

TABLE OF CONTENTS

2020 YEAR IN REVIEW	3
2020 EVENTS AND ACCOMPLISHMENTS	5
ABOUT BATEP	6
BATEP Guiding Principles	7
Training and Exercise Work Group	8
Integrated Preparedness Plan	9
Bay Area Training and Exercise Program Staff	10
2020 TRAINING	11
Course Deliveries	12
Students Trained	16
Public Safety Training	18
Fire Course Deliveries	19
Cybersecurity, Public Information, BayRICS, and NCRIC Course Deliveries	20
Law Enforcement Course Deliveries	2
Emergency Management Course Deliveries	2
Community Preparedness Training	22
North Bay Hub Community Preparedness Trainings	24
East Bay Hub Community Preparedness Training	25
West Bay Hub Community Preparedness Trainings	26
South Bay Hub Community Preparedness Trainings	27
2020 EXERCISE	28
Exercise Accomplishments	29
Capability Building Project Accomplishments	29
WEBSITE	30
2020 TRAINING ALLOCATION	33



BAY AREA TRAINING & EXERCISE PROGRAM

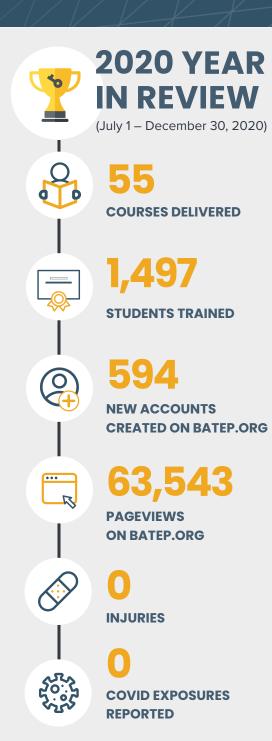


NUMBER OF STUDENTS TRAINED BY COUNTY

Jurisdiction	Student Trained
Alameda County	320
Contra Costa County	104
Marin County	90
Monterey County	77
Napa County	30
San Benito County	26
Santa Clara County	252
Santa Cruz County	84
Solano County	53
Sonoma County	81
San Mateo County	135
San Francisco City & County	246

CORE CAPABILITIES TRAINED

- · Community Resilience
- Cyber Security
- Environmental Response/Health and Safety
- Intelligence and Information Sharing
- Mass Search and Rescue Operations
- On-Scene Security, Protection, and Law Enforcement
- Operational Coordination
- Public Information and Warning





2020 COMMUNITY PREPAREDNESS COURSES EVALUATION SUMMARY





40 COURSES



2020 PUBLIC SAFETY COURSES EVALUATION SUMMARY





15 COURSES





- 66 I got way more out of this training than I had anticipated with the crisis communications overview, which was great! ??
- Bay Area JIS Coordination Tool
- 66 The instructors were knowledgeable, presented well, and the practical portion of the class was awesome. 99
- Open Water Rescue Boat Operator - Large Vessel
- 66 I have already used some of the websites and techniques that [the instructor] showed us. 99
- Open Source Investigations
- **66** Staff responded very quickly to assist with registration system. **99**
- Organizational &
 Personal Preparedness

2020 EVENTS AND ACCOMPLISHMENTS

JANUARY



01/14: Bay Area UASI Begins Partnership with SenseMakers for BATEP Administration



01/22: Golden Eagle Exercise Concepts & Objectives Meeting

FEBRUARY



02/05: Vendor Solicitation Round 1



02/12: Golden Eagle Exercise Scenario Working Group Meeting



02/20: BATEP Kick-Off Meeting



02/26: Golden Eagle Exercise Initial Planning Meeting

MARCH



03/17: COVID-19 Shelter in Place Ordered for Bay Area

APRIL



04/7-15: 2020 Integrated Preparedness Planning Workshops



04/18: Vendor Solicitation Round 2



04/20: Capability Building: ESF 1 Plan Template and Fuel Calculator Workshop

MAY



05/04: Solicitation of Pre-Qualified Vendors through open BA UASI RFQs



05/21: Capability Building: ESF-1 Plan Template and Fuel Calculator Released

JUNE



06/26: BATEP.org Website Launched

JULY



07/01: BATEP Program Manual Released

07/01: BATEP Program Officially Launches



07/01: Trainings Begin



07/18: Course Catalog Released

AUGUST



08/07: Advised to Postpone All Courses due to COVID-19



08/14: Developed Virtual Training Strategy to Pursue Virtual Options



08/25: BATEP COVID-19 Safety Protocols Developed and Adopted

OCTOBER



10/15: Training and Exercise Work Group Adopts Charter and Annual Plan



10/20: Process
Developed to Identify
Critical, Life-Safety
Courses for In-Person
Conduct



10/21-30: 2021 Integrated Preparedness Planning Workshops

JANUARY 2021



01/01 Critical Life-Safety Courses Resume

KEY



Program Start Up Activities



Training Planning and Administration



Capability Building and Exercise Activities



COVID-19 Developments and Impacts



Courses postpone due to COVID-19



ABOUT BATEP

The Bay Area Urban Areas Security Initiative (BAUASI) launched its Bay Area Training and Exercise Program (BATEP) in 2020. The BATEP provides grantfunded Training and Exercise services for Bay Area jurisdictions to build and sustain core capabilities to prevent, protect, respond to, and recover from terrorist incidents and catastrophic events.



The Program should conduct a transparent and inclusive process with the Training & Exercise Work Group to determine training priorities, funding allocations, and region-wide exercise plan. It should include representatives from the Whole Community.



The Program should prioritize training course and exercises based on the gaps identified in the Bay Area Threats and Hazard Identification and Risk Assessment (THIRA), Stakeholder Preparedness Review (SPR), and any other requirements stated in the annual Homeland Security Grant Program (HSGP) Notice of Funding Opportunity (NOFO.)



The Program should maintain an ongoing opportunity for the whole community partners to coordinate regionally on training and exercise opportunities.



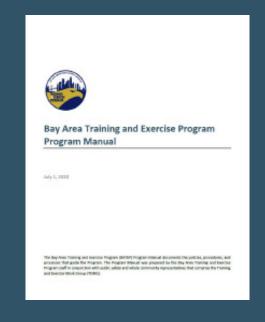
The Program should provide a balanced offering of training courses and exercise opportunities for all public safety disciplines.



The Program shall maintain a commitment to community preparedness activities designed and selected to support community-based organizations in development in their emergency preparedness, response and recovery capabilities.

BATEP Program Manual

The BATEP Program Manual, developed in 2020, documents the policies, procedures, and processes that guide the Program. The Program Manual is designed to provide information for training students, hosts, and vendors; for jurisdictions participating in regional exercises; and for community-based organizations engaging with the Program's trainings and exercises.



Training and Exercise Work Group

Purpose

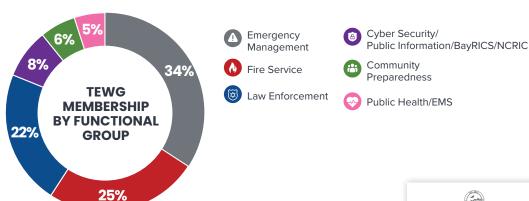
ABOUT BATEP

The Training and Exercise Work Group (TEWG) provides a forum for members to:

- Participate in a fair, open, and transparent process to BATEP of training and exercise priorities for their disciplines within the region
- · Review and comment on funding allocations, program successes, and opportunities for improvement

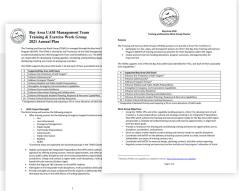
Membership

TEWG Members represent individuals from jurisdictions/organizations throughout the Bay Area region and our state, federal, and private sector partners. TEWG members participate in one or more of the Program's six functional groups.



Work Group Foundation

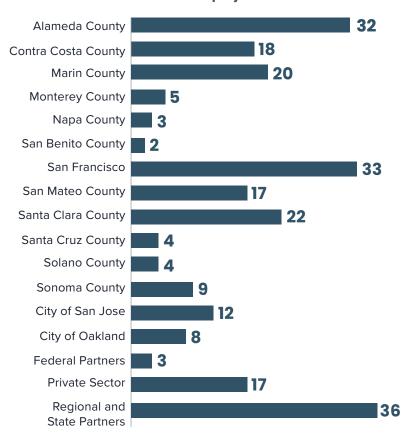
The TEWG is governed by a **Work Group Charter,**developed in coordination with TEWG members in 2020.
Additionally, Work Group activities are guided by an **Annual Plan**, updated each year.





Training and Exercise Work Group

TEWG Membership By Jurisdiction



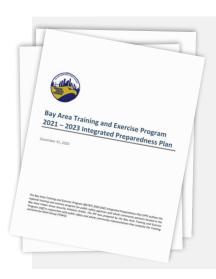
Integrated Preparedness Plan

An annually-updated Integrated Preparedness Plan (IPP) guides the BATEP by:

- 1. Outlining the capabilities-based training and exercise program needs for public safety agencies including whole community partners located in the 14-jurisdiction Bay Area UASI region, and
- 2. Providing a schedule of grant funded training courses and exercise opportunities equitably across the Bay Area to build and sustain capabilities needed to prevent, protect, mitigate, respond and recover from terrorism events and catastrophic disasters.

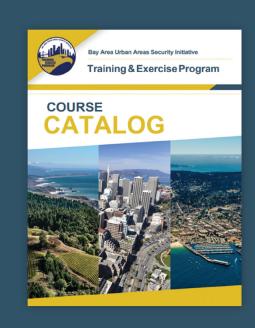
2020 Accomplishments

In the Spring 2020, BATEP completed the 2020-2022 IPP and updated it in the Fall to become the 2021-2023 IPP. Members of the Training and Exercise Work Group (TEWG), representing different jurisdictions and disciplines, acted as advisors in developing these multi-year IPPs through a set of Integrated Preparedness Planning Workshops.



The IPP:

- Is refined and reviewed annually
- · Is informed by specific risks in the Bay Area
- Leverages an approach that is capability-based, objective-driven, and integrates the Whole Community's wisdom
- Prioritizes training and exercise needs using the Threat and Hazard Identification and Risk Assessment (THIRA), Stakeholder Preparedness Reviews (SPR), Homeland Security Exercise and Evaluation Program (HSEEP) doctrine, exercise after-action reports (AARs), and significant stakeholder engagement



Course Catalog and Training Vendors

BATEP developed and maintains a 400+ page Course Catalog to provide a comprehensive list of training courses offered to local agency personnel and community members. Courses listed in the Course Catalog are readily available for delivery from the 34 preapproved training vendors.

2020 TRAINING ALLOCATIONS



Bay Area Training and Exercise Program Staff

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CHRISTOPHE ARNOLD

Training & Exercise Administration

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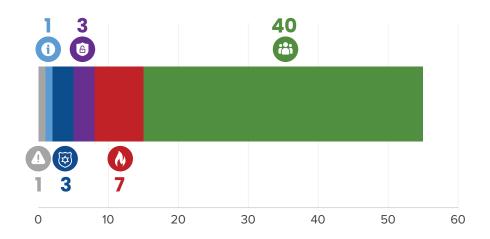
2020 TRAINING

During the COVID-19 pandemic, the BATEP pivoted to virtual training where possible, and ensured the continuity of in-person, immediate life-safety public safety training in compliance with public health orders. BATEP developed and enforced COVID-19 safety protocols for all in-person courses; as a result, zero COVID-19 exposures were reported.

ABOUT BATEP 2020 TRAINING 2020 EXERCISE WEBSITE 2020 TRAINING ALLOCATIONS Course Deliveries

Course Deliveries

2020 Total Courses Delivered by Discipline



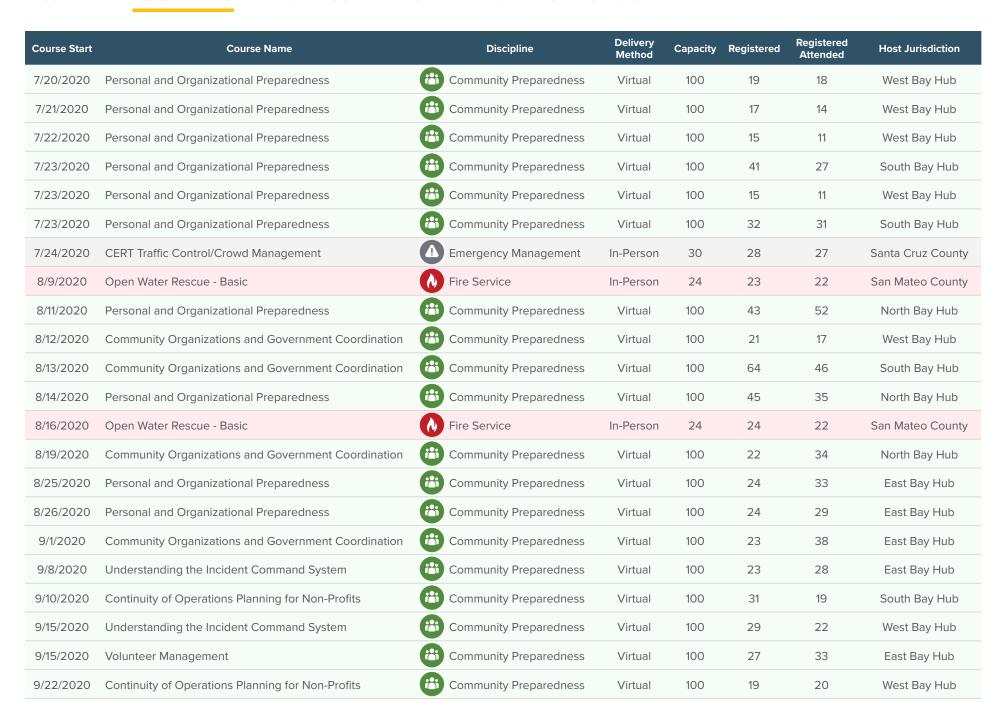
Discipline Key

- Community Preparedness
- Fire Service
- © Cybersecurity, Public Information, BayRICS, and NCRIC
- Law Enforcement

Emergency Management

Public Information





Course Start	Course Name	Discipline	Delivery Method	Capacity	Registered	Registered Attended	Host Jurisdiction
9/22/2020	Personal and Organizational Preparedness	Community Preparedness	Virtual	100	31	29	East Bay Hub
9/22/2020	Personal and Organizational Preparedness	Community Preparedness	Virtual	100	31	29	East Bay Hub
9/23/2020	Community Organizations and Government Coordination	Community Preparedness	Virtual	100	13	20	North Bay Hub
9/24/2020	Volunteer Management	Community Preparedness	Virtual	100	48	36	South Bay Hub
9/29/2020	Donations Management	Community Preparedness	Virtual	100	26	25	East Bay Hub
10/1/2020	Certified Security Awareness 1*	Cyber Security	Virtual	1000	96	96	NCRIC
10/5/2020	Open Water Rescue Boat Operator - Small Vessel	Rire Service	In-Person	24	25	25	San Mateo County
10/6/2020	Continuity of Operations Planning for Non-Profits	Community Preparedness	Virtual	100	52	49	East Bay Hub
10/7/2020	Open Source Investigations	Law Enforcement	Virtual	50	39	25	City and County of San Francisco
10/8/2020	Donations Management	Community Preparedness	Virtual	100	18	14	South Bay Hub
10/9/2020	Continuity of Operations Planning for Non-Profits	Community Preparedness	Virtual	100	29	21	North Bay Hub
10/13/2020	Hazardous Materials Assistant Safety Officer	Rire Service	Virtual	30	14	9	City and County of San Francisco
10/14/2020	Internet of Things (IoT) Investigations	Law Enforcement	Virtual	50	39	25	City and County of San Francisco
10/19/2020	Personal Water Craft for Law Enforcement	Law Enforcement	In-Person	12	12	12	City and County of San Francisco
10/21/2020	Donations Management	Community Preparedness	Virtual	100	32	23	West Bay Hub
10/22/2020	Community Organizations and Government Coordination	Community Preparedness	Virtual	100	61	29	South Bay Hub
10/22/2020	Understanding the Incident Command System	Community Preparedness	Virtual	100	8	8	South Bay Hub
10/28/2020	Community Organizations and Government Coordination	Community Preparedness	Virtual	100	9	58	East Bay Hub
10/28/2020	Community Organizations and Government Coordination	Community Preparedness	Virtual	100	26	17	West Bay Hub
10/28/2020	Personal and Organizational Preparedness	Community Preparedness	Virtual	100	19	21	North Bay Hub
10/28/2020	Personal and Organizational Preparedness	Community Preparedness	Virtual	100	19	21	North Bay Hub

^{*}Self-Paced E-Learning Courses

ABOUT BATEP **2020 TRAINING** 2020 EXERCISE WEBSITE 2020 TRAINING ALLOCATIONS Course Deliveries

Course Start	Course Name	Discipline	Delivery Method	Capacity	Registered	Registered Attended	Host Jurisdiction
11/4/2020	Volunteer Management	Community Preparedness	Virtual	100	22	20	West Bay Hub
11/5/2020	Personal and Organizational Preparedness	Community Preparedness	Virtual	100	34	27	South Bay Hub
11/5/2020	Personal and Organizational Preparedness	Community Preparedness	Virtual	100	39	32	South Bay Hub
11/9/2020	Open Water Rescue Boat Operator - Large Vessel	Fire Service	In-Person	24	24	24	San Mateo County
11/9/2020	Certified Incident Handling Engineer*	Cyber Security	Virtual	14	22	22	NCRIC
11/9/2020	Disaster Recovery Engineer*	Cyber Security	Virtual	20	30	30	NCRIC
11/10/2020	Volunteer Management	Community Preparedness	Virtual	100	21	23	North Bay Hub
11/12/2020	Understanding the Incident Command System	Community Preparedness	Virtual	100	25	27	North Bay Hub
11/12/2020	Bay Area JIS Coordination Tool	1 Public Information	Virtual	80	20	20	City and County of San Francisco
11/18/2020	Donations Management	Community Preparedness	Virtual	100	25	32	North Bay Hub
12/7/2020	Open Water Rescue Boat Operator - Large Vessel (State Fire Training)	Fire Service	In-Person	25	25	21	San Mateo County
12/14/2020	Mastering Unified Command	Rire Service	Virtual	51	51	38	Contra Costa County

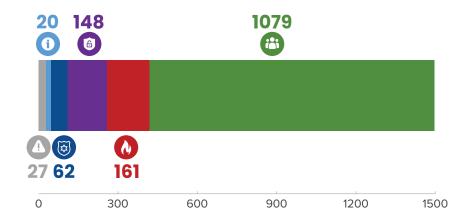
^{*}Self-Paced E-Learning Courses

ABOUT BATEP 2020 TRAINING 2020 EXERCISE WEBSITE 2020 TRAINING ALLOCATIONS Students Trained

Students Trained

Each course attendee is tracked as a Student Trained. Therefore, one person who participates in multiple courses would be counted each time they attend a course. Students Trained metrics below rely on actual attendance (from course rosters), not registrations.

Number of Students Trained by Discipline



Discipline Key



Fire Service

Cybersecurity, Public Information, BayRICS, and NCRIC

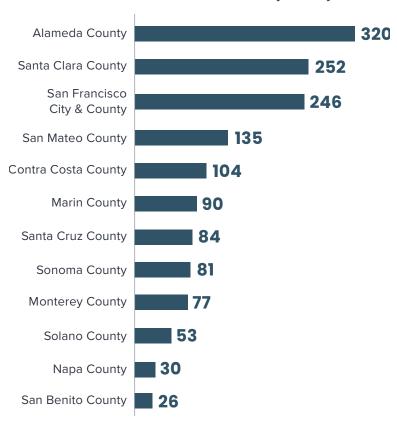
Law Enforcement

Emergency Management

Public Information



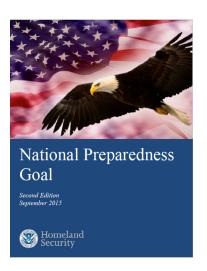
Number of Students Trained by County



ABOUT BATEP 2020 TRAINING 2020 EXERCISE WEBSITE 2020 TRAINING ALLOCATIONS Students Trained

2020 Core Capabilities Trained

# of Courses	# of Students Trained
41	1106
3	148
1	9
2	50
5	114
1	12
1	38
1	20
	41 3 1 2 5 1





Public Safety Training

Overview

Public safety disciplines are broken into the following functional groups:



Fire Service



Law Enforcement



Cybersecurity/Public Information/ BayRICS/NCRIC



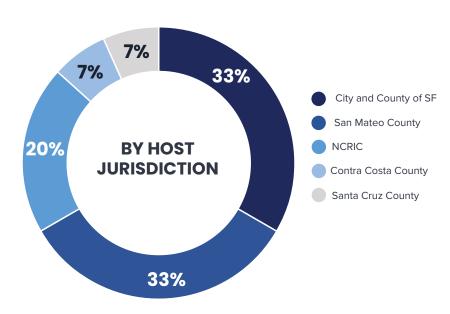
Emergency Management

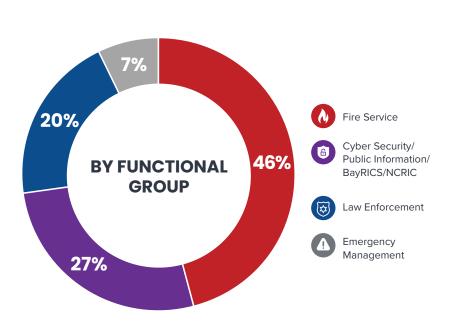


Public Health

2020 Public Safety Course Delivery









Fire Course Deliveries

2020 Impact Snapshot



A City of South San Francisco Fire
Captain reports that BATEP's **Open Water Rescue Boat Operator** courses
successfully trained responders to safely
rescue six citizens in four separate calls:
a sailboat that lost power and steering
and was drifting towards the rocks; a
lost kite surfer who was drifting out to
sea; a boater lost at night without power,
steering, and communications; and a jet
skier near the Golden Gate Bridge that
rolled over and lost power in the waves.





2 Open Water Rescue - Basic 44 Open Water Rescue Boat Operator - Small Vessel 25 2 Open Water Rescue Boat Operator - Large Vessel 45 Hazardous Materials Assistant Safety Officer 9 Mastering Unified Command 38

CORE CAPABILITIES TRAINED: Mass Search and Rescue Operations | Environmental Response/Health and Safety | Operational Coordination







Cybersecurity, Public Information, BayRICS, and NCRIC Course Deliveries

2020 Impact Snapshot



The self-paced Certified Incident
Handling Engineer and Certified
Disaster Recovery Engineer courses
prepared Bay Area trainees for industryleading cybersecurity certifications, and
the courses included the cost of the
certification exam. The Bay Area now
boasts an additional 22 Certified Incident
Handling Engineers and 30 Certified
Disaster Recovery Engineers. The
courses will continue into 2021 in order to
continue to build regional capabilities in
cybersecurity response.





COURSE DELIVERIES	STUDENTS TRAINED
Certified Security Awareness 1	96
Certified Incident Handling Engineer	22
Certified Disaster Recovery Engineer	30
Bay Area JIS Coordination Tool	20

CORE CAPABILITIES TRAINED: Cybersecurity | Public Information & Warning



Law Enforcement Course Deliveries

2020 Impact Snapshot



A Newark Police Department trainee reported that since learning about numerous new investigative sources in BATEP's **Open Source Investigations** course, he's successfully applied the knowledge he gained in hit-and-run and other traffic investigations.





COURSE DELIVERIES	STUDENTS TRAINED
Open Source Investigations	25
Internet of Things (IoT) Investigations	25
Personal Water Craft for Law Enforcement	12

CORE CAPABILITIES TRAINED: Intelligence and Information Sharing | On-Scene Security, Protection, and Law Enforcement

A

Emergency Management Course Deliveries

2020 Impact Snapshot

89%



of course attendees reported that they will change how they perform their traffic control and crowd management responsibilities based on safety and injury prevention concepts discussed in the course.

1 COURSE DELIVERIES



COURSE DELIVERIES

STUDENTS TRAINED

CERT Traffic Control/Crowd Management 27

CORE CAPABILITIES TRAINED: Community Resilience

ABOUT BATEP 2020 TRAINING 2020 EXERCISE WEBSITE 2020 TRAINING ALLOCATIONS Community Preparedness Training



Overview

In partnership with community-based organizations, voluntary and community organizations active in disaster, faith-based organizations, American Red Cross, Salvation Army, Community Emergency Response Team (CERT) coordinators, local chambers of commerce, and educational institutions, BATEP provides Community Preparedness training and exercise opportunities across the Bay Area region. The BATEP's Community Preparedness Liaison (SF CARD) represents the community preparedness sector and coordinates with lead agencies in the four Bay Area hubs:

NORTH BAY HUB: Center for Volunteer & Nonprofit Leadership (CVNL)

EAST BAY HUB: Eden I&R

WEST BAY HUB: San Francisco CARD

(SF CARD)

SOUTH BAY HUB: Collaborating Agencies' Disaster Relief Effort (CADRE)

HEATHER LEE
SF CARD
BATEP Community
Preparedness Liaison

Phone: (415) 410-3639

Email: heather@sfcard.org





2020 Community Preparedness Course Delivery

2020 Accomplishments

98%

of Community Preparedness students report an increase in their level of preparedness after attending the trainings



CORE CAPABILITIES TRAINED: Community Resilience





STUDENTS TRAINED COURSE DELIVERIES 16 Personal and Organizational Preparedness 420 8 Community Organizations and Government Coordination 259 4 109 Continuity of Operations Planning for Non-Profits 4 **Donations Management** 94 Understanding the Incident Command System 85 2 Volunteer Management 112

North Bay Hub Community Preparedness Trainings

North Bay Hub trainers Elaine Tokolahi and James Tomlinson brought their years of disaster preparedness and response experience to community members and community groups across Marin, Sonoma, Napa, and Solano Counties. Leveraging the Listos California disaster preparedness curriculum, the North Bay Hub's Personal and Organizational Preparedness courses were particularly well-received, with 100% of training attendees reporting an increase in their level of preparedness after receiving the training.









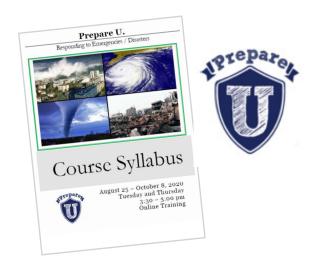
4.7 OUT 5 OVERALL RATING **OF NORTH BAY TRAININGS**



The East Bay Hub took a "college class" approach with its 2020 Community Preparedness training curriculum, and over a seven-week period delivered the full "Prepare U" curriculum. Specifically, Lead Trainers Lars Eric Holm and Ron Halog leveraged the Listos California preparedness framework and facilitated hands-on Map Your Neighborhood activities in Personal and Organizational Preparedness courses. **100%** of the students who participated in these courses as part of "Prepare U" reported an increase in their level of preparedness after completing the training.

As a result of the comprehensive training program, one student reported that the growth in his skill set has allowed him to become a community preparedness trainer himself and an advocate for people with disabilities.

After the seven-week virtual training, Prepare U students were issued a certificate and participated in an in-person, socially distant, outdoor gathering at Eden I&R. Prepare U students also received a Listos California gift bag.











4.6 OUT 5 OVERALL RATING OF EAST BAY TRAININGS



The West Bay Hub focused on offering training attendees as many opportunities as possible to hear from a wide variety of voices and perspectives, specifically related to issues stemming from the COVID-19 pandemic and the recent Bay Area wildfires. SF CARD brought well over 20 years of experience in providing preparedness training, as well as its three certified Continuity of Operations Planning trainers, to deliver a comprehensive set of preparedness training opportunities to community members and organizations in San Francisco and San Mateo County. Training attendees reported long-term benefits of building collaboration, networking across sector- and geographic-boundaries, and increased organizational and personal preparedness within communities.







West Bay Hub Community Preparedness Training Speakers

- State and local governments
- San Francisco Interfaith Council
- San Francisco VOAD
- National VOAD
- · American Red Cross
- THRIVE (San Mateo County)
- Donations and Volunteer Management Experts
- Funders



With its 2020 Community Preparedness training courses, the South Bay Hub has created a library of training recordings, presentations, and helpful resources to allow new employees and volunteers to gain an understanding of different topics without having to wait for future trainings. This training library is available on the CADRE website, www.cadresv.org.

In addition to the core set of Community Preparedness curriculum, the South Bay Hub added three special Nonprofit Technical Assistance "Open Forums" where training participants could log in an ask questions about specific topics related to the training webinars or seek one-on-one customized support for their agency's planning and organizational preparedness efforts.



South Bay Hub Community Preparedness Training Speakers

- Charlene Sargent, NVOAD
- Karen Delaney, Executive Director, Volunteer Center of Silicon Valley Candice Aquino, California Volunteers
- · Tory Woods, Give to Get
- · Kip Harkness, Deputy City Manager, City of San Jose
- Hilary Armstrong, CBO Liaison, Santa Clara County County Administrators Office
- Darrell Ray, Senior Emergency Services Coordinator, Santa Clara County Office of Emergency Management
- Ray Riordan, Director, City of San Jose Office of Emergency Management
- MyLinh Pham, Asian American Center of Santa Clara County
- Sheri Burns, Executive Director, Silicon Valley Independent Living Center
- Bruno Pillet, Vice President, Second Harvest Silicon Valley



10 COURSE DELIVERIES



4.6 OUT 5 OVERALL RATING OF SOUTH BAY TRAININGS







2020 EXERCISE

The 2020 Golden Eagle Critical Transportation Functional Exercise and Capability Building Project were started in 2020 but were postponed shortly after planning began due to COVID-19.

ABOUT BATEP 2020 TRAINING 2020 EXERCISE WEBSITE 2020 TRAINING ALLOCATIONS 2020 Exercise Accomplishments

Exercise Accomplishments

(Prior to COVID-19 postponement)

- Identified regional exercise objectives and core capabilities
- · Developed scenario variables
- Defined exercise scope
- · Determined field of play

Capability Building Project Accomplishments

Critical Transportation

- Developed and finalized a detailed Emergency Support Function (ESF) 1 Plan Template
- Developed and finalized a Fuel Calculator

April 2020 Workshop to review and validate ESF 1 Template and Fuel Calculator







Regional critical transportation exercise and capability planning will resume in 2021.





BATEP's website, www.batep.org, was officially launched on June 26, 2020. The website serves as a clearinghouse for program information, as well as the program's registration platform.

WEBSITE

2020 Accomplishments

- Created a "One-Stop Shop" of government-provided and grantfunded training opportunities provided by the California Office of Emergency Services (CalOES), Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Northern California Regional Intelligence Center (NCRIC), Louisiana State University (LSU), and others.
- Ensured accessibility and 508 Compliance with the addition of accessiBe to the site.

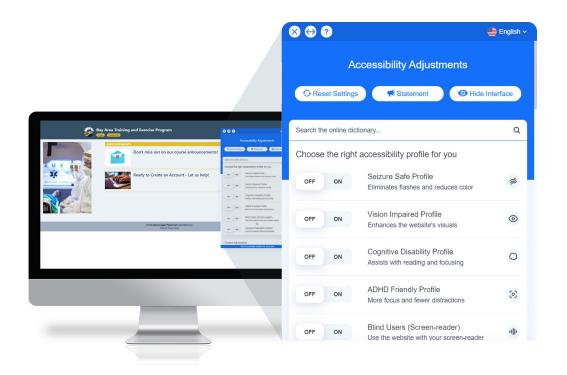
2020 BATEP.org Metrics

USERS represent individuals that visit BATEP.org. If that same User leaves the site and comes back later their second and subsequent visits won't increase the number of Users.

SESSIONS represent a single visit to BATEP.org. If a User leaves and then comes back later, it wouldn't count as a new User (see above), but it would count as a new Session.

PAGEVIEWS represent each individual time a page on BATEP.org is loaded by a User. A single Session can include many Pageviews, if a User navigates to any other web pages on the website without leaving.

SUPPORT REQUESTS FULFILLED. BATEP provides consistent support to BATEP.org users, including assistance on setting up an account, changing passwords, and registering for courses.







SESSIONS





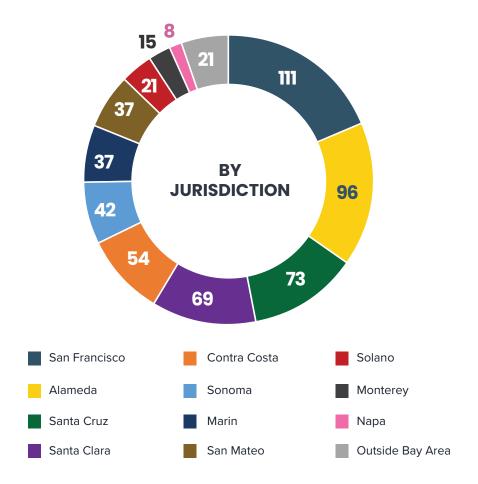
SUPPORT REQUESTS FULFILLED

BATEP 2020 ANNUAL REPORT

31

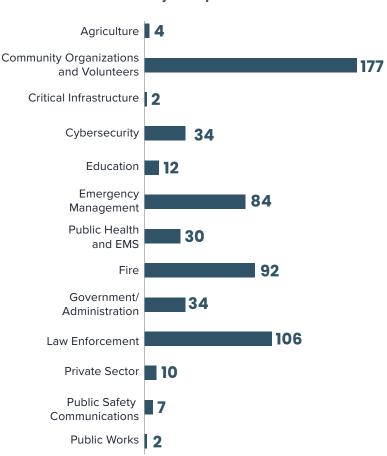
ABOUT BATEP 2020 TRAINING 2020 EXERCISE WEBSITE 2020 TRAINING ALLOCATIONS New Accounts Created

New BATEP.org Accounts Created











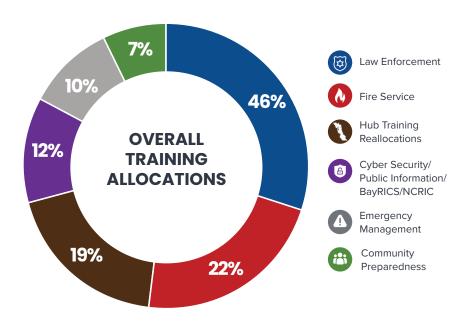


2020 TRAINING ALLOCATIONS

2020 Training Allocations By Discipline As of: 12/31/2021

Discipline/Subgroup	Allocation	# of Classes
Law Enforcement	\$634,796.00	33
Command	\$13,250.00	3
Coroner	\$16,000.00	1
EOD	\$105,000.00	4
Investigations	\$47,000.00	4
Marine	\$129,500.00	8
Patrol	\$80,746.00	5
Tactical	\$170,300.00	4
UAS	\$73,000.00	4
1 Emergency Management	\$216,749.00	14
Community Preparedness	\$150,000.00	40
Public Health/EMS	TBD	TBD
№ Fire Service	\$449,972.00	23
HazMat	\$62,490.00	5
IMT	\$70,310.00	5
Maritime	\$140,000.00	6
Rescue	\$177,172.00	7
Cyber/PIO/BayRICS/NCRIC	\$254,488.00	15
Cybersecurity/NCRIC	\$120,000.00	3
BayRICS/Communication	\$89,340.00	6
Public Information Officer	\$45,148.00	6
Hub Training Reallocations	\$396,526.00	11
Santa Cruz County	\$65,381.00	3
Santa Clara County	\$220,831.21	7*
Contra Costa County	\$110,313.79	1*

TOTAL: \$2,102,531.00



Due to COVID-19, many courses originally allocated for 2020 delivery were postponed to 2021. Discipline allocations for these postponed courses will not change.



