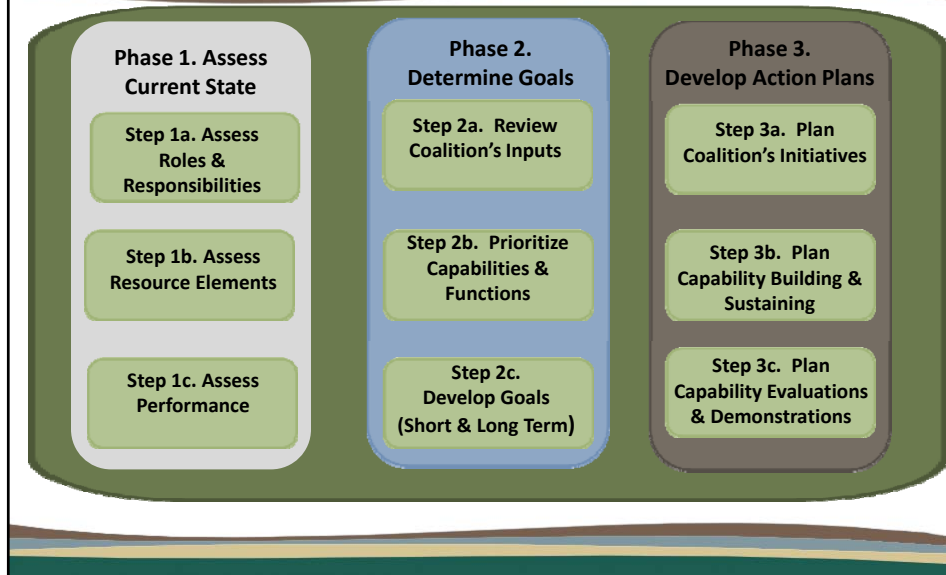
Community-Based Coalition Capabilities Planning Model



Coalition Preparedness and Recovery Capabilities Planning Model

- Assists coalitions in building community preparedness and resiliency.
- Adapted from the Center for Disease Control's (CDC) Public Health Preparedness Capabilities Planning Model.
- Designed to serve as a planning resource that a coalition can use to assess their capabilities to provide community preparedness and recovery services and resources.
- Describes a high-level planning process to help a coalition determine community's priorities and plan related activities.
- Describes suggested activities for preparedness and recovery planning.

Coalition Preparedness and Recovery Capabilities Planning Model (Cont.)



Coalition Capabilities Planning Model

Phase 1. Assess Coalition's Current State

Phase 1: Assess Coalition's Current State Step 1a. Organizational Roles & Responsibilities

Phase 1: Assess Coalition's Current State

Step 1a.

Assess Organizational Roles & Responsibilities

Step 1b.

Assess Coalition's Resource Elements

Step 1c.

Assess Coalition's Performance

Step 1a. Organizational Roles & Responsibilities OBJECTIVES

- Assess which organizational entities within your community are responsible for the fifteen (15) disaster preparedness capabilities.
- Assess your coalition's role and responsibilities related to each of these disaster preparedness capabilities.

Step 1a. Organizational Roles & Responsibilities EXAMPLES OF CAPABILITIES

- | | |
|---|--|
| 1. Community preparedness | 9. Medical materiel mgt. and distribution |
| 2. Community recovery | 10. Medical surge |
| 3. Emergency operations coordination | 11. Non-pharm. interventions |
| 4. Emergency public information and warning | 12. Public health laboratory testing |
| 5. Fatality management | 13. Public health surveillance and epidemiological investigation |
| 6. Information sharing | 14. Responder safety / health |
| 7. Mass care | 15. Volunteer management |
| 8. Medical countermeasure dispensing | |

Step 1a. Organizational Roles & Responsibilities TASKS

- List those agencies/organizations in your community that are responsible for the disaster preparedness capabilities.
- Identify those disaster preparedness capabilities that your coalition is involved in.
- For those capabilities that your coalition is involved in, define your coalition's role(s).
- Describe your coalition's responsibilities related to these disaster preparedness capabilities.

Activity 2.1: Organizational Assessment: Coalition's Capabilities, Roles, and Responsibilities

Coalition Capabilities Planning Model



Step 1a. Assess Your Coalition's Roles and Responsibilities

ACTIVITY 2.1 – Organizational Assessment: Coalition’s Capabilities, Roles and Responsibilities



Purpose:

- Assess which organizational entities within your community are responsible for the (15) disaster preparedness capabilities and determine, if you have an existing coalition, what your coalition’s involvement is in each of the capabilities. Note: If you are in the process of building a new coalition, determine those capabilities that your coalition might be involved in and predict the level of involvement.

Time: 1 Hour

Tasks:

- List those agencies/organizations in your community that are responsible for the disaster preparedness capabilities.
- If you have an existing coalition, identify those disaster preparedness capabilities that your coalition is involved and determine your coalition’s level of involvement.
- If you are building a new coalition, determine those capabilities that your coalition might be involved in and predict the level of your coalition’s potential involvement.

Levels of Coalition Involvement:

- **Critical Functions (CF)** – Functions essential to performing the capability.
- **Substantial Functions (SUB)** – Functions crucial to sustaining the capability.
- **Supportive Functions (SUP)** – Functions that assist in supporting the capability.

Phase 1: Assess Coalition’s Current State Step 1b. Coalition’s Resource Elements

Phase 1: Assess Coalition’s Current State

Step 1a.
Assess Organizational Roles & Responsibilities

Step 1b.
Assess Coalition’s Resource Elements

Step 1c.
Assess Coalition’s Performance

Step 1b. Coalition's Resource Elements

Phase 1: Assess Coalition's Current State

Step 1a.
Assess Organizational Roles & Responsibilities

Step 1b.
Assess Coalition's Resource Elements

Step 1c.
Assess Coalition's Performance

Step 1b. Coalition's Resource Elements DEFINITION

- Resource elements are those resources a coalition needs to have or have access to in order to successfully perform its roles and responsibilities related to each capability.
- Resource elements fall into three critical categories for building and maintaining associated capabilities for coalitions:
 1. Planning
 2. Skills and Training
 3. Equipment and Technology

Step 1b. Coalition's Resource Elements CRITICAL CATEGORIES

1. Planning - Elements that should be included in existing operational plans, standard operating procedures, and/or emergency operations plans.
2. Skills and Training - The baseline competencies, knowledge, and skills necessary for coalition members and teams to possess to competently deliver a disaster preparedness capability.
3. Equipment and Technology - A coalition should have in their possession (or have access to), and in sufficient quantities to adequately achieve the capability.

Step 1b. Coalition's Resource Elements OBJECTIVES

- Assess if your coalition has the essential resource elements (or has access to the essential resource elements) in each of the three critical categories (Planning, Skills and Training, and Equipment and Technology).
- This is needed to successfully perform its roles and responsibilities related to each capability.
- Identify any challenges or barriers to attaining an essential resource element.

Step 1b. Coalition's Resource Elements PLANNING

- Review your coalition's written plans.
- Determine whether your written plans include the following:
 - Policies or procedures to identify vulnerable populations.
 - Community risk assessment.
 - Input from community partners.
 - Memorandum of understanding or letters of agreement.
 - Protocol(s) to encourage or promote medical personnel to register and participate with the community Medical Reserve Corps or state Emergency System for Advanced Registration of Volunteer Health Professionals.

Step 1b. Coalition's Resource Elements PLANNING (con't)

- Determine whether your written plans include the following:
 - Documentation of community and faith based partners' roles and responsibilities for each phase of the incident.
 - How essential services will be sustained regardless of the nature of the incident.
 - The process for collaboration to identify the recovery needs.
 - How the coalition will conduct a community assessment and follow-up monitoring.
 - Participation of partners from these twelve (12) community sectors :
Business, Community leadership, Cultural and faith-based groups and organizations, Emergency Management, Healthcare, Social Services, Housing and sheltering, Media, Mental/Behavioral Health, State Office of Aging, Education, and Childcare.

Step 1b. Coalition's Resource Elements SKILLS AND TRAINING

- Determine the involvement of coalition members in the planning efforts.
 - Are coalition members involved in planning efforts that provide an opportunity for members to:
 - Contribute expertise to a community hazard vulnerability analysis (HVA)?
 - Contribute expertise to the development of emergency plans?
 - Participate in improving the coalition's capacities (including, but not limited to programs, plans, policies, laws, and workforce training)?
- Determine whether standardized training is being identified, recommended, and/or developed for the coalition members.

Step 1b. Coalition's Resource Elements EQUIPMENT AND TECHNOLOGY

- Determine whether your coalition has in its possession or has access the necessary equipment and technology, in sufficient quantity, to:
 - Accomplish its mission.
 - Adequately achieve its desired capabilities.
- Identify any challenges or barriers to your coalition attaining the necessary equipment and technology.

Activity 2.2: Resource Elements Assessment

Coalition Capabilities Planning Model



Step 1b. Assess Your Coalition's Resource Elements

Activity 2.2: Resource Elements Assessment



Purpose:

Planning, skills and training, and equipment technology are three elements that are critical for being able to build and maintain associated community disaster preparedness and recovery capabilities for coalitions.

- Assess if your coalition has the essential resource elements (or has access to the essential resource elements) in each of the three critical categories: 1. Planning, 2. Skills and Training, and 3. Equipment and Technology (in order to successfully perform its roles and responsibilities related to each capability).
- Identify any challenges or barriers to attaining an essential resource element.
- Highlight the resources that you do not have.

Time: 1.5 Hours

Tasks: Existing Coalition

- Complete the Community Coalition Resource Element Assessment Table on the following page.
- List resources of the community coalition that are the most critical or priority for building and maintaining:
1) community preparedness and 2) community recovery.
- Review the list of resources and assign these resources as priority resources or recommended resources.
- Determine and divide these resources into categories. Ex: Planning, Skills and Training, Equipment and Technology.
- List critical resources that are part of the community coalition.
- List/Highlight critical resources needed by the community coalition.
- Review the resource lists and determine the presence or absence of any critical resources needed by the coalition.
- Identify any challenges or barriers for acquiring needed critical resources by the coalition.
- Answer questions on subsequent pages.

Phase 1: Assess Coalition's Current State

Step 1c. Coalition's Performance

Phase 1: Assess Current State

Step 1a.
Assess Organizational Roles & Responsibilities

Step 1b.
Assess Coalition's Resource Elements

Step 1c.
Assess Coalition's Performance

Step 1c. Coalition's Performance

OBJECTIVE

- Determine whether your coalition meets or assists in meeting the community's disaster preparedness and recovery needs.

Step 1c. Coalition's Performance OBJECTIVE AND KEY QUESTIONS

- OBJECTIVE: Assess coalition's performance.
- KEY QUESTIONS:
 - Has the coalition's performance been tested in an exercise or actual event?
 - Was an after-action report completed that contained an Improvement Plan?
 - Was the Improvement Plan implemented and tasks tracked to ensure completion?

Activity 2.3: Coalition Performance Assessment

Coalition Capabilities Planning Model



Step 1c. Assess Your Coalition's Performance

Activity 2.3: Coalition Performance Assessment



Purpose:

Assess your coalition's performance and determine whether your coalition meets the community's disaster preparedness and recovery needs.

Time: 15 Minutes

Task: Existing Coalition

• **Answer the following questions:**

- Has your coalition's performance been tested in an exercise, drill, or actual event?
- Did your coalition meet the community's disaster preparedness and recovery needs?
- Was an after action report completed that contained an Improvement Plan?
- Was the Improvement Plan implemented and tasks tracked to ensure completion?

Task: New Coalition

• **Consider the following questions:**

- Should your coalition's performance be tested in an exercise, drill, or actual event? If so, which one(s)?
- How could you determine if your coalition meets the community's disaster preparedness and recovery needs?
- Would an after action report be completed that contained an Improvement Plan?

Day 2: Learning Objectives Review

At the conclusion of Day 2, you should be able to:

- Define key terminology: Coalition, Preparedness, Response, Recovery, Mitigation
- Describe the stages of emergency management.
- Describe the key role(s) of community-based disaster coalitions.
- Describe the roles of internal and external emergency response partners in community disaster preparedness and recovery.
- Identify community preparedness and recovery functions, and the coalition's related tasks, performance measures and resource elements.
- Determine key resources for recovery and the immediate needs of victims.
- Develop collaborative emergency response plans, policies, and/or agreements with appropriate internal and external emergency response partners.
- Identify tools to evaluate the success of your coalition during an emergency situation.

Closing Comments & Day 3 Overview



Agenda: Day 3

Enhancing Community Capability through Community Based Coalitions (Cont.)

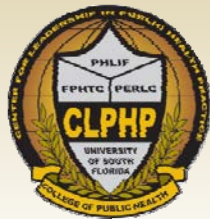
- | | |
|---------------------|---|
| 8:00 am – 8:30 am | Welcome & Day 2 Review |
| 8:30 am – 9:00 am | Coalition Capabilities Planning Model
Phase 2: Determine and Prioritize Your Coalition's Goals |
| 9:30 am - 10:00 am | Step 2a. Review Your Coalition's Inputs
Activity 3.1: Coalition Needs Assessment and Gap Analysis |
| 10:00 am – 11:00 am | Step 2b. Prioritize Your Coalition's Capabilities and Functions
Activity 3.2: Functional Assessment: Coalition's Roles and Functions |
| 11:00 am – 12:00 pm | Step 2c. Develop Your Coalition's Short-Term and Long-Term Goals
Activity 3.3: Coalition's Goals: Short-Term and Long-Term |
| 12:00 pm – 1:00 pm | Lunch |
| 1:00 pm – 1:30 pm | Coalition Capabilities Planning Model
Phase 3 – Develop Your Coalition's Action Plans |
| 1:30 pm – 3:30 pm | Steps 3a, b, & c. Plan Your Coalition's Initiatives,
Capability Building/Sustaining Activities, and
Capability Evaluations/Demonstrations
Activity 4: Develop Your Coalition's Plans |
| 3:30 pm – 4:00 pm | Program Closing Comments and Next Steps |

NOTES



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Community-Based Disaster Coalition Training Day 3



Day 3

Welcome
Back!

Day 2



Agenda: Day 3

Enhancing Community Capability through Community Based Coalitions (Cont.)

- | | |
|---------------------|---|
| 8:00 am – 8:30 am | Welcome & Day 2 Review |
| 8:30 am – 9:00 am | Coalition Capabilities Planning Model
Phase 2: Determine and Prioritize Your Coalition's Goals |
| 9:30 am - 10:00 am | Step 2a. Review Your Coalition's Inputs
Activity 3.1: Coalition Needs Assessment and Gap Analysis |
| 10:00 am – 11:00 am | Step 2b. Prioritize Your Coalition's Capabilities and Functions
Activity 3.2: Functional Assessment: Coalition's Roles and Functions |
| 11:00 am – 12:00 pm | Step 2c. Develop Your Coalition's Short-Term and Long-Term Goals
Activity 3.3: Coalition's Goals: Short-Term and Long-Term |
| 12:00 pm – 1:00 pm | Lunch |
| 1:00 pm – 1:30 pm | Coalition Capabilities Planning Model
Phase 3 – Develop Your Coalition's Action Plans |
| 1:30 pm – 3:30 pm | Steps 3a, b, & c. Plan Your Coalition's Initiatives, Capability Building/Sustaining Activities, and Capability Evaluations/Demonstrations
Activity 4: Develop Your Coalition's Plans |
| 3:30 pm – 4:00 pm | Program Closing Comments and Next Steps |

Day 3: Learning Objectives

At the conclusion of Day 3, you should be able to:

- Assess your coalition's current state, determine goals, and develop plans to achieve those goals.
- Determine your coalition's role in community preparedness and recovery.
- Identify the roles and responsibilities of your community coalition and its members during an emergency.
- Prioritize your coalition's critical emergency preparedness and response roles and functions.
- Apply knowledge and skills gained through participation in activities to improve your organization's capacities.

Day 3: Learning Objectives (Cont.)

At the conclusion of Day 3, you should be able to:

- Apply the Preparedness Capabilities' Planning Model to building and/or strengthening your coalition.
- Value creating collaborative partnerships with community organizations for preparedness and response activities.
- Identify strategies to build and sustain collaborative partnerships among internal and external emergency response partners in your community.
- Identify methods for evaluating and improving your coalition's preparedness and response activities.
- Identify strategies for implementing recommendations identified in your coalition's After Action reviews.
- Analyze information regarding the relevant factors impacting response activities.

Community-Based Coalition Capabilities Planning Model (Continued)



Coalition Preparedness and Recovery Capabilities Planning Model (Cont.)

Phase 1. Assess Current State

Step 1a. Assess Roles & Responsibilities

Step 1b. Assess Resource Elements

Step 1c. Assess Performance

Phase 2. Determine Goals

Step 2a. Review Coalition's Inputs

Step 2b. Prioritize Capabilities & Functions

Step 2c. Develop Goals (Short & Long Term)

Phase 3. Develop Action Plans

Step 3a. Plan Coalition's Initiatives

Step 3b. Plan Capability Building & Sustaining

Step 3c. Plan Capability Evaluations & Demonstrations

Coalition Capabilities Planning Model

Phase 2. Determine Coalition's Goals

Phase 2: Determine Coalition's Goals

Step 2a. Review Coalition's Inputs

Phase 2: Determine Coalition's Goals

Step 2a.
Review Coalition's Inputs

Step 2b.
Prioritize Coalition's Capabilities & Functions

Step 2c.
Develop Coalition's Short-Term & Long-Term Goals

Step 2a. Review Coalition's Inputs OBJECTIVE

- Determine your coalition's inputs and any problems, issues, challenges, needs, and gaps that exist.

Step 2a. Review Coalition's Inputs TASKS

- Review your coalition's inputs.
 - Existing data from your community hazards and vulnerability analysis (HVA).
 - Emergency management plans.
 - Funding guidance or requirements.
 - Previous strategic plans or planning efforts.
 - After-Action Reports/Improvement Plans .
 - Previous performance measure results .
- Identify your coalition's problems, issues, challenges, needs, and gaps.

Activity 3.1: Coalition Needs Assessment and Gap Analysis

Coalition Capabilities Planning Model



Step 2a. Review Your Coalition's Inputs

Phase 2: Determine Coalition's Goals Step 2b. Prioritize Capabilities & Functions

Phase 2: Determine Coalition's Goals

Step 2a.
Review Coalition's Inputs

Step 2b.
Prioritize Coalition's Capabilities & Functions

Step 2c.
Develop Coalition's Short-Term & Long-Term Goals

Step 2b. Prioritize Capabilities & Functions OBJECTIVE

- Determine your coalition's priority functions (roles and responsibilities) related to performing its disaster preparedness capabilities.

Step 2b. Prioritize Capabilities & Functions TASKS

- Develop prioritization criteria.
- Prioritize your coalition's functions (roles and responsibilities) in delivering the disaster preparedness capabilities.

Activity 3.2: Functional Assessment: Coalition's Roles and Functions

Coalition Capabilities Planning Model



Step 2b. Prioritize Your Coalition's Capabilities and Functions

Phase 2: Determine Coalition's Goals Step 2c. Develop Short & Long-Term Goals

Phase 2: Determine Coalition's Goals

Step 2a.
Review Coalition's Inputs

Step 2b.
Prioritize Coalition's Capabilities & Functions

Step 2c.
Develop Coalition's Short-Term & Long-Term Goals

Step 2c. Develop Coalition's Short & Long-Term Goals

CHARACTERISTICS OF GOALS

- Explain exactly what intended tasks or activities will be in order to fulfill the coalition's mission.
- Action-oriented, clear, and concise. and are directly related to identified issue, need, or gap.
- Should be "SMART":
 - Specific
 - Measurable
 - Achievable
 - Realistic
 - Time-Oriented

Step 2c. Develop Coalition's Goals

OBJECTIVE AND TASKS

- Develop your coalition's goals – BOTH:
 - Short-Term (two years or less), and
 - Long-Term goals (three to five years).

**Activity 3.3: Coalition's Goals:
Short-Term and Long-Term**

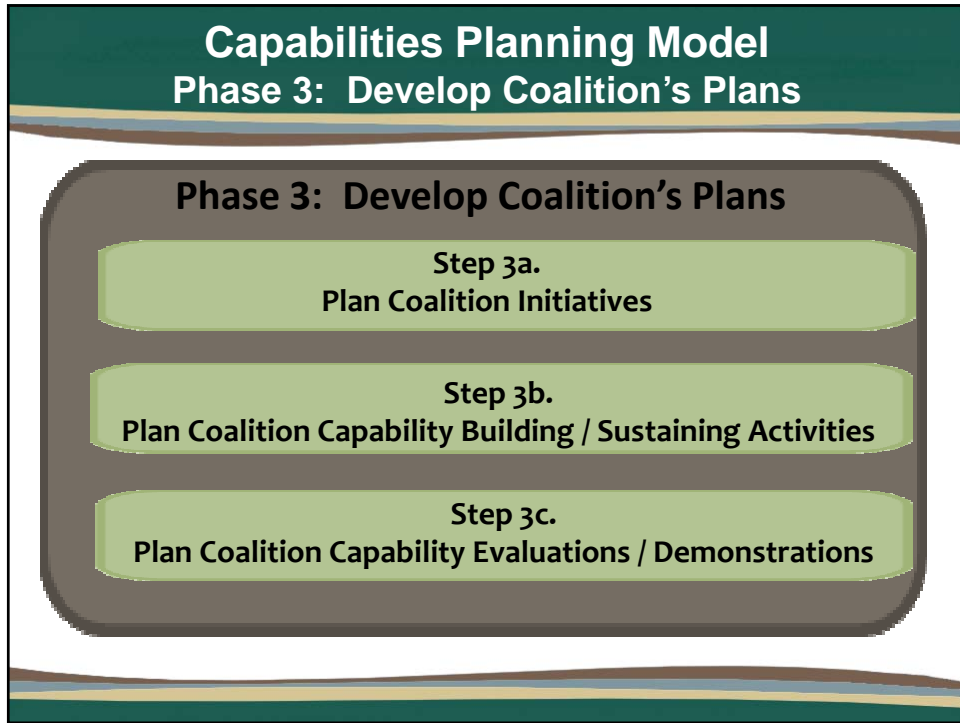
**Coalition Capabilities
Planning Model**



**Step 2c. Develop Your Coalition's
Short-Term and Long-Term Goals**

Coalition Capabilities Planning Model

**Phase 3.
Develop Coalition's Plans**



-
- This text box defines 'Action Plans' for Phase 3. It has a dark green header with the title 'Phase 3: Develop Coalition's Plans' and the subtitle 'DEFINITION: ACTION PLANS'. Below the header, there is a bulleted list of three items. The first item is a general definition of written plans. The second item is 'Action plans:', followed by two sub-points: 'Help a coalition achieve its identified goals and stated mission.' and 'Organize and develop solutions to address a specific problem, issue, challenge, priority, gap or need.' The text box is framed by decorative wavy lines in shades of green, brown, and blue.
- Phase 3: Develop Coalition's Plans**
DEFINITION: ACTION PLANS
- Written plans that coalitions develop to guide and focus its efforts in delivering disaster preparedness capabilities and functions.
 - Action plans:
 - Help a coalition achieve its identified goals and stated mission.
 - Organize and develop solutions to address a specific problem, issue, challenge, priority, gap or need.

Phase 3: Develop Coalition's Plans

Creating a Coalition's Action Plan:

- Examine the list of problems (issues, challenges, needs or gaps) identified in Step 2a. Review coalition's inputs.
- Identify the problems (issue, challenge, need or gap) that you feel most committed and confident about addressing through an action plan and prioritize them.
- Evaluate the problems in relation to five primary areas:
 - 1) Background, 2) Need, 3) Constraints,
 - 4) Resources Available, and 5) Resources Needed.
- Develop a Mission Statement for your action plan.

Phase 3: Develop Coalition's Plans CREATING ACTION PLAN

- Develop Goals (Short-Term and Long-Term).
- Design Action Steps. Action steps are a realistic list of solutions and activities that will address the problem, thus fulfilling the identified goals and working to achieve the stated mission.
- Format your coalition's action plan.

Phase 3: Develop Coalition's Plans

Step 3a. Plan Coalition's Initiatives

Phase 3: Develop Coalition's Plans

Step 3a.
Plan Coalition Initiatives

Step 3b.
Plan Coalition Capability Building / Sustaining Activities

Step 3c.
Plan Coalition Capability Evaluations / Demonstrations

Step 3a. Plan Coalition Initiatives

OBJECTIVE

- Design action steps to address the coalition's short-term and long-term goals.

Step 3a. Plan Coalition Initiatives TASKS

- Identify activities to address your coalition’s short-term and long-term goals.
- Decide:
 - What activity or action is needed? (What?)
 - Who will be responsible for coordinating or carrying out the activity or action? (Who?)
 - Time by which that activity or action might occur. (When?)
 - The intended or expected outcome of the activity or action. (Why?)

Phase 3: Develop Coalition’s Plans Step 3b. Plan Capability Building/Sustaining Activities

Phase 3: Develop Coalition’s Plans

Step 3a.
Plan Coalition Initiatives

Step 3b.
Plan Coalition Capability Building / Sustaining Activities

Step 3c.
Plan Coalition Capability Evaluations / Demonstrations

Step 3b. Plan Capability Building/Sustaining Activities OBJECTIVE

- Design action steps to build and/or sustain your coalition and its functions and disaster preparedness capabilities.

Step 3b. Plan Capability Building/Sustaining Activities TASKS

- Identify activities to increase coalition membership, pursue partnerships, contracts, and memoranda of understanding with other agencies, partners, and coalitions.
- Determine any technical assistance needs your coalition might have and the sources.
- Consider what types of support are required. Plan assistance, agreements, or contracts accordingly.

Phase 3: Develop Coalition's Plans

Step 3c. Plan Capability Evaluations/Demonstrations

Phase 3: Develop Coalition's Action Plans

Step 3a.
Plan Coalition Initiatives

Step 3b.
Plan Coalition Capability Building / Sustaining Activities

Step 3c.
Plan Coalition Capability Evaluations / Demonstrations

Step 3c. Plan Capability Evaluations/Demonstrations

OBJECTIVE

- Design action steps for demonstrating and evaluating your coalition's disaster preparedness capabilities and functions.

Step 3c. Plan Capability Evaluations/Demonstrations TASKS

- Identify activities to demonstrate your coalition's disaster preparedness capabilities and functions.
- Determine performance measures and instruments to document the coalition's performance.
- Collect data for those disaster preparedness capabilities and functions where defined performance measures have been developed.

Activity 4: Coalition Planning

Coalition Capabilities Planning Model



Step 3a. Plan Your Coalition's Initiatives

**Step 3b. Plan Your Coalition's
Capability Building / Sustaining Activities**

**Step 3c. Plan Your Coalition's
Capability Evaluations / Demonstrations**

Day 3: Learning Objectives Review

At the conclusion of Day 3, you should be able to:

- Assess your coalition's current state, determine goals, and develop plans to achieve those goals.
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- Identify the roles and responsibilities of your community coalition and its members during an emergency.
- Prioritize your coalition's critical emergency preparedness and response roles and functions.
- Apply knowledge and skills gained through participation in activities to improve your organization's capacities.

Day 3: Learning Objectives Review (Cont.)

At the conclusion of Day 3, you should be able to:

- Apply the Preparedness Capabilities' Planning Model to building and/or strengthening your coalition.
- Value creating collaborative partnerships with community organizations for preparedness and response activities.
- Identify strategies to build and sustain collaborative partnerships among internal and external emergency response partners in your community.
- Identify methods for evaluating and improving your coalition's preparedness and response activities.
- Identify strategies for implementing recommendations identified in your coalition's After Action reviews.
- Analyze information regarding the relevant factors impacting response activities.



Next Steps

On-Site:

- Course Evaluation

On-Line:

CBDC Course Site at [http:// learn.health.usf.edu](http://learn.health.usf.edu)

- Certificate of Course Completion – print no later than May 18, 2012

Community-Based Disaster Coalition Training Curriculum Evaluation

We are requesting your feedback regarding the curriculum that has been developed to train disaster responders and county representatives to strengthen preparedness, response, and recovery systems.

We offer this course evaluation so that we may continue to improve and provide quality training programs.



Post-Test



Program Closing Comments



ACTIVITY 1.1

BUILDING BLOCKS: INDIVIDUAL MEMBER & TEAM RESOURCES

Purpose: To identify individual member and team resources essential to building and/or strengthening a community coalition.

Type: Group Activity

Time: 1.5 Hours

Tasks:

Step 1: (10 Minutes)

- **Who** – On the top of the block, please write your name, the organization and/or the county coalition that you are representing, and your position title in your organization and/or your role in your county’s coalition.
- **What** – “The Gives.” On each of the four sides of the building block, please identify a top resource or asset that you bring to your community’s coalition. You will identify a total of four individual resources/assets.
 - **Question:** What can you, as an individual or on behalf of your agency/organization, provide for your community and/or coalition? Making your assets, resources, and/or services known can prove to be useful before, during, and after disasters. It also helps other members of the coalition gain greater awareness of your efforts and roles in the community.
 - **Answer:** For my community coalition I provide ...
- **Why** – The “Gets.” On the bottom of the block, please indicate what you want to get out of or “take away” from this training (i.e., knowledge, skills, abilities, resources, products).

Step 2: (20 Minutes)

- Introduce yourself to your immediate small group. Share with your group members all the information you wrote on your block and anything else you would like them to know about you. If your teammates already know each other, please use this opportunity to deepen your knowledge of one another and the individual top resources/assets/services you individually bring/contribute to your coalition.
- As a small group, assemble your individual blocks together as a group to show the resources that you collectively bring to your team or coalition.

Step 3: (1 Hour)

- Identify a group scribe. The scribe will record the group’s responses.
- Identify a group spokesperson. Each group will have 10 minutes to present.
- A spokesperson from each team will introduce their team members to the larger group.
- Please give a synopsis of the “whos/whats/whys” for your team.
 - **Questions:**
 - Who’s on our team? Which agencies/coalitions are represented?
 - What resources/assets/services does your team provide for your community coalition?
 - Why is our team attending this training? What do we hope to collectively gain from participating in this training?

ACTIVITY 1.2

COMMUNITY RESILIENCE INDEX*

Purpose:

The purpose of this community resiliency assessment tool is to predict if your community will reach and maintain an acceptable level of functioning after a disaster.

Disaster resilience is the capacity of the community exposed to the hazard to adapt, by resisting or changing, in order to reach or maintain an acceptable level of functioning and structure.

The resilience of a community will have a direct impact on the coalition and its activities as they relate to disasters. A community that has low disaster-related resilience will require more services and support immediately before and after an event. A community that has high disaster-related resilience will be better able to absorb the impact of the event and return to a level of functioning more quickly than a community with lower resilience. There is also a high probability that those communities with higher resilience will require less external support than those with lower resilience.

Type: Group Activity

Time: 1.5 Hours

Tasks: Existing and New Coalitions

In your small group:

- Read the case scenarios for the “Bad Storm” and the “Worst Storm.”
- Follow the instructions on the following pages.
- Answer the questions and complete the tables for each section in the six steps.
- Determine your Resilience Index for each section in the six steps to determining your community’s Resiliency Index.
- Interpret your community’s Resilience Index results.
- Discuss the impact that your community’s Resilience Index has on your coalition and its activities.
- Share your community’s Resilience Index results with the larger group. Each group will have 5 minutes.

*Adapted from *Coastal Resiliency Index: A Community Self-Assessment Tool – Understanding How Prepared Your Community is for a Disaster* (U.S. Department of Commerce, 2010)

Step 1: Case Scenarios

Scenario 1: Benchmark - The “Bad Storm”

Hurricane “Bad Storm” was the third named storm, the second hurricane, and the second major hurricane of the Atlantic hurricane season. Hurricane “Bad Storm” lasted from August 9 to August 15, and at its peak intensity it attained 150 mph (240 km/h) winds, making it a strong Category 4 hurricane on the Saffir-Simpson Hurricane Scale. The storm made landfall in Florida at maximum strength, which at the time, makes it the strongest hurricane to hit the United States since Hurricane Andrew struck Florida some years before, in 1992.

After moving briskly through the Caribbean Sea, Hurricane “Bad Storm” crossed Cuba on Friday, August 13 as a Category 3 hurricane, causing heavy damage and four deaths. That same day, the hurricane crossed over the Dry Tortugas, just 22 hours after a tropical storm struck your county in Florida. This was the first time in history that two tropical cyclones struck the same state in a 24-hour time period. At its peak intensity of 150 mph (240 km/h), Hurricane “Bad Storm” struck land. Hurricane “Bad Storm” produced severe damage as it made landfall in your county and caused widespread destruction in your county and neighboring counties. Your county was isolated for nearly two days as masses of large trees, power poles, power lines, transformers, and debris filled the streets. Sustained gusts were 147 mph (236 km/h) and buildings in the downtown areas caved in onto Main Street. Ultimately, the storm passed through the central and eastern parts of the metropolitan area, still carrying winds gusting up to 106 mph (171 km/h). Falling trees tore down power utilities, smashed cars, and their huge roots lifted underground water and sewer utilities.

Damage in the state of Florida totaled to over \$13 billion. Hurricane “Bad Storm” caught many Floridians off-guard due to a sudden change in the storm's track as it approached the state. Throughout the United States, Hurricane “Bad Storm” caused 10 deaths and \$15.4 billion in damage, making it the second costliest hurricane in United States history at the time. Hurricane “Bad Storm” was a very small, very fast moving storm. Otherwise, damage would have been much more severe. Although mitigation and restoration was promised by FEMA to the poor communities of your county, the promised reconstruction and compensation never happened.

(Adapted from Wikipedia at http://en.wikipedia.org/wiki/Hurricane_Charley)

Scenario 2: The Future “Worst Storm”

Hurricane “Worst Storm” was the deadliest and most destructive Atlantic hurricane of the Atlantic hurricane season. It is the costliest natural disaster, as well as one of the five deadliest hurricanes, in the history of the United States. Among recorded Atlantic hurricanes, it was the sixth strongest overall. At least 1,836 people died in the actual hurricane and in the subsequent floods, making it the deadliest U.S. hurricane since the 1928 Okeechobee hurricane. Total property damage was estimated at \$81 billion, nearly triple the damage wrought by Hurricane Andrew in 1992.

Hurricane “Worst Storm” formed over the Bahamas and crossed southern Florida in August as a Category 5 hurricane with wind speeds in excess of 160 mph. It caused some deaths and major flooding. It caused severe destruction along the coast, much of it due to the storm surge. Most of the county and large tracts of neighboring counties became flooded and the floodwaters lingered for weeks. The worst property damage occurred in coastal areas, which were flooded over 90% in hours, as boats and barges rammed buildings, pushing cars and houses inland, with waters reaching 6–12 miles (10–19 km) from the beach.

This storm caused complete roof failure on many residences and industrial buildings, and some complete building failures with small utility buildings blown over or away. Very heavy and irreparable damage to many wood frame structures and total destruction to mobile/manufactured homes were prevalent. The storm's flooding caused major damage to the lower floors of all structures near the shoreline, and many coastal structures were completely flattened or washed away by the storm surge. Storm surge damage can occur up to four city blocks inland, with flooding, depending on terrain, reaching six to seven blocks inland. Massive evacuation of residential areas was required. Total and extremely long-lasting electrical and water losses occurred for up to several months.

(Adapted from Wikipedia at http://en.wikipedia.org/wiki/Hurricane_Katrina)

Step 2: CRITICAL INFRASTRUCTURE AND FACILITIES vs. the SCENARIOS

(Facilitator note: Refer participants to SLOSH {Sea, Lake and Overland Surges from Hurricanes} maps for locations of critical infrastructure and facilities in potential special flood hazard area. Loss of infrastructure or facilities will have an impact on recovery.)

The following are key indicators that will give a preliminary assessment of your community’s disaster resilience. A more detailed assessment process is available in the FEMA 386-2 (*Understanding Your Risks: Identifying Hazards and Estimating Losses*) publication (fema.gov) which is located in your resource guide.

Place a check mark in the Special Flood Hazard Area (SFHA) column for each of your community’s critical infrastructure and facilities which is located in a SFHA. At this point, you can make a rough estimate. Later, you may need to use flood maps to determine where the boundaries would be.

If your community’s critical infrastructure and facilities will be affected in Scenario 1 or 2 as they are described above, put a check under those headings for all that are applicable.

Then put a check mark in the last column for each infrastructure or facility if you project that it will be functional after a disaster in Scenario 1: Bad Storm. Use the total check marks in the last column for Section A and Section B to complete the “Determining Your Community’s Resiliency Index” section.

	<i>Special Flood Hazard Area (SFHA)</i>	<i>Scenario 1: Bad Storm</i>	<i>Scenario 2: Worst Storm</i>	<i>Infrastructure or facility functions after Scenario 1: Bad Storm</i>
Example: Power grid		√	√	√
Section A: Critical Infrastructure				
Waste water treatment system				
Power grid				
Water purification system				
Transportation / evacuation routes				
Total check marks for Section A				
Section B: Critical Facilities				
City Hall or other local governmental building(s)				
Police station or other law enforcement building(s)				
Fire station(s)				
Communications main office or substations				
Emergency Operations Center (EOC)				
Evacuation shelter(s)				
Hospital(s)				
Critical record storage				
Total check marks for Section B				

STEP 3: TRANSPORTATION ISSUES

(Facilitator note: Transportation issues will impact the coalition’s ability to provide services whether the coalition members go to the client’s location or the clients come to the service location.)

Assuming Scenario 1 – Hurricane “Bad Storm,” if any of the following affect your transportation / evacuation routes, will your community regain a pre-storm level of service within one week?

Place a check mark in the appropriate column “Yes” or “No” for each question.

Total the number of “Yes” answers and “No” answers.

Transportation Issue	Yes	No
Will primary bridges be out for less than one week?		
Will roads being blocked by storm debris be cleared in less than one week?		
Will washouts (roads) be passable in less than one week?		
Will flood prone areas (roads in low lying areas) be operational within one week?		
Is public transportation available to assist evacuation of residents unable to evacuate on their own?		
Is there more than one evacuation route?		
Is there a plan for post storm traffic management?		
Total number of “Yes” answers and “No” answers		

Assuming Scenario 2 – Hurricane “Worst Storm”, if any of the following affect your transportation / evacuation routes, will your community regain a pre-storm level of service within one week?

Place a check mark in the appropriate column “Yes” or “No” for each question.

Total the number of “Yes” answers and “No” answers.

Transportation Issue	Yes	No
Will primary bridges be out for less than one week?		
Will roads being blocked by storm debris be cleared in less than one week?		
Will washouts (roads) be passable in less than one week?		
Will flood prone areas (roads in low lying areas) be operational within one week?		
Is public transportation available to assist evacuation of residents unable to evacuate on their own?		
Is there more than one evacuation route?		
Is there a plan for post storm traffic management?		
Total number of “Yes” answers and “No” answers		

Step 4: MITIGATION MEASURES

Has your county implemented the following ongoing mitigation measures or projects?

Place a check mark in the appropriate column “Yes” or “No” for each question.

Total the number of “Yes” answers and “No” answers.

Mitigation Measures in Place	Yes	No
Elevation of residential, non- residential or infrastructure.		
Relocation of buildings and infrastructure from flood prone areas.		
Flood proofing (a combination of adjustments and/or additions of features to buildings that eliminate or reduce the potential for flood damage) of non- residential structures.		
Education programs about mitigation options for communities.		
Acquisition of repetitive loss structures, infrastructure or property.		
Incentives based mitigation measures.		
Adoption of the most recent International Building Codes.		
Hiring certified building inspectors.		
Staffing an adequate number of building inspectors to enforce building codes.		
Have completed or planned shoreline restoration projects for critically eroding areas.		
Require the protection and maintenance of sensitive costal habitats, ecosystems and natural features (barrier islands, marshes, mangroves).		
Have undeveloped public lands, such as forests, parks or preserves in the coastal high hazard areas.		
Total number of “Yes” answers and “No” answers		

Step 5: BUSINESS PLANS

(Facilitator note: Some of the answers to the questions posed below may not be known to the participants.

Confirmation by participants after the face-to-face meeting may be required to complete this section.)

What assets do the large retail stores, grocery stores, and fuel distributors in your community have to reopen in a disaster? If more that 50 percent of the businesses in your community have the following equipment or plans, check “Yes”.

If fewer than 50 percent have the equipment and plans, check “No”.

Total the number of “Yes” answers and “No” answers.

Business Equipment or Plans	Yes (50% or more)	No (Less than 50%)
Generators		
Back up options for basic needs (water, sewer, food, communication)		
Plans to bring staff in to reopen the business (considering impacts to staff)		
Plan for restocking		
Plan for distribution of essential items		
Total number of “Yes” answers and “No” answers		

Step 6: SOCIAL SYSTEMS

Are there social systems that define your community or serve as the core of your community?

Place a check mark in the appropriate column “Yes” or “No” for each question.

Total the number of “Yes” answers and “No” answers.

Social System Category	Yes	No	If “Yes,” describe relationship
Example: Strong faith-based networks	√		Church networks
Strong faith-based networks (counted on during a disaster)			
Cultural identity (unified Hispanic, Asian or other ethnic communities)			
Neighborhood associations that support members in times of need			
Business cooperatives or working relations (industries that employ many residents, Chamber of Commerce, other business related networks)			
Strong civic organizations (Kiwanis Club, Rotary Club, etc.)			
Total number of “Yes” answers and “No” answers			

Determining Your Community’s Resiliency Index

To determine your Resilience Index for each section, use the following tables, which are based on the totals you entered for each of the 6 sections of the Index.

Critical Infrastructure (Step 2)

Total number of critical infrastructures functioning after a disaster: _____

Number of marks	Percentage of infrastructure functioning after a disaster	Resilience Index
0	0%	Low
1	25%	Low
2	50%	Medium
3	75%	Medium
4	100%	High

Your **Critical Infrastructure Resiliency Index** is _____

Critical Facilities (Step 2)

Total number of critical facilities functioning after a disaster: _____

Number of marks	Percentage of critical facilities functioning after a disaster	Resilience Index
1	13%	Low
2	25%	Low
3	38%	Low
4	50%	Medium
5	63%	Medium
6	75%	Medium
7	88%	High
8	100%	High

Your **Critical Facilities Resiliency Index** is _____

Transportation, Community Plans, Mitigation Measures, Business Plans and Social Systems

Use the total number of “Yes” answers to complete the following chart on the Transportation, Community Plans, Mitigation Measures, Business Plans and Social Systems tables to complete the following chart.

Section	Number of “Yes” answers	Translate number of “Yes” answers to Resilience Index	Resilience Index
<i>Example: Transportation</i>	<i>1</i>	<i>2 or fewer – Low 3 to 5 – Medium 6 or more - High</i>	<i>Low</i>
Transportation (Step 3)		2 or fewer – Low 3 to 5 – Medium 6 or more - High	
Mitigation Measures (Step 3)		4 or fewer – Low 5 to 8 – Medium 9 or more - High	
Business Plans (Step 5)		1 or fewer – Low 2 to 3 – Medium 4 or more - High	
Social Systems (Step 6)		1 or fewer – Low 2 to 3 – Medium 4 or more - High	

Interpreting Resilience Index Results

Resiliency Index: A Resilience Index is an indicator of your community's ability to reach and maintain an acceptable level of functioning and structure after a disaster. After completing the Summary Section of this assessment, you identified your Resilience Index as Low, Medium or High in different categories

Low Resiliency Index: A Low Resilience indicates that your community should pay specific attention to this category and should make efforts to address the areas of low rating. If the critical infrastructure category received this rating, then it may take months before basic services are restored.

Medium Resilience Index: A medium Resilience Index indicates that more work could be done to improve your community's resilience in this category. If the critical infrastructure received this ranking, it could take weeks before essential services are restored.

High Resilience Index: A high Resilience Index indicates that your community is well prepared for a storm event. If the critical infrastructure category received this ranking, then the community probably will not suffer or only have minimal damage, with essential services being restored in days, rather than weeks or months.

ACTIVITY 1.3

COMMUNITY SITUATIONAL NEEDS ASSESSMENT and GAP ANALYSIS

Purpose:

This activity is intended to be a **situational assessment** of community needs, with a focus on vulnerable populations. It is a type of needs assessment that provides county specific data. Reviewing actual or proxy data about your county or community can guide your coalition's efforts in strengthening their community health and human services systems used to respond and recover from disaster. It will help you to determine gaps in community services and resources.

Type: Group Activity**Time: 1.5 Hours****Tasks:**

County profiles have been provided by the Florida Department of Health to help each group assess their local response and recovery efforts to all hazards. This data represents the vulnerable populations by county, region, and state. The following questions are meant to prompt open discussions among your small group.

- Review your county's profile.
- Answer the following questions:
 1. Identify the vulnerable populations in your community/county.
 - How would these populations be impacted by a hurricane (e.g., "Bad Storm" or "Worst Storm"? Fire? Tornado? A pandemic? Oil spill? Other disasters (natural, human-caused)?
 2. What county health and human services or community systems are in place for these vulnerable populations?
 - Are these community agencies/organizations sufficiently prepared to respond to all-hazards?
 - How would your county's response and recovery efforts change in the event that a disaster strikes a neighboring county?
Is your county or community sufficiently prepared to respond to an influx of survivors?
 - How about if these survivors are culturally or ethnically diverse?
 - How about if these survivors are considered among vulnerable populations?
 3. How does the actual or proxy data provided in this activity align with the Community Resiliency Index?
 4. Based upon your risk assessment results in this activity and the results of the Community Resiliency Index in Activity 1.2, identify and list gaps in your community's disaster services and resources, especially as it pertains to vulnerable populations and gaps in resources and services for these vulnerable populations.
 5. Share your group's responses with the larger group.

DISCUSSION

Leadership and Organizational Structures

Purpose: To identify leadership and organizational structures that will be useful for each coalition.

Type: Group Activity

Time: 10 minutes

Tasks:

- Identify a group scribe. The scribe will record the group's responses.
- What leadership/organizational structure does your coalition currently use or plan to use?
- Of the organizational elements presented, which ones are you already using?
- Of the ones you are not using, which could be useful to your coalition?
- Brainstorm other leadership/organizational elements which could be useful to your coalition.

DISCUSSION

Communication and Training Strategies

Purpose: To identify communication and training strategies that will be useful for each coalition.

Type: Group Activity

Time: 30 Minutes

Tasks:

Step 1: (5 Minutes)

- Identify a group scribe. The scribe will record the group's responses.
- Identify a group spokesperson. Each group will have 5 minutes to present.
- What communication and training strategies does your coalition currently use or plan to use?
- What are your best practices and/or most innovative ideas?

Step 2: (20 Minutes)

- A spokesperson from each team will give a synopsis of their group's best practices/innovative ideas to the larger group.

Step 3: (5 Minutes)

- Using the best practices and innovative ideas of other groups as a starting point, what other communication and training strategies could your coalition implement? How could you expand or improve upon your communication and training efforts?

ACTIVITY 2. Capabilities' Planning Model

Phase 1: Assess Coalition's Current State

ACTIVITY 2.1 – Organizational Assessment: Coalition's Capabilities, Roles, & Responsibilities

Step 1a. Assess Organizational Roles and Responsibilities

Purpose:

Assess which organizational entities within your community are responsible for the (15) disaster preparedness capabilities and determine, if you have an existing coalition, what your coalition's involvement is in each of the capabilities. Note: If you are in the process of building a new coalition, determine those capabilities that your coalition might be involved in and predict the level of involvement.

Type: Group Activity

Time: 1 Hour

Tasks:

1. List those agencies/organizations in your community that are responsible for the disaster preparedness capabilities.
2. If you have an existing coalition, identify those disaster preparedness capabilities that your coalition is involved and determine your coalition's level of involvement.
3. If you are building a new coalition, determine those capabilities that your coalition might be involved in and predict the level of your coalition's potential involvement.

Levels of Coalition Involvement:

- **Critical Functions (CF)** – Functions essential to performing the capability.
- **Substantial Functions (SUB)** – Functions crucial to sustaining the capability.
- **Supportive Functions (SUP)** – Functions that assist in supporting the capability.

Community Disaster Preparedness Capabilities

Disaster Preparedness Capability	Responsible Organizations/ Agencies	Coalition Involvement Level (CF, SUB, SUP)
1. Community Preparedness		
2. Community Recovery		
3. Emergency Operations Coordination		
4. Emergency Public Information and Warning		
5. Fatality Management		
6. Information Sharing		
7. Mass Care (general population and functional needs)		
8. Medical Countermeasure Dispensing		
9. Medical Material Management and Distribution		
10. Medical Surge		
11. Non-Pharmaceutical Interventions		
12. Public Health Laboratory Testing		
13. Public Health Surveillance and Epidemiological Investigation		
14. Responder Safety and Health		
15. Volunteer Management		

Additional Preparedness Capabilities	Responsible Organizations/ Agencies	Coalition Involvement Level (CF, SUB, SUP)
16. Donations Management		
17. Family Support Center		
18. Food/Water Distribution		
19. Transportation		
20. Other		

:

ACTIVITY 2.2 RESOURCE ELEMENTS ASSESSMENT

Step 1b. Assess Your Coalition's Resource Elements

Purpose:

Planning, skills and training, and equipment technology are three elements that are critical for being able to build and maintain associated community disaster preparedness and recovery capabilities for coalitions.

- Assess if your coalition has the essential resource elements (or has access to the essential resource elements) in order to successfully perform its roles and responsibilities related to each of the three critical categories: 1) Planning, 2) Skills and Training, and 3) Equipment and Technology.
- Identify any challenges or barriers to attaining an essential resource element.
- Highlight the resources that you do not have.

Type: Group Activity

Time: 1.5 Hours

Tasks: Existing Coalition

- Complete the Community Coalition Resource Element Assessment Table on the following page.
- List resources of the community coalition that are the most critical or priority for building and maintaining: 1) community preparedness and 2) community recovery.
- Review the list of resources and assign these resources as priority resources or recommended resources.
- Determine and divide these resources into categories – for example, Planning, Skills and Training, and Equipment and Technology.
- List critical resources that are part of the community coalition.
- List/Highlight critical resources needed by the community coalition.
- Review the resource lists and determine the presence or absence of any critical resources needed by the coalition.
- Identify any challenges or barriers for acquiring needed critical resources by the coalition.
- Answer the questions on subsequent pages.

Resource Category:

1. Planning

- Review your coalition's written plans.
- Determine whether your coalition's plans include the following:
 - Policies or procedures to identify vulnerable populations.
 - A community risk assessment.
 - Input from community partners.
 - Memorandum of understanding or letters of agreement.
 - A protocol to encourage or promote medical personnel to register and participate with the community Medical Reserve Corps or state Emergency System for Advanced Registration of Volunteer Health Professionals.
 - Documentation of community and faith based partners' roles and responsibilities for each phase of the incident.
 - How essential services will be sustained regardless of the nature of the incident.
 - The process for collaboration to identify the recovery needs.
 - How the coalition will conduct a community assessment and follow-up monitoring.
 - Participation of partners from community sectors (12): Business, Community leadership, Cultural and faith-based groups and organizations, Emergency Management, Healthcare, Social Services, Housing and sheltering, Media, Mental/Behavioral Health, State Office of Aging, Education, and Childcare.
- Do written plans include policies or procedures to identify vulnerable populations (disabled, elderly, pregnant women and infants) in your community?
- Do written plans include a community assessment, utilizing an all hazards approach that includes the input from public health, emergency management, human services, and other technical specialists?
- Have written plans been developed with input from community partners?

- Do the plans include memorandum of understanding or letters of agreement for those agencies or organizations identified in the plan?
- Do written plans include a protocol to encourage or promote medical personnel to register and participate with the community Medical Reserve Corps or state Emergency System for Advanced Registration of Volunteer Health Professionals (ESAR-VP)?
- Do the plans have documentation of community and faith based partners' roles and responsibilities for each phase of the incident?
- Do written plans identify how essential services will be sustained regardless of the nature of the incident?
- Post event or incident, do plans include the process for collaboration to identify the recovery needs?
- Post event or incident, do written plans include how the jurisdiction will conduct a community assessment and follow up monitoring?
- Do the plans include participation of partners from the following 12 community sectors?

Community Sector	Yes	No	N/A or Comments
Business			
Community leadership			
Cultural and faith based groups and organizations			
Emergency Management			
Healthcare			
Social Services			
Housing and sheltering			
Media			
Mental / Behavioral Health			
State Office of Aging or equivalent			
Education			
Childcare			

Resource Category:

2. Skills and Training

Tasks: Determine the involvement of coalition members in the planning efforts.

- Are coalition members involved in planning efforts that provide an opportunity for members to:
 - Contribute expertise to a community hazard vulnerability analysis (HVA)?
 - Contribute expertise to the development of emergency plans?
 - Participate in improving the coalition's capacities (including, but not limited to programs, plans, policies, laws, and workforce training)?

- Is standardized training being identified, recommended or developed for the coalition members?

Resource Category:

3. Equipment and Technology

- Determine whether your coalition has the necessary equipment and technology to accomplish its mission.

- Does the coalition have in its possession (or have access to) the necessary equipment and technology, and in sufficient quantities to adequately achieve the capability?

- Identify any challenges or barriers to your coalition attaining the necessary equipment and technology.

- Does the coalition have the equipment and technology needed to accomplish its mission?

Tasks: New Coalition

- Complete the Community Coalition Resource Element Assessment Table on the following page.
- List resources of the community coalition that you deem are the most critical or priority for building and maintaining: 1) community preparedness and 2) community recovery.
- Review the list of resources and assign these resources as priority resources or recommended resources.
- Determine and divide these resources into categories. For example: Planning, Skills and Training, and Equipment and Technology.
- List critical resources that are desired by the community coalition.
- Review the resource lists and determine those critical resources desired by the coalition.
- Identify any challenges or barriers (anticipated or actual) for acquiring needed critical resources by the coalition.
- Answer questions on subsequent pages.

Resource Category:

4. Planning

- Write your coalition's plans.
- Determine whether your coalition's plans include the following:
 - Policies or procedures to identify vulnerable populations.
 - A community risk assessment.
 - Input from community partners.
 - Memorandum of understanding or letters of agreement.
 - A protocol to encourage or promote medical personnel to register and participate with the community Medical Reserve Corps or state Emergency System for Advanced Registration of Volunteer Health Professionals.
 - Documentation of community and faith based partners' roles and responsibilities for each phase of the incident.
 - How essential services will be sustained regardless of the nature of the incident.
 - The process for collaboration to identify the recovery needs.
 - How the coalition will conduct a community assessment and follow-up monitoring.
 - Participation of partners from community sectors (12): Business, Community leadership, Cultural and faith-based groups and organizations, Emergency Management, Healthcare, Social Services, Housing and sheltering, Media, Mental/Behavioral Health, State Office of Aging, Education, and Childcare.
- Policies or procedures to identify vulnerable populations (disabled, elderly, pregnant women and infants) in your community?
- A community assessment, utilizing an all hazards approach that includes the input from public health, emergency management, human services, and other technical specialists?
- Should written plans be developed with input from community partners?

- Should the plans include memorandum of understanding or letters of agreement for those agencies or organizations identified in the plan?
- Should written plans include a protocol to encourage or promote medical personnel to register and participate with the community Medical Reserve Corps or state Emergency System for Advanced Registration of Volunteer Health Professionals (ESAR-VP)?
- Should the plans have documentation of community and faith based partners' roles and responsibilities for each phase of the incident?
- Should written plans identify how essential services will be sustained regardless of the nature of the incident?
- Post event or incident, should plans include the process for collaboration to identify the recovery needs?
- Post event or incident, should written plans include how the jurisdiction will conduct a community assessment and follow up monitoring?
- Should the plans include participation of partners from the following 12 community sectors?

Community Sector	Yes	No	N/A or Comments
Business			
Community leadership			
Cultural and faith based groups and organizations			
Emergency Management			
Healthcare			
Social Services			
Housing and sheltering			
Media			
Mental / Behavioral Health			
State Office of Aging or equivalent			
Education			
Childcare			

Resource Category:

5. Skills and Training

Tasks: Determine the involvement of coalition members in the planning efforts.

- Should/Are coalition members involved in planning efforts that provide an opportunity for members to:
 - Contribute expertise to a community hazard vulnerability analysis (HVA).
 - Contribute expertise to the development of emergency plans.
 - Participate in improving the coalition's capacities (including, but not limited to programs, plans, policies, laws, and workforce training).
- Should/Is standardized training being identified, recommended or developed for the coalition members?

Resource Category:

6. Equipment and Technology

- What equipment and technology is essential for the coalition to accomplish its mission?
- Does the coalition have in its possession or have access to the necessary equipment and technology, and in sufficient quantities to adequately achieve the capability? If no, how can the coalition obtain it?
- Identify any challenges or barriers to your coalition attaining the necessary equipment and technology.

ACTIVITY 2.3 COALITION PERFORMANCE ASSESSMENT | Step 1c. Assess Your Coalition's Performance

Purpose:

Assess your coalition's performance and determine whether your coalition meets the community's disaster preparedness and recovery needs.

Type: Group Activity

Time: 15 Minutes

Task: Existing Coalition

- **Answer the following questions:**
 - Has your coalition's performance been tested in an exercise, drill, or actual event?
 - Did your coalition meet the community's disaster preparedness and recovery needs?
 - Was an after action report completed that contained an Improvement Plan?
 - Was the Improvement Plan implemented and tasks tracked to ensure completion?

Task: New Coalition

- **Consider the following questions:**
 - Should your coalition's performance be tested in an exercise, drill, or actual event? If so, which one(s)?
 - How could you determine if your coalition meets the community's disaster preparedness and recovery needs?
 - Would an after action report be completed that contained an Improvement Plan?

ACTIVITY 3. Capabilities' Planning Model
Phase 2: Determine Your Coalition's Goals

ACTIVITY 3.1: Coalition Needs Assessment and Gap Analysis
Step 2a. Review Your Coalition's Inputs

Purpose:

Determine your coalition's inputs and any problems, issues, challenges, needs, and gaps.

Type: Group Activity

Time: 1 Hour

Tasks: Existing Coalition

- Identify and review your coalition's inputs.
Inputs include:
 - Existing data from your Community's Needs Assessment and Gap Analysis
 - Emergency management plans
 - Funding guidance or requirements
 - Previous strategic plans or planning efforts
 - After Action Reports/Improvement Plans
 - Previous performance measure results
 - Results from Phase 1: Assessments (Organizational, Resource Elements, Performance)
- Determine your coalition's problems, issues, challenges, needs, and gaps as identified in your assessments from Phase 1: Assess Coalition's Current State, and as identified in your available coalition's inputs listed above.

Coalition Input Review

Input Name	Problem	Issue	Challenge	Need	Gap

Tasks: New Coalition

- Identify and discuss your coalition’s potential or anticipated inputs.
Inputs may include:
 - Existing data from your Community’s Needs Assessment and Gap Analysis
 - Emergency management plans
 - Funding guidance or requirements
 - Previous strategic plans or planning efforts
 - After Action Reports/Improvement Plans
 - Previous performance measure results
 - Results from Phase 1: Assessments (Organizational, Resource Elements, Performance)

- Identify and discuss any anticipated or potential problems, issues, challenges, needs, and gaps in forming your coalition, as identified in your assessments from Phase 1: Assess Coalition’s Current State, and as identified in your available coalition’s inputs listed above.

Coalition Input Review

Input Name	Problem	Issue	Challenge	Need	Gap

ACTIVITY 3.2: Functional Assessment: Coalition Roles and Functions

Step 2b. Prioritize Your Coalition's Capabilities and Functions

Purpose:

No coalition is expected to be able to address all issues, gaps, and needs related to their role and responsibilities in delivering the disaster preparedness capabilities in the immediate short-term (1 year or less). Therefore, coalitions should prioritize its functions (roles and responsibilities) in delivering the disaster preparedness capabilities based upon identified issues, gaps, and needs resulting from their coalition's assessments. Determine your coalition's priority functions (roles and responsibilities) related to performing its disaster preparedness capabilities.

This activity is intended to be a form of organizational assessment. Understanding how the roles and functions differ at each stage of a coalition's lifecycle can help timeline the goals and objectives of the coalition.

Type: Group Activity

Time: 1 Hour

Tasks: Existing and New Coalitions

- Based upon the assessment conducted in Phase 1, identify and prioritize your coalition's functions (roles and responsibilities) in delivering the disaster preparedness capabilities.
- The list below identifies some *possible* **roles** and **functions** of a Community Based Disaster Coalition (CBDC). Depending on where your group (county or community) is within the organizational life cycle of your coalition, some statements may or may not be relevant. Assess each role/function listed (and add your own) and prioritize the roles and functions as **Execution Critical (EC)**, **Substantial (SUB)**, or **Supportive (SUP)** by **putting an 'X'** in the appropriate column.
- The last column ("#") will be used to further prioritize your roles and functions. Create a sequential ranking by assigning a priority number to each of the individual functions, so that each function is numbered in order of priority (1, 2, 3, etc.).
- Identify/highlight the roles and functions that your coalition lacks or needs.

Roles and Functions are defined as:

- **Execution Critical Functions (EC)**
Any role or task essential to the coalition. Going without these functions may result in the failure of the coalition, its efforts, or its partnerships.
- **Substantial Functions (SUB)**
Any role or task crucial to sustaining the efforts and encouraging the outcomes of the coalition. Going without these functions may result in inefficient processes in developing strategic plans and may slow progress towards achieving goals and objectives, capacity building, and organizational growth.
- **Supportive Functions (SUP)**
Any role or task central to managing and administering the coalition's efforts.

Coalition Functional Assessment

COUNTY NAME:	COALITION LIFE CYCLE PHASE: (check one)				
	<input type="checkbox"/> Birth <input type="checkbox"/> Growth <input type="checkbox"/> Maturity <input type="checkbox"/> Decline <input type="checkbox"/> Rejuvenation				
Execution Critical Functions (EC) Any role or task essential to the Coalition. Going without these may result in the failure of the organization, its efforts, or its partnerships.	Substantial Functions (SUB) Any role or task crucial to sustaining the efforts and encouraging the outcomes of the Coalition. Going without these may result in inefficient processes in developing strategic plans and may slow progress towards goals and objectives, capacity building, and organizational growth.				
Supportive Functions (SUP) Any role or task central to managing and administering the Coalition's efforts.					
COALITION ROLES & FUNCTIONS	EC	SUB	SUP	N/A	#
Define a coalition purpose					
Consensus on a mission statement					
Agreement on guiding principles					
Recruit a leadership team (or revise the current leadership team)					
Recruit a coalition chair					
Solidify standard operating procedures and guidelines					
Identify operating policies and procedures (e.g., emergency operation plans, by-laws, CEMPs, long-term recovery plan)					
Provide ICS training to coalition partners/members					
Organize or update membership list					
Secure staff and resources for meetings (minutes, rooms, etc.)					
Design or revise internal communication strategy (marketing)					
Designate (or hire) a public relations/marketing person					
Develop a coalition website					
Create unmet needs committee or strike teams based on needs assessments					
Provide education, orientation, and training for all member agencies or organizations represented in the coalition					
Create a resource guide of local agencies and services that support disaster operations					
Identify new partnerships					
Develop a scope of services					
Discover opportunities to sustain efforts and obtain funding					
Participate in community disaster preparedness education					
Integrate into the county's EOC / ICS					
Collaborate with neighboring counties or coalitions					
Create table-top exercises for common hazards					
Develop a strategic plan					
Pursue non-profit status in order to be eligible to apply for funding					
Survey or assess the needs of the community					
Hold regular meetings					
Increase public awareness or community buy-in for coalition efforts					
Attend community events					
Assist partner agencies to revise or enhance their own disaster plans					

ACTIVITY 3.3: Goal-Setting: Short-Term and Long-Term

Step 2c. Develop Your Coalition's Short-Term and Long-Term Goals

Purpose:

Upon conducting your assessment of your coalition's current state in Phase 1: Steps 1a., 1b., and 1c.; upon reviewing the various inputs that were identified in Phase 2: Step 2a.; and upon analyzing your coalition's functional assessment criteria and priorities described in Phase 2: Step 2b., develop your coalition's short-term and long-term goals.

Determine a set of short-term goals (one year or less) and longer-term goals (two years to five years) for your coalition. For the purposes of this model, all goals should refer to the factors you assessed in Phase 1: your coalition's functions (roles and responsibilities), resource elements, and performance.

- An example of a short-term goal may be to ensure the presence of all priority resources.
- An example of a long-term goal would be to build your coalition's membership to include all essential community preparedness and recovery organizations.
- Another example of a long-term goal may be to demonstrate proficiency in coalition performance through exercises, drills, or events.

Type: Group Activity

Time: 1 Hour

Tasks: Existing and New Coalitions

Based upon the various inputs that you identified in Step 2a and your coalition's priorities in Step 2b, use the table provided on the following page to develop the following:

- Develop your coalition's short-term goals (one year or less).
- Develop your coalition's longer-term goals (two years to five years).
- Note: be sure to incorporate the coalition's functions and roles that you highlighted from the previous activity (3.2) into your short-term and/or longer-term goals.

Coalition Goals

	Short-Term (≤ 1 year)	Longer-Term (1 year ≥ 2 years)	Long-Term (2 years ≥ 5 years)
1			
2			
3			
4			
5			
6			
7			
8			
9			

ACTIVITY 4. CAPABILITIES PLANNING MODEL

Phase 3: Develop Your Coalition's Plans

Activity 4: Coalition Planning

Step 3a. Plan Your Coalition's Initiatives

Step 3b. Plan Your Coalition's Capability Building /Sustaining Activities

Step 3c. Plan Your Coalition's Capability Evaluations / Demonstrations

Purpose:

Now that you have assessed your community or county's resilience, resources, risks, and needs; assessed your coalition's roles, responsibilities, and resources; and identified your coalition's goals for meeting these gaps and needs, it is time to develop your coalition's action plans. Coalition activities are dependent on the problems, issues, challenges, needs, gaps, priorities, and goals that have been identified in earlier phases and steps in the Coalition Capabilities Planning Model.

In step 3a of this activity, you will identify action steps or specific activities to address each of the identified goals. Design an action plan to build and/or sustain your coalition and its functions (roles and responsibilities) and disaster preparedness capabilities. Determine action steps to address your coalition's short-term and long-term goals established in Phase 2.

In order to build (new) or sustain (existing) your coalition's capability, it is important to identify activities to increase coalition membership, pursue partnerships, contracts, and memoranda of understanding with other agencies, partners, and coalitions. In step 3b, you will identify and plan to engage potential partners for your coalition.

In step 3c, you will design an evaluation plan for your coalition's disaster preparedness capabilities and functions, especially those capabilities and functions that have been newly developed.

Type: Group Activity

Time: 3 Hours

3a Tasks: Existing and New Coalitions

In your small group, complete the ACTION PLAN worksheet below in as much detail as possible.

- **Goal:** Determine priority goals to be achieved from Activity 3.3 and write them in the table.
- **Action or Activity:** Identify the activity or action needed to meet each goal? (What?)
Note: while it is practical to group together related activities to address multiple capabilities or functions within the scope of one project or initiative, for the purpose of this coalition Capabilities Planning Model, all action steps to address the coalition's goals should be related to individual disaster preparedness capabilities, coalition functions, and resource elements.
- **Responsible Party:** Identify the coalition member(s) or agencies or departments who will be responsible for coordinating or carrying out the activity or action? (By whom?)
- **Due Date/Deadline:** Determine a time by which that activity or action might occur. (By when?)
- **Outcome:** Determine the intended or expected outcome of the activity or action. (Why?)

3b Tasks: New and Existing Coalitions

In your small group,

- Identify activities to increase coalition membership, pursue partnerships, contracts, and memoranda of understanding with other agencies, partners, and coalitions.
- Determine any technical assistance needs your coalition might have and the sources. (Note: technical assistance may be needed to address problems, issues, challenges, barriers, gaps, or other needs.)
- Consider what types of support are required and plan assistance, agreements, or contracts accordingly.
- Brainstorm a list of the individuals, agencies, or organizations who are the coalition's partners and potential partners.
- Classify these partnerships as **Execution Critical**, **Substantial**, or **Supportive**.
- Complete the **Coalition Partnerships** worksheet in as much detail as possible.

Directions for Completing the Coalition Partnerships Worksheet:

Agency/Organization or Individual: It helps to have the right individual representing the right agency in a coalition, but these may not always align or be apparent. Use this column to identify either or both:

- **Names of individuals** who best align with the culture and vision of the coalition (perhaps they have the same passion or vision, regardless of their professional status).
- **Names of agencies or organizations** that might align with the purpose and objectives of coalition, whether or not a specific contact is identified (i.e. "someone from County Health Department").

Partnership Benefits or Incentives:

- What benefits or incentives will motivate an agency/organization or individual?
- What might be the questions or concerns of these partnerships?
- How can you combat objections or rejections and provide positive opportunities for engagement?

The Approach to Engage or Motivate: Identify your strategy. What is your coalition's approach to engage or motivate this agency, organization, or individual? Is it formal or informal? Is it a meeting or a lunch? **Focus on strategies that build relationships between people.**

Coalition Contact Lead: Identify the point person in your coalition who is willing to develop this relationship and follow-up with specific organizations/agencies or individuals – and, most importantly, **report their progress back to the coalition.**

3c Tasks: Existing Coalition

- Complete the **Coalition Capability Evaluation Plan worksheet** in as much detail as possible.
- **Capabilities / Functions:** Identify your disaster preparedness capabilities and functions. Classify these partnerships as **Execution Critical, Substantial, or Supportive**.
- **Performance Measure:** Determine performance measures and identify instruments to document your coalition's performance.
- **Activity:** Identify activities to demonstrate your coalition's disaster preparedness capabilities and functions, such as: exercises, drills, planned events, and real incidents.
- **Data Source / Report:** Identify data sources/reports for those capabilities and functions where defined performance measures have been developed.

3c Tasks: New Coalition

- Complete the **Coalition Capability Evaluation Plan worksheet** in as much detail as possible.
- **Capabilities / Functions:** Identify your desired disaster preparedness capabilities and functions. Classify these partnerships as **Execution Critical, Substantial, or Supportive**.
- **Performance Measure:** Determine which performance measures and instruments you would use to document your coalition's performance.
- **Activity:** Identify those activities you would use to demonstrate your coalition's disaster preparedness capabilities and functions, such as: exercises, drills, planned events, and real incidents.
- **Data Source / Report:** Identify data sources/reports for those capabilities and functions where defined performance measures have been developed.

COALITION ACTION PLAN

	GOAL	ACTION(s) or ACTIVITY	RESPONSIBLE PARTY(ies)	DUE DATE/ DEADLINE	OUTCOME
EXECUTION CRITICAL					
SUBSTANTIAL					
SUPPORTIVE					

COALITION PARTNERSHIPS

	AGENCY / ORGANIZATION or INDIVIDUAL	PARTNERSHIP BENEFITS or INCENTIVES	APPROACH to ENGAGE or MOTIVATE	COALITION CONTACT LEAD
EXECUTION CRITICAL				
SUBSTANTIAL				
SUPPORTIVE				

COALITION CAPABILITY EVALUATION PLAN

					CAPABILITY / FUNCTION	PERFORMANCE MEASURE	OBJECTIVES-BASED ACTIVITY: EXERCISE/DRILL/ EVENT or INCIDENT	DATA SOURCE/ REPORT
EXECUTION CRITICAL								
SUBSTANTIAL								
SUPPORTIVE								