

STRONGER
TOGETHER



20
25 | **Bay Area UASI**
PUBLIC SAFETY
PREPAREDNESS
SUMMIT

SUMMARY REPORT



**STRONGER
TOGETHER**



CONTENTS

CONTENTS i

EXECUTIVE SUMMARY 1

INTRODUCTION 3

SUMMIT GOALS 3

SUMMIT FORMAT 4

SUMMIT SUMMARY REPORT 4

PLENARY SESSIONS 5

WELCOMING REMARKS AND OPENING CEREMONIES 5

PLENARY STRUCTURE 5

KEYNOTE ADDRESSES 6

PANELS 12

BREAKOUT SESSIONS 16

EMERGENCY PUBLIC INFORMATION AND COMMUNICATIONS (EPIC) TRACK 17

TARGETED VIOLENCE PREVENTION (TVP) TRACK 27

LUNCH DEMONSTRATIONS 35

APPENDIX A: LIST OF SUMMIT SPEAKERS 36

APPENDIX B: PARTICIPANT FEEDBACK SUMMARY 38

PARTICIPANT FEEDBACK SURVEY QUANTITATIVE FEEDBACK 38

CONSOLIDATED QUALITATIVE FEEDBACK 38



**STRONGER
TOGETHER**



SUMMARY REPORT

This document was prepared under a grant from the Federal Emergency Management Agency's (FEMA's) Grant Programs Directorate, US Department of Homeland Security. Content is derived from the Bay Area Training and Exercise Program and does not necessarily represent the official position or policies of FEMA's Grant Programs Directorate or the US Department of Homeland Security.



**STRONGER
TOGETHER**



EXECUTIVE SUMMARY

The 2025 Bay Area UASI Public Safety Preparedness Summit, held October 28-29, 2025, at the historic Marine's Memorial Club & Hotel in San Francisco, brought together an extraordinary coalition of public safety leaders, emergency managers, first responders, community partners, private-sector representatives, academics, and faith-based organizations from across the Bay Area and beyond.

Anchored in this year's theme, *Stronger Together*, the Summit convened **316 attendees** across two days of forward-looking conversation on some of the region's pressing challenges: *operational coordination, inclusive emergency communications, targeted violence prevention, misinformation, community resilience, and preparedness for large-scale special events.*

Reflecting the Bay Area's commitment to whole-community preparedness, the Summit drew participation from a broad spectrum of partners including:

Public Sector Representation

Attendees represented city, county, state, and federal agencies spanning emergency management, fire, law enforcement, Emergency Medical Services (EMS), transportation, public health, utilities, higher education, and regional mutual-aid partners. Agencies in attendance ranged from Alameda County EMS, California Highway Patrol (CHP), Cal Office of Emergency Services (OES), Bay Area Rapid Transit (BART), Federal Emergency Management Agency (FEMA) Region 9, and the Federal Bureau of Investigation (FBI) San Francisco Field Office to local departments across Berkeley, Oakland, San José, Marin, Sonoma, Napa, Monterey, Santa Clara, Solano, and San Francisco.

Community & Nonprofit Sector Representation

The Summit received strong engagement from community-based organizations (CBOs), voluntary organizations active in disasters (VOADs), disability-advocacy partners, interfaith groups, and social-service providers. Organizations such as the American Red Cross, Catholic Charities, Center for Independent Living (CIL), Automated Local Emergency Response Tool (ALERT) representatives, local Certified Emergency Response Team (CERT) programs, Jewish Family & Children's Services, the San Francisco Interfaith Council, Salvation Army, and multiple congregations participated, reflecting the region's commitment to inclusive preparedness and equitable access to emergency information and services.

Private Sector Representation

The region's critical infrastructure and private-sector partners were also strongly represented, including Amazon, AT&T, Bay Alarm, Comcast, East Bay Community Energy, Genentech, Kaiser Permanente, Meta, Pacific Gas & Electric company (PG&E), Salesforce, Sutter Health, Valley Water, Verizon, and others, demonstrating the essential role of public-private collaboration in disaster readiness and regional resilience.

The 2025 Summit featured four national-expert keynote presentations, two major panel discussions on special events preparedness and community safety, and rich breakout tracks in **Emergency Public Information & Communications (EPIC)** and **Targeted Violence Prevention (TVP)**. Participants engaged in scenario-based workshops, real-world case studies, cross-discipline discussions, technology demonstrations, and interfaith collaboration sessions, each designed to strengthen operational readiness, improve information-sharing practices, and deepen relationships across the region's diverse public safety organizations.

2025 Bay Area UASI Public Safety Preparedness Summit – By the Numbers

61



Community Partner/
Non-Profit Attendees

210



Public Sector/Government
Attendees

45



Private Sector Attendees

316 TOTAL ATTENDEES



**STRONGER
TOGETHER**



SUMMARY REPORT

The 2025 UASI Public Safety Preparedness Summit was largely successful, with attendees praising several aspects of the event. Key positive feedback included:

- **Event Experience and Logistics:** “The venue was very good, the audio-visual was excellent, and the event staff were friendly and helpful.”
- **Program Quality & Context:** “Fantastic keynote speakers. Day 1 flow and speaker lineup were strong, and all topics connected to one another.”
- **Atmosphere, Comfort, and Accessibility:** “The theme *Stronger Together* resonated strongly, and I appreciated the flexibility of the seating arrangement, which made movement easy.”





**STRONGER
TOGETHER**



INTRODUCTION

The 2025 Bay Area UASI Public Safety Preparedness Summit convened at a pivotal moment for the region. With major international events on the horizon and threats evolving at an unprecedented pace, this year's Summit provided a collaborative, solutions-driven environment where government agencies, nonprofits, community leaders, and private-sector partners could engage, learn, and plan together.

This year, the Summit's trend of cross-sector and community representation continued. In addition to traditional public safety partners, the 2025 Summit welcomed:

- 97 Nonprofit, advocacy, and service organizations
- 23 Faith-based organizations
- 20 Critical infrastructure partners
- 10 Higher education institutions

This broad participation reaffirmed the Bay Area UASI's commitment to building a resilient region through inclusive, whole-community collaboration. By bringing together the diverse organizations that serve, protect, and support Bay Area communities, the Summit strengthened the shared foundation needed to prepare for and respond to complex, high-impact emergencies.

SUMMIT GOALS

Guided by this year's theme, *Stronger Together*, the 2025 Summit aimed to reinforce the Bay Area's collective ability to prevent, prepare for, respond to, and recover from evolving threats by strengthening the relationships, trust, and shared practices that bind the region's public safety organizations. Across two days of guest speakers, panels, and workshops/breakout sessions, the Summit underscored that regional resilience is built not through isolated efforts, but through interconnected systems, unified messaging, and sustained collaboration among government agencies, first responders, community organizations, faith partners, private sector stakeholders, and academic institutions.

The Summit emphasized the following objectives:

- Strengthening cross-sector coordination so public safety agencies, community partners, private sector entities, and faith-based organizations can operate with shared awareness and unified action during planned events and emergencies.
- Enhance the region's ability to identify and address emerging threats, including violent extremism, misinformation, behavioral concerns, and risks associated with large-scale special events.
- Advance inclusive, accessible, and multilingual emergency communications by unifying PIO and Alert & Warning functions, applying evidence-based messaging practices, and leveraging emerging technologies.
- Promote prevention, early intervention, and community-centered resilience through empowered reporting, multidisciplinary threat assessment, and ongoing relationship building, training, and professional development.





**STRONGER
TOGETHER**



SUMMIT FORMAT

The 2025 Summit was structured into two (2) engaging days:

Day 1 (October 28, 2025): Plenary Sessions

- Welcoming Remarks
- Opening Ceremonies
- Today's Threat Landscape
- Special Event Planning in a Heightened Threat Environment
- Protecting What Matters - Faith and Law Enforcement in Service to Community
- Emergency Management in a Changing World
- Special Event Readiness
- From Extremism to Prevention: Building Stronger Communities Against Violence

Day 2 (October 29, 2025) Breakout Tracks

- Emergency Public Information and Communications (EPIC) Track
 - Emergency Public Information and Communications Legislative Update
 - Harnessing AI and Emerging Technologies to Enhance Emergency Response and Public Messaging
 - Inclusion and Accessibility in Emergency Communications
 - From Research to Practice: State of the Art Emergency Messaging
 - Bridging the Role of the Public Information Officer and Alert & Warning Coordinator
- Targeted Violence Prevention (TVP) Track
 - Behavioral Threat Assessment and Targeted Violence Prevention
 - Building Bridges Through Security and Solidarity
 - Understanding and Reporting Hate Crimes: A Partnership Approach
 - Threat and Identification and Risk Assessment (THIRA) for Houses of Worship
 - Preventing Racially and Ethnically Motivated Violent Extremism (REMVE)

2025 Summit Presentations and Other Materials

Available on the Bay Area UASI
website: [Bay Area UASI](#)

SUMMIT SUMMARY REPORT

This report is designed to serve as a comprehensive resource for both those who participated in the 2025 Public Safety and Preparedness Summit and those who were unable to attend. It provides detailed summaries of each session, highlights key takeaways, and outlines recommended resources shared throughout the breakout tracks. By capturing the insights, innovations, and best practices exchanged during the Summit, this report aims to inform ongoing preparedness efforts and inspire continued collaboration across the region.



[Greg Vogel Photography](#) offers professional photographs from the event.



**STRONGER
TOGETHER**



PLENARY SESSIONS

The first day of the 2025 Bay Area UASI Public Safety & Preparedness Summit, held on October 28, 2025, brought together public safety leaders, emergency managers, community-based partners, and regional stakeholders for a full day of shared learning and forward-looking discussion. Set against the theme **Stronger Together**, the opening plenary underscored the critical importance of cross-sector collaboration as the Bay Area prepares for a rapidly evolving threat landscape and a series of large special events in the coming years.

WELCOMING REMARKS AND OPENING CEREMONIES



The Summit opened with welcoming remarks from Bay Area UASI General Manager **Mikyung Kim-Molina**, who framed the next two days as an opportunity to deepen relationships, build regional capacity, and strengthen whole-community resilience. The **San Francisco Police Department** presented the Colors, followed by the **San Francisco Fire Department's**



performance of the National Anthem, setting a tone of unity and service. **Michael Pappas**, Executive Director of the San Francisco Interfaith Council, delivered an invocation that spoke to the responsibility public safety professionals have to support diverse and interconnected communities.

Following the invocation, **Mary Ellen Carroll**, Executive Director of the San Francisco Department of Emergency Management, welcomed participants and highlighted the Bay Area's long-standing commitment to innovation, preparedness, and community partnership. Later in the morning, attendees received a special welcome message from **San Francisco Mayor Daniel Lurie**, who emphasized the city's continuing leadership in regional emergency management and its dedication to building a safer, more resilient Bay Area.

PLENARY STRUCTURE

Day 1 consisted of:

- Four keynote presentations featuring federal, state, and local subject-matter experts
- Two moderated panels addressing special event readiness and interagency collaboration
- Multiple opportunities for regional partners to connect, exchange ideas, and reflect on lessons learned

The day's program offered a comprehensive and realistic look at the public safety challenges facing the Bay Area, while also showcasing the innovative strategies, partnerships, and operational strengths that position the region as a national leader in preparedness.



**STRONGER
TOGETHER**



SUMMARY REPORT

KEYNOTE ADDRESSES



KEYNOTE 1: TODAY'S THREAT LANDSCAPE



PRESENTER:

Mike Sena, Northern California Regional Intelligence Center (NCRIC)

SUMMARY

Effective communication, collaboration, and coordination across agencies are essential to anticipating and mitigating emerging threats. When critical information is not shared—or is trapped in organizational “stovepipes”—it creates openings that bad actors can exploit, ultimately degrading community safety. The NCRIC Threat Reporting Exchange (TRX) strengthens regional security by enabling timely, secure, and standardized information sharing, helping agencies break down silos, enhance situational awareness, and work as a unified system to detect, assess, and respond to evolving risks.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Protecting Mass Gatherings and Large-Scale Special Events Requires Elevated Vigilance:** Large events - concerts, festivals, sports events, and religious gatherings - continue to pose significant security challenges as crowds, soft targets, and complex venues create unique vulnerabilities.
- **Radicalization Trends Are Increasing Across the U.S.:** Motivations for violent extremism and targeted acts of violence are diversifying, requiring improved reporting, earlier detection, and coordinated prevention strategies.
- **Opioid Overdose Deaths Continue to Climb:** The rise in synthetic opioids, particularly fentanyl, remains a public safety priority with far-reaching community impacts.
- **Organizational Retail Crime is Escalating in Scale and Sophistication:** Mass merchandise theft increasingly threatens both economic stability and public safety.
- **Election-Related Threats are Intensifying:** Threats to election sites and personnel increased during the last election cycle, emphasizing the need for coordinated protection, threat monitoring, and rapid information sharing.



**STRONGER
TOGETHER**



SUMMARY REPORT

Recommendations include:

- Enroll personnel in local fusion centers to improve access to regional threat information, analytic support, and interagency collaboration.
- Ensure key staff are trained on and connected to NCRIC Threat Reporting Exchange (TRX) to facilitate consistent, real-time reporting of suspicious activity and emerging threats.
- Conduct cross-agency exercises and briefings to practice information sharing workflows and strengthen relationships before a critical incident occurs.



KEYNOTE 2: SPECIAL EVENT PLANNING IN A HEIGHTENED THREAT ENVIRONMENT



PRESENTER:

David Kowalski, Los Angeles Police Department (LAPD) Counter Terrorism and Special Operations Bureau

SUMMARY

Chief David Kowalski of the LAPD highlighted the unprecedented wave of mega-events coming to California, including the Federation International Football Association (FIFA) World Cup, the United States (U.S.) Semi-Quincentennial, consecutive Super Bowls, and the 2028 Los Angeles Olympics, as well as the complex, evolving threat environment surrounding them. Chief Kowalski emphasized that these events are attractive targets for both terrorist organizations and domestic violent extremists, as well as flashpoints for political violence, protests, and disruptive tactics such as transit shutdowns and drone incursions. Effective preparedness depends on intelligence-driven planning, strong federal–

state–local coordination, robust command/communications structures, and the ability to adapt in real time to both catastrophic attacks and smaller but highly visible disruptions.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Mega Events Create a Prolonged, High-Visibility Risk Environment:** The FIFA World Cup, U.S. 250th celebration, back-to-back Super Bowls, and 2028 Olympics will generate “seven Super Bowls a day”–level risk over extended periods, making California a target-rich environment that demands sustained, not one-off, planning and resourcing.
- **Federal Frameworks (NSSE/SEAR) Must Seamlessly Mesh with Local ICS/Unified Command:** National Special Security Events (NSSEs) and Special Event Assessment Rating (SEAR)-rated events bring Secret Service, FBI, and FEMA authorities and resources—but success still hinges on local agencies running incidents through ICS/unified command, Multi Agency Coordination Center (MACC)/command posts, and embedded representation from all key partners (law, fire, EMS, Emergency Management (EM), transportation, Public Information Officer (PIO), etc.).
- **Intelligence-Driven Planning and Information Sharing Are the Foundation:** Intelligence from fusion centers, FIFA/World Cup intelligence groups, Department of Defense(DoD)/NORTHCOM, the FBI’s Joint Terrorism Task Force, and real-time social media monitoring is critical to right-sizing resources, breaking down silos, and identifying threats ranging from foreign terrorist plots and Domestic Violent Extremist (DVE) to political violence and emerging tactics like drone misuse.
- **Planning Must Address Both Mass Casualty Attacks and Converging Disruptions:** While low-probability/high-consequence terrorist attacks remain the worst-case scenario, planners must also anticipate bomb threats, political violence against officials, protest activity, freeway incursions, transit shutdowns, and cyber/critical infrastructure disruptions that can cripple operations and create cascading effects during mega-events.
- **Relationships, Exercises, and Command Discipline Make Agencies Truly “Stronger Together”:** Pre-established relationships, joint tabletop and field exercises, unified command posts, hourly briefings, and disciplined public information practices (unified messaging, rapid but accurate updates) allow agencies to adapt to changing conditions, make sound decisions under pressure, and maintain public trust during highly charged events.



**STRONGER
TOGETHER**



Recommendations from the discussion include:

- Engage early and visibly in federal planning structures. Ensure your agency is represented in NSSE/SEAR subcommittees, Multi Agency Coordination Center (MACC), and Joint Terrorism Task Force (JTTF) tied to FIFA, Super Bowls, and the Olympics; identify liaisons now, not the month before the event.
- Strengthen Incident Command System (ICS) and command-post capabilities for mega-events. Formalize unified command structures, decision-making thresholds, and command-post staffing (law, fire, EMS, EM, transportation, PIO, elected' offices) so they can be rapidly activated and plug cleanly into federal structures.
- Invest in intelligence and information-sharing systems and relationships. Deepen engagement with fusion centers, terrorism liaison programs, FIFA/NORTHCOM intelligence work, and real-time social media monitoring to prevent stovepipes and support dynamic risk assessments.
- Exercise realistic threat scenario, including “convergence” events. Use tabletop and functional exercises to rehearse mass-casualty attacks, protests and freeway incursions, election-related threats, bomb threats, transit shutdowns, and drone incursions - then capture and apply lessons learned.
- Formalize media/PIO protocols for major events. Develop and exercise unified messaging plans, rumor-control processes, joint talking points, and pre-scripted statements so agencies can communicate quickly, consistently, and transparently during fast-moving or uncertain situations.



KEYNOTE 3: EMERGENCY MANAGEMENT IN A CHANGING WORLD



PRESENTER:

Jessica Jensen, RAND Corporation

SUMMARY

Dr. Jessica Jensen delivered a keynote emphasizing the Summit theme of “Stronger Together,” highlighting the need for the emergency management field to bridge practical experience with academic insights. While acknowledging significant advancements in resources, capabilities, and coordination, she underscored persistent gaps—particularly in prevention, mitigation, and long-term recovery, which remain chronically under-planned and under-exercised. She called for a paradigm shift toward truly Comprehensive Emergency Management, urging practitioners to elevate recovery and mitigation to the same level of priority and rigor as response.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Whole Community Engagement is Essential:** Sustainable preparedness, response, and recovery require full participation across public safety partners, government agencies, NGOs, academia, and community members.
- **Countering Disinformation is Now a Core Capability:** Emerging technologies are increasingly critical for identifying and mitigating misinformation that can undermine response efforts and community trust.
- **Emergency Management Must Operate as an Integrated System:** Preparedness, mitigation, response, and recovery must be practiced as coordinated, interdependent functions, not siloed or sequential phases.
- **The Profession Needs a Shift Toward Prevention and Recovery:** Disaster data shows that preventable post-disaster fatalities persist because funding and attention remain disproportionately focused on response over mitigation and recovery.
- **Recovery Must be Planned and Exercised with Intention:** Agencies should incorporate recovery-focused objectives into plans, exercises, and training cycles to build capability before, not after, a disaster.

Recommendations from panelists include:

- Strengthen comprehensive management practices by ensuring preparedness/mitigation, response, and recovery are coordinated across agencies and timelines, not treated as standalone functions.
- Increase investment in mitigation and recovery planning including integrating recovery-focused injects into exercises, conducting recovery-specific trainings, and establishing cross-functional recovery teams before incidents occur.



**STRONGER
TOGETHER**



KEYNOTE 4: FROM EXTREMISM TO PREVENTION: BUILDING STRONGER COMMUNITIES AGAINST VIOLENCE



PRESENTER:

Mubin Shaikh, Parents for Peace

SUMMARY

Mubin provided an in-depth look at the pathways to radicalization, emphasizing that it is a multifaceted and deeply personal process influenced by social, psychological, political, and ideological factors. Drawing from his lived experience, he described how identity struggles, personal failure, and exposure to extremist networks made him vulnerable to radical recruitment, highlighting how individuals can be pulled toward violent ideologies in search of meaning, belonging, or purpose. He underscored that while most individuals who radicalize never engage in violence, targeted recruitment, particularly by groups like ISIS, continues to exploit youth through online

platforms and community spaces, making prevention and early intervention critical.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Most Radicalized Individuals do Not Escalate Violence – But Some Do:** Understanding this distinction is essential for effective prevention and intervention.
- **There is No Single Pathway to Radicalization:** Drivers vary widely, including identity crises, grievances, group reinforcement, ideological influences, trauma, or a search for significance.
- **Youth Remain a Primary Target for Extremist Recruiters:** Groups such as ISIS often leverage community spaces and online platforms to reach younger, impressionable audiences.
- **Terrorism Distorts Religious Teachings:** As the speaker noted, “*Terrorism is to jihad as adultery is to marriage,*” underscoring that extremist violence is a corruption, not an expression, of true faith.
- **ISIS Does Not Represent Islam:** Violent extremist groups operate outside authentic religious doctrine and manipulate faith narratives for their own purposes.

Recommendations from panelists include:

- Reinforce prevention strategies by engaging families, educators, faith leaders, law enforcement, and community partners in early intervention and awareness-building.
- Empower credible messengers, including survivors, formers, and culturally informed practitioners, who can effectively counter extremist narratives.
- Invest in programs that address identity, belonging, and psychosocial vulnerability, which often sit at the core of radicalization risk.



**STRONGER
TOGETHER**



PANELS

PANEL SESSION 1: PROTECTING WHAT MATTERS – FAITH AND LAW ENFORCEMENT IN SERVICE TO COMMUNITY



PRESENTERS:

- **Moderator: Michael Pappas**, San Francisco Interfaith Council
- **Panelist: Rafael Brinner**, Bay Area Jewish Federation
- **Panelist: Sandra Severns**, Salvation Army
- **Panelist: Tommy Isachsen**, Santa Rosa Police Department

SUMMARY

The Protecting What Matters – Faith and Law Enforcement in Service to Community panel explored how faith communities, law enforcement, and social services can build authentic, trust-based partnerships to prevent harm, respond with compassion, and support long-term recovery after crises. Panelists emphasized familiarity, cultural competence, and trauma-informed practice as foundations for collaboration before, during, and after major events such as holidays, cultural festivals, and targeted violence incidents. They also highlighted practical tools such as Volunteer Organizations Active in Disaster (VOAD), nonprofit security grants, joint training, and safety committees to sustain resilience and shared responsibility for community safety.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Familiarity Breeds Trust – Relationships Must be Built Before a Crisis:** Regular, human-level contact (texts, check-ins, officers visiting congregations, clergy riding along with officers, joint events like Faith & Blue) creates the familiarity that allows quick, trusted communication when something goes wrong.
- **Trauma Informed and Culturally Competent Engagement in Everyday Work, Not Just Post-Incident:** Ride-alongs, Citizens Academies, tabletop exercises with faith partners, chaplaincy programs, and community members on promotional panels help police understand community context and trauma; these practices reduce bias, miscommunication, and fear of law enforcement.
- **Preparedness at Scale Requires Cross-Sector Planning that Honors Culture and Inclusion:** For large religious or cultural gatherings, planning must respect faith practices (e.g., norms at Sikh gurdwaras), integrate Access and Functional Needs (AFN), and involve faith leaders, VOAD partners, and volunteers in exercises and safety planning to ensure realistic, inclusive response and reunification operations.
- **Recovery Must be Planned, With Familiar Spaces and Clear Roles:** Recovery can last years; communities and law enforcement should co-develop “playbooks” for short- and long-term recovery, identify appropriate family reunification/assistance sites (e.g., Jewish Community Center (JCC) or other



**STRONGER
TOGETHER**



SUMMARY REPORT

familiar spaces), and establish Memorandums of Understanding (MOUs) to support services, reimbursement, and long-term healing.

- **Funding and Sustainability Hinge on Coalitions, Safety Teams, and Shared Resources:** Safety committees that include clergy, law enforcement, and social services can leverage the Nonprofit Security Grant Program and school safety grants, supported by law-enforcement security assessments and political champions with discretionary funds. Joint trainings and shared trainers also stretch limited dollars while deepening relationships across communities.

Recommendations from panelists included:

- Form or strengthen safety committees in houses of worship and faith-based agencies that include internal leaders plus representatives from law enforcement and social services.
- Integrate VOAD and faith-based volunteers into plans and exercises, using them as role players, reunification staff, AFN advisors, observers, and emotional/spiritual care providers.
- Develop written recovery playbooks that outline short- and long-term actions (family reunification, relocation of services, counseling, memorialization, communications, and fraud/GoFundMe scam awareness).
- Leverage grants and political support by obtaining law-enforcement-led security assessments, building coalitions of multiple houses of worship, and pursuing NSGP and related funding together.
- Normalize relationship-building activities (shared meals, barbecues, officers using facilities for reports/restroom breaks, faith leaders attending roll call) to embed belonging and reduce the sense that uniforms only appear when something is wrong.

RESOURCE(S)

- [Grants.gov](https://www.grants.gov) is the primary portal to identify and apply for federal grant opportunities



PANEL SESSION 2: SPECIAL EVENT READINESS



PRESENTERS:

- **Moderator: Bob Quinn**, Emergency Preparedness Consultant
- **Panelist: David Kowalski**, LAPD Counter Terrorism and Special Operations Bureau
- **Panelist: Pete Gomez**, Miami-Dade Department of Emergency Management
- **Panelist: David Laub**, Hazardous Response and Special Events Fire Service

SUMMARY

The Special Event Readiness panel explored lessons learned from managing large-scale special events, including the Super Bowl, the World Cup, the Copa America, major protests, and spontaneous critical incidents. It examined how agencies must adapt operationally, culturally, and technologically to emerging risks. Speakers emphasized the importance of unified command, private-sector integration, intelligence-driven planning, proactive crowd management, and situational awareness tools to ensure operational readiness. They also highlighted the increasing need for wellness, leadership presence, and realistic planning for both “blue sky” and “gray sky” moments when an incident rapidly escalates.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Private Sector and Venue Staff Must Be Fully Integrated into Planning – Not Briefed as an Afterthought:** Stadium staff, security contractors, vendors, and facility operators often have little knowledge of ICS/National Incident Management System (NIMS) yet play critical roles during an incident. Early inclusion, relationship-building, and tailored briefings (“soft leadership”) create alignment and reduce friction during operations.
- **Intelligence is Central to Successful Major Event Planning:** Lessons from Copa America and Club World Cup show the value of understanding fan behavior, foreign consulate input, cultural norms, and threat indicators (e.g., pyrotechnics, known hooliganism, foreign political tensions). Embedding intelligence officers and maintaining continuous information flow enable better planning and real-time decision making.
- **Plan for Both “Blue Sky” and “Gray Sky” Operations:** Agencies now write two Emergency Action Plans (EAPs) - one for routine operations and one for rapid transition to an active incident, including chain of command, extraction routes, collection points, triage areas, and unified command shift procedures.
- **Interagency Coordination Must Extend Beyond Traditional Partners:** Los Angeles and Miami examples show the necessity of reaching out to small-city departments, regional partners, consulates, corporate stakeholders, and Non-Governmental Organizations (NGOs). Events like the George Floyd protests revealed the staffing limitations of single agencies and the need for mutual aid and joint teams.



**STRONGER
TOGETHER**



- **Crowd Management Strategies Must Reflect Cultural Diversity and Varying Fan Behaviors:** Crowd management strategies must reflect cultural diversity and varying fan behaviors. Different international fan bases bring distinct traditions and risks (e.g., pyrotechnic use, rivalry violence). Proactive messaging, ambassador programs, consulate outreach, and tailored law enforcement training reduce escalation and increase safety.

Recommendations include:

- Develop joint training and planning calendars with private-sector venue partners to prevent last-minute integration challenges.
- Maintain standing multi-agency working groups for recurring high-risk gatherings.
- Adopt dual-track (blue sky/ gray sky) response plans for all major events to ensure clear escalation protocols.
- Expand intelligence integration by embedding local fire/EMS personnel in regional intelligence centers and improving rapid cross-state information sharing.
- Formalize wellness protocols for responders, including rotation schedules, safety officers, post-incident mental health support, and leadership check-ins during events.

RESOURCE(S)

- Homeland Security Information Network (HISN) is a free situational awareness platform for jurisdictions with limited resources.
- Drone Incursion Concept of Operations (CONOPS) + After Action Report (AAR) Package developed for SoFi Stadium as a model for documenting training and preparedness evidence.



**STRONGER
TOGETHER**



BREAKOUT SESSIONS

The following table lists each Summit track and its agenda of breakout sessions. Each session is summarized in the sections that follow, including highlights, key takeaways, and suggested resources.

Table 1: Tracks and Sessions

Session Number	Tracks and Sessions
Emergency Public Information and Communications (EPIC) Track	
1	Panel Discussion: Emergency Public Information and Communications Legislative Update
2	Panel Discussion: Harnessing AI and Emerging Technologies to Enhance Emergency Response and Public Messaging
3	Inclusion and Accessibility in Emergency Communications
4	Lunch & Learn: A Guide to Countering False and Misinformation
5	From Research to Practice: State of the Art Emergency Messaging
6	Panel Discussion: Bridging the Role of the Public Information Officer and Alert & Warning Coordinator
Targeted Violence Prevention (TVP) Track	
1	Behavioral Threat Assessment and Targeted Violence Prevention
2	Building Bridges Through Dialogue and Security
3	Understanding and Reporting Hate Crimes: A Partnership Approach
4	Lunch & Learn: Introduction to the Reduce the Risk Campaign
5	Workshop: Threat and Hazard Identification and Risk Assessment (THIRA) for Houses of Worship
6	Panel Discussion: Preventing Racially/Ethnically Motivated Violent Extremism (REMVE)



**STRONGER
TOGETHER**



EMERGENCY PUBLIC INFORMATION AND COMMUNICATIONS (EPIC) TRACK

BREAKOUT SESSION 1: Emergency Public Information and Communications Legislative Update

PRESENTER(S)

- **Moderator: Corey Reynolds**, Independent Consultant
- **Panelist: Mary Jo Flynn-Neveins**, Sacramento County Office of Emergency Services
- **Panelist: Jorge Rodriguez**, County of Sonoma Department of Emergency Management



SUMMARY

This session discussed recent and upcoming legislation and regulations of interest to emergency managers, public information officers, and alert and warning professionals. Panelists discussed the impacts of the Federal Government shutdown, especially on local emergency preparedness grant funding and pending Federal legislation, including the Fixing Emergency Management for Americans Act (HR 4669) and the Resilient Emergency Alert Communications and Training (REACT) Act. Panelists also addressed recently enacted California legislation and emergency management-related bills on the Governor's desk.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Federal Shutdown Impacts:** The Federal Government shutdown impacts our work at the county and city levels. Without action, Supplemental Nutrition Assistance Program (SNAP) benefits will be paused starting November 1st, affecting food banks and vulnerable community members. The shutdown is also delaying progress on the Fixing Emergency Management for Americans Act (HR 4669), which includes proposals to elevate the FEMA Director to a cabinet-level position and streamline federal disaster assistance to address better climate-driven risks, equity issues, and resilience gaps. The Act is currently under review by the FEMA Review Council, whose delayed report is expected in November 2025 and may significantly shape the legislation's future direction.
- **AB 1638 Language Access Requirements:** AB 1638 requires local agencies to provide emergency information in English and in languages spoken by 5% or more of the population beginning January 1, 2025. Jurisdictions across California are currently implementing these multilingual communication standards. Sonoma County is leading a coordinated effort to file a test claim with the State Commission on State Mandates to seek reimbursement for what is considered an unfunded mandate—an action that, if successful, will benefit all local agencies statewide. Sacramento County is also filing a test claim under AB 781 (2024), which requires emergency plans to include pet-accommodating shelters.
- **REACT Act Alerting Improvements:** The Resilient Emergency Alert Communications and Training (REACT) Act, introduced by Representative Kevin Mullin (CA-15), directs FEMA to provide technical assistance to state, local, and Tribal governments to strengthen emergency alerting systems. The Act supports the development of evidence-based messaging templates, public education campaigns, and improved alert governance. It also mandates an annual FEMA report on training, testing, public engagement, and system performance. It authorizes \$30 million annually through 2035 to expand field training, live testing, and community-based alert exercises.
- **AB 463 – Care for Working Canines:** California Assembly Bill 463 authorizes emergency responders to provide basic first aid and ambulance transport to injured police canines and search-and-rescue dogs



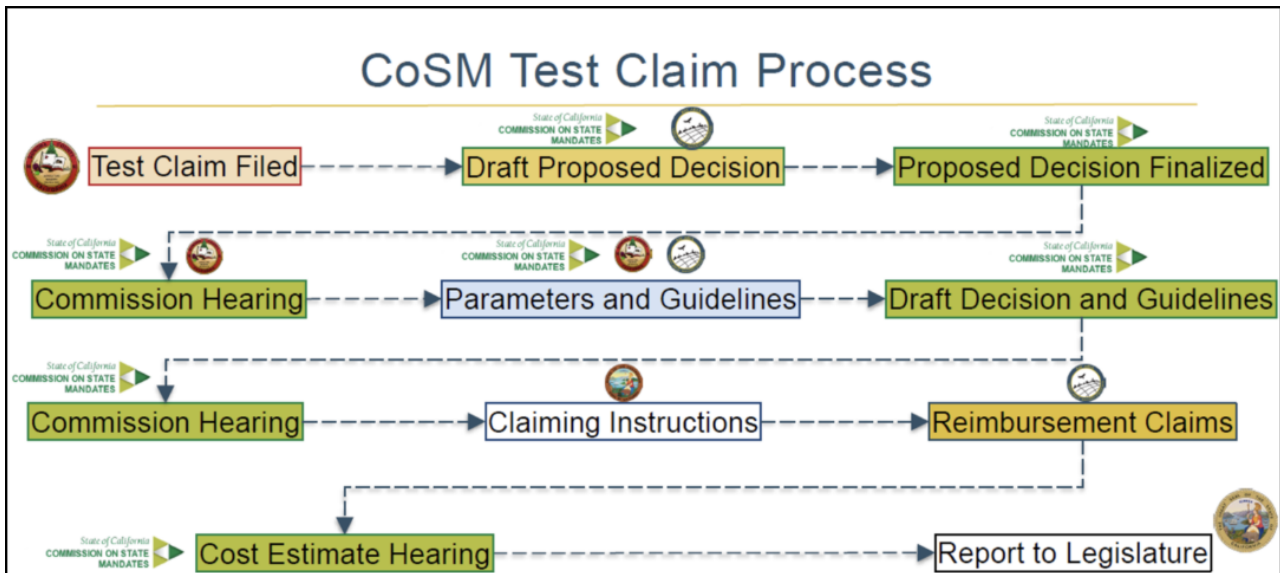
when no human patient requires immediate medical attention. This legislation ensures working dogs who sustain injuries during operations can receive timely and appropriate emergency care.

Recommendations include:

- To receive information and/or to participate in the regional AB1638 test claim effort, contact Derek Morrison (Derek.Morrison@ConstantAssociates.com).
- For each new law that causes any kind of spending through mandates, it is prudent to set up a cost accounting system and track costs each fiscal year. This improves our collective ability to demonstrate costs in the test claim and provides documentation for reimbursement if claims are successful.
- AB 438, recently signed by the Governor, allows emergency management agencies to have Code 3 vehicles. In addition to registering vehicles with the CHP, it is prudent for staff to complete Code 3 vehicle training at a budget cost of a few hundred dollars per person.

RESOURCE(S)

- [REACT Act one-pager](#)
- Modernizing FEMA – [IAEM Whitepaper to FEMA Review Council.pdf](#)
- California Commission on State Mandates test claim process (see below)





BREAKOUT SESSION 2: Harnessing AI and Emerging Technologies to Enhance Emergency Response and Public Messaging

PRESENTER(S)

- **Moderator:** Suzanne Frew, The Frew Group
- **Panelist:** John Clarke Mills, Watch Duty
- **Panelist:** Sarah Miller, Pierce College
- **Panelist:** Zachary Hamill, Sutter County

SUMMARY

The world of emergency communication is changing rapidly with the introduction of artificial intelligence and an ever-growing landscape of technologies our communities use to get information. Generative Artificial Intelligence (AI) is creating a paradigm shift in emergency communication—what Peter Leyden calls a historical “hinge-point” on par with or surpassing the Industrial Revolution. Across both government operations and nonprofit innovation, AI is rapidly expanding the ability of PIOs and emergency managers to produce faster, clearer, more multilingual, and more trustworthy information. The session demonstrated that AI is becoming a force multiplier, accelerating message creation, enhancing situational awareness, combating misinformation, and strengthening public trust.



KEY TAKEAWAYS AND RECOMMENDATIONS

- **AI as a Force Multiplier:** AI can significantly expand the capacity of PIOs by enabling rapid, targeted, multi-platform communication. With well-designed prompts—detailed, contextual, and tailored to specific populations—generative AI can instantly create clear, multilingual, and accessible messaging for diverse demographic and geographic groups. This empowers PIOs to push real-time content across multiple platforms simultaneously, meeting communities where they already are. The Sutter County example demonstrated how GPT-based tools can support multi-channel, multi-lingual alerts and warnings at scale.
- **Responsible AI Requires Strong Prompting, Co-Design, and Governance:** Effective use of AI depends on intentional prompt engineering, community-informed design, and clear governance policies. Longer, more directive prompts produce more culturally competent and population-specific outputs, while co-designing prompts with impacted communities increases accuracy and trustworthiness—particularly for underserved populations. Governance structures must ensure human oversight, transparency, data integrity, and alignment with federal and state policy to maintain public confidence in AI-enabled emergency communication.
- **AI-Enabled Misinformation Detection:** AI dramatically enhances the ability to identify and counter misinformation by detecting fabricated or manipulated content at machine speed. AI agents can analyze text and imagery to uncover anomalies, identify altered regions, and help PIOs quickly debunk viral hoaxes. Familiar examples—such as recurring “shark-in-the-street” flood images—can now be flagged almost instantly. This elevates the PIO role as a leader in digital literacy, helping communities distinguish legitimate emergency information from false or malicious content.
- **Human-Machine Collaboration for Situational Awareness:** Platforms like Watch Duty demonstrate the power of pairing machine intelligence with trained human observers. Watch Duty synthesizes signals intelligence—from scanners, sensors, radios, satellites, and human reporters—to deliver real-time wildfire



**STRONGER
TOGETHER**



SUMMARY REPORT

situational awareness to both the public and emergency agencies. During the 2025 Los Angeles fires, it provided evacuation information 78 minutes before the first official alert, maintained 100% uptime under heavy demand, and became a trusted reference for EOCs and first responders. This blended model improves accuracy, eliminates rumors, and democratizes situational awareness.

- **Future AI Applications in Emergency Management:** The next generation of AI tools will support planning automation, compliance checks, and cross-jurisdictional coordination. Sutter County highlighted emerging applications, including using AI to align Emergency Operations Plans (EOPs) with CPG-101, conduct rapid compliance reviews, standardize documentation, and streamline post-disaster recovery assistance. These innovations reduce administrative burden and free staff to focus on higher-value preparedness and response work. Scaling these capabilities responsibly will require trust-building, partnerships, and adaptive governance across jurisdictions.

Recommendations include:

- Agencies should invest time in developing structured, detailed prompts for their target populations and maintain a prompt library that can be reused or adapted during incidents.
- Build or refine local AI governance policies that emphasize transparency, human oversight, and data integrity to maintain public trust as adoption grows.
- Strengthen staff and community digital literacy efforts to help residents understand how to identify false content and interpret AI-generated messaging responsibly.
- Consider piloting AI tools, such as multilingual messaging agents or planning alignment tools.

RESOURCE(S)

- [AI for Emergency Management Discord Server](#)
- The generative AI prompt developed by Dr. Sarah Miller is available by contacting Dr. Miller at sarah@skmiller.us
- Watch Duty has launched a 24/7 monitored email for government emergency managers and PIOs: pio@watchduty.org



**STRONGER
TOGETHER**



BREAKOUT SESSION 3: Inclusion and Accessibility in Emergency Communications

PRESENTER(S)

- **Vance Taylor**, California Governor's Office of Emergency Services
- **Claudine Jaenichen**, Chapman University

SUMMARY

This session highlighted rapidly evolving innovations in accessible communication and whole-community emergency management, with a focus on reaching people with disabilities and individuals with access and functional needs (AFN). Speakers emphasized that accessibility is not an add-on but a foundational requirement - one that demands intentional design, evidence-based communication practices, and statewide leadership. California continues to advance national best practices by developing tools, guidance, and resources that enable jurisdictions to deliver clear, actionable, and inclusive lifesaving information across all operational phases.



KEY TAKEAWAYS AND RECOMMENDATIONS

- **California's Commitment to AFN Inclusion:** Vance Taylor emphasized that while national conversations about inclusive emergency management remain inconsistent, California's dedication to integrating AFN into emergency communications is steadfast. The state continues investing in fundamental, practical tools, including the Cal OES Integrating Accessible Social Media Guide, training on accessible document creation, and AFN-centered planning guidance. His core message: accessibility is not optional, and California will continue advancing policy, resources, and operational support to ensure AFN communities have equitable access to emergency information before, during, and after disasters.
- **Evidence-Based Visual Communication:** Accessible design requires intentional visual communication that prioritizes clarity over volume, *not more information, but better information*. Claudine Jaenichen highlighted cognitive principles such as the picture-superiority effect, visual hierarchy, and reducing competing visual elements to improve understanding. Dense graphics, low contrast, and unlabeled components undermine comprehension, especially for individuals with cognitive disabilities, low vision, or limited literacy. Effective practices, such as alt text, subtitles, color contrast safeguards, proper slide numbering, and simplified layouts, ensure accessibility through clarity, simplicity, and disciplined design.
- **AI as a Support Tool, Not a Substitute:** Effective accessible communication blends technology with human oversight and community co-design. AI can support plain-language rewriting, alt text generation, and the rapid development of accessible formats when guided by strong, detailed prompts. However, presenters emphasized AI's limits: it is not reliably accurate in multilingual alert translation, especially for nuanced protective-action terms ("shelter-in-place," "turn around, don't drown"). Native speakers must review translations. Tools like FCC's ASL and multilingual WEA templates offer more dependable alternatives. AI enhances accessibility but cannot replace community-grounded translation and culturally informed design.
- **Accessibility Testing Through User Experience:** Accessibility must be validated through tools and methods that simulate real user experiences, especially those of people with disabilities. Dr. Jaenichen demonstrated evaluation tools such as screen reader simulations, color blindness filters, and low-vision apps like "See Like Me," which reveal barriers often invisible to designers. Issues such as poor reading order, missing alt text, color-dependent graphics, or inaccessible map legends become immediately



**STRONGER
TOGETHER**



SUMMARY REPORT

apparent, underscoring the need to test communication products from the perspective of end users.

- **Co-Design with AFN Communities:** The session underscored that accessibility efforts fail when they are designed *for* communities instead of *with* them. Successful programs embed AFN populations directly into every stage - design, testing, refinement, and implementation - ensuring solutions are meaningful, trusted, and reflective of real needs. Co-design elevates accessibility from a compliance task to a collaborative practice, producing communication tools that perform more effectively during real emergencies

Recommendations include:

- Jurisdictions should incorporate the *Cal OES Integrating Accessible Social Media Guide* into their public information workflows and train PIOs on accessible content creation.
- Apply usability and accessibility testing tools (screen readers, color simulators, reading-order checkers) to all emergency communication products before release.
- Ensure multilingual emergency messages, especially alerts and warnings, are reviewed by native speakers or trusted cultural partners; do not rely solely on generative AI for translation.
- Engage AFN community organizations as co-developers of materials, not just end users.
- Integrate accessible design principles, contrast, alt text, hierarchy, and plain language into all templates, SOPs, and brand/communication standards.

RESOURCE(S)

- [Cal OES Integrating Accessible Social Media Guide](#)
- [Cal OES Office of Access and Functional Needs Trainings: How to Create Accessible Office Documents](#)
- [SilkTide](#) Website Accessibility Checker
- Chromatic Vision Simulator App (for [Apple](#), for [Google](#))
- See Like Me App (on [Apple App Store](#) only)
- [Atkinson Hyperlegible Font](#)
- [Large Print Guidelines](#)
- [Color and Contrast Guidelines](#)
- [Accessibility in Print: Best Practice Guide](#)



BREAKOUT SESSION 4: From Research to Practice: State of the Art Emergency Messaging

PRESENTER(S)

- **Jeannette Sutton**, University at Albany
- **Michele Wood**, Cal State Fullerton

SUMMARY

This workshop presented the latest research on emergency alert message design, the risks of over-alerting, and strategies for crafting both initial alerts and post-alert follow-up messages. Participants learned how repeated or poorly designed alerts contribute to warning fatigue, opt-out behavior, and decreased public trust, particularly when messages lack relevance, clarity, or clear guidance on protective actions. Using a scenario of potentially dangerous honeybees escaping a research lab, attendees applied current research-backed templates to develop complete, actionable warning messages. The exercise illustrated how research-backed structures help alert authorities craft rapid, actionable, and relevant messages even for unusual or ambiguous hazards.



KEY TAKEAWAYS AND RECOMMENDATIONS

- **Socio-Behavioral Foundations of Effective Alerting:** Effective alerting requires a socio-behavioral understanding of how people interpret and act on risk information. A warning's core purpose is to move individuals from a perception of safety to one of risk and to prompt protective action. The Miletic & Sorensen-based model underscores that messages must be complete, consistent, confident, and accurate to shape behavior. Because the public evaluates every alert for personal relevance, threat credibility, and system reliability, clarity and relevance are essential.
- **Over-Alerting and Warning Fatigue:** Over-alerting occurs across multiple dimensions—frequency, content, and relevance—and is a major driver of warning fatigue and alert opt-outs. Prior research shows that false alerts, inaccurate predictions, mis-targeted messages, and overly broad alert zones all contribute to erosion of trust. Sutton & Wood (2025) found that repeated exposure to alerts, whether new messages or repeated messages for the same event, produces emotional strain, cognitive load, and physiological stress, increasing the likelihood that people disengage from official warning systems.
- **Cognitive Burden of Repeated Alerts:** Warning fatigue is not abstract; it is a measurable cognitive and emotional burden with direct implications for protective action. Each alert requires people to evaluate whether the threat is relevant, credible, and whether protective action is necessary. When alerts are irrelevant, incomplete, or repetitive, they create cumulative decision fatigue, making individuals less likely to respond appropriately when a real threat occurs.
- **Components of a Complete Warning Message:** A “complete” warning message follows a proven structure, grounded in decades of research and reflected in tools like the Warning Lexicon and Message Design Dashboard. A complete alert includes source, hazard type, location, impact statement, protective action guidance, and a URL or reference for additional information. Presenters noted that fewer than 9% of WEA alerts from 2012–2022 met this completeness standard, highlighting a critical gap in message effectiveness nationwide.
- **Importance of Post-Alert Messaging:** Post-alert messages must clearly state that the hazard has ended, include the time the threat passed, and provide explicit next steps, whether to resume activities, return home, or conclude protective actions. This structure strengthens comprehension, reinforces trust in the alerting system, and supports compliance by reducing ambiguity about when the emergency is over.



**STRONGER
TOGETHER**



SUMMARY REPORT

Recommendations include:

- Adopt the Warning Lexicon message structures and use the Message Design Dashboard for all imminent threat and use the Post-Alert Lexicon for post-alert messaging; incorporate templates into agency SOPs and alerting platforms.
- Reduce over-alerting by ensuring messages are geotargeted, relevant, and complete; avoid sending repeated messages unless important information has changed.

RESOURCE(S)

- The WARN Room – <https://www.thewarnroom.com/>
- PBS WARN – <https://warn.pbs.org/>
- [The Warning Lexicon: A multiphase study to identify, design, and develop content for warning messages](#) and [Supplemental Material](#)
- [The Post-Alert Lexicon: A multiphase Study to Develop Content for Post-Alert Messages](#)
- Opting Out: Over-alerting and Warning Fatigue in the Era of Wireless Emergency Alerts - *forthcoming*



**STRONGER
TOGETHER**



BREAKOUT SESSION 5: Bridging the Role of the Public Information Officer and Alert & Warning Coordinator

PRESENTER(S)

- **Moderator:** Kristin Hogan, Bay Area UASI
- **Panelist:** Steven Torrence, Marin County Office of Emergency Services
- **Panelist:** Kristi Jourdan, Contra Costa County
- **Panelist:** Jackie Thornhill, San Francisco Department of Emergency Management
- **Panelist:** Helen Fong, San Francisco Department of Emergency Management
- **Panelist:** Brentt Blaser, Alameda County Office of Emergency Services
- **Panelist:** Richard Beeson, Contra Costa County

SUMMARY

This session explored the critical relationship between Public Information Officers (PIOs) and Alert & Warning (A&W) Coordinators—two distinct but tightly interdependent roles at the core of emergency messaging operations. Speakers emphasized that effective public warning requires trust, cross-training, shared situational awareness, and coordinated decision-making, especially during no-notice, high-impact incidents. The panel demonstrated that when PIOs and A&W operators work as an integrated partnership, jurisdictions deliver faster, more accurate, and more accessible alerts that protect lives and maintain community confidence.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **PIO – A&W Interoperability:** Information Officer (PIO) and Alert & Warning (A&W) roles are distinct but deeply interconnected, requiring shared practice, trust, and joint decision-making. Panelists underscored the importance of understanding each other's strengths: PIOs provide narrative clarity, context, and public-facing accuracy, while A&W personnel bring technical alerting authority and protective action expertise. Joint training, co-location in the EOC, shared duty officer programs, routine cross-training (including PIOs as backup alert senders), and monthly coordination meetings build the muscle memory required for unified, rapid action. Marin County's model of embedding a PIO directly within the Office of Emergency Management was highlighted as a best practice.
- **Real-World Alignment in Crises:** Panelists shared examples, such as the Martinez refinery fire and the December 5, 2024, tsunami advisory, that demonstrated the necessity of tight PIO/A&W coordination. Seamless collaboration ensured consistent messaging, prevented conflicting information, and supported unified public guidance. Some jurisdictions elected PIO-led communication rather than issuing alerts when the threat did not meet protective-action thresholds. Shared Teams channels, centralized duty officer chats, situational awareness dashboards, and multilingual messaging templates enabled teams to act quickly while validating information across partners.
- **24/7 Public Information Requires Redundancy:** Sustainable round-the-clock public information relies on layered redundancy, cross-jurisdictional cooperation, and mutual aid, especially for small or understaffed jurisdictions. Panelists highlighted successful models, including countywide MOUs that unify alerting platforms (e.g., Marin), shared access across multiple agencies (e.g., Alameda County's 14 cities and 450 system users), Bay Area JIS peer-to-peer surge support, and county duty officer programs that bolster small city capacity. Redundant staffing roles, backup alerting authorities, and robust template libraries, including holding statements, ensure continuity during surges and after-hours operations.
- **Alert & Warning as a Professional Discipline:** Speakers emphasized that Alert & Warning should be recognized as its own distinct professional discipline, separate from, yet fully integrated with, emergency management and public information. This specialization reflects the unique blend of technical skills, policy



knowledge, risk literacy, and operational authority required to issue life-safety messages. Formalizing A&W as a discipline strengthens role clarity, improves training pipelines, and enhances overall system performance.

- **Technology + Relationships as the Future of Warning:** While emerging technologies such as AI-assisted messaging, advanced sensor networks, and dynamic situational awareness tools will shape future workflows, panelists stressed that human relationships remain foundational. Strong partnerships with CBOs, consistent regional messaging, trusted community outreach channels, and well-defined protocols are essential for accuracy and public trust. As misinformation proliferates, the combined PIO/A&W partnership becomes the frontline defense for delivering reliable, life-safety information and countering false narratives.

Recommendations include:

- Strengthen regular cross-training, joint exercises, and shared duty officer structures to build trust and maintain alignment during dynamic incidents.
- Develop and maintain multilingual, plain-language template libraries that PIOs and A&W teams can rapidly deploy during no-notice emergencies.
- Establish or update MOUs that clarify authorities, responsibilities, and mutual aid expectations, especially for smaller jurisdictions with limited staffing.
- Incorporate new technologies (e.g., situational awareness tools, automated translation checks, AI-assisted messaging) into workflows while preserving human validation and decision authority.
- Scale community outreach and trusted messenger partnerships to ensure timely and accurate amplification across diverse populations and platforms.

RESOURCE(S)

- No resources were provided.





TARGETED VIOLENCE PREVENTION (TVP) TRACK

BREAKOUT SESSION 1: Behavioral Threat Assessment and Targeted Violence Prevention

PRESENTER(S)

- **Desiree Gorham**, FBI San Francisco

SUMMARY

The FBI Behavioral Analysis Unit emphasized that, similar to medical risk factors for heart disease, there are identifiable behavioral indicators associated with individuals who may be progressing toward targeted violence. Importantly, there are *no “typical” offenders*: threat assessment is rooted in observing *behaviors and patterns of conduct*, not demographics, stereotypes, or personal characteristics. This reinforces the principle that threat assessment is highly individualized and requires nuanced professional evaluation.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Early Identification is the Cornerstone of Prevention:** The most significant barrier to stopping targeted violence is recognizing concerning behavioral indicators early, as individuals often exhibit subtle but observable warning signs long before an attack.
- **Behavior-Based Assessment Must Replace Profiling:** Threat assessment should focus entirely on a person’s actions, patterns, and motivations, not demographics, ensuring evaluations are unbiased, accurate, and grounded in observable behavior.
- **Prevention Requires a Multidisciplinary and Layered Approach:** Effective threat management integrates behavioral analysis, mental and social health supports, environmental interventions, and coordinated policy and reporting systems across multiple partners.
- **Mental or Behavioral Distress is a Common Factor but Not Predictive:** While most cases show signs of emotional or behavioral distress, mental illness alone is not a predictor of violence and should be assessed alongside stressors, triggers, and protective factors.
- **Empowered Reporting Strengthens Community Safety:** Encouraging “see something, say something” and reducing hesitancy among bystanders is essential, as most cases involve behaviors that were observed but never reported.

Recommendations include:

- Strengthen bystander reporting and awareness. Organizations should reinforce that reporting concerning behavior is a shared responsibility.
- Expand behavioral threat assessment training. Ensure staff, especially managers, educators, first responders, and community leaders, receive training on warning behaviors, reporting systems, and intervention pathways.
- Formalize multidisciplinary threat management teams.
- Integrate supportive resources into prevention strategies. Strong referral systems for mental health, employee assistance programs, and community support networks can mitigate risks before escalation.

RESOURCE(S)

- No resources were provided.



**STRONGER
TOGETHER**



BREAKOUT SESSION 2: Building Bridges Through Dialogue and Security

PRESENTER(S)

- **Rafael Brinner**, Bay Area Jewish Federation
- **Mesrop Ash**, St. John Armenian Apostolic Church in San Francisco



SUMMARY

This session brought together leaders from the Armenian and Jewish communities to explore how interfaith collaboration strengthens collective security, resilience, and social cohesion. Speakers emphasized the importance of proactive relationship-building before a crisis, noting that established partnerships allow communities to mobilize rapidly and support one another in the aftermath of violent or traumatic events. Participants were provided with practical guidance on enhancing faith-based security, including accessing grant funding, engaging law enforcement partners, and implementing protective measures. The discussion reinforced that sustained dialogue, shared understanding, and coordinated preparedness efforts are essential to countering threats and fostering long-term community safety.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Strong Relationships Built in Peacetime Enable Rapid Crisis Support:** Existing interfaith networks allowed communities to mobilize quickly after violent incidents, providing emotional, logistical, and security support when it mattered most.
- **Enhanced Security Measures Improve Confidence and Protection:** Implementing physical security upgrades, developing emergency protocols, and maintaining visible partnerships with law enforcement can help deter threats and provide congregants with a sense of safety.
- **Interfaith Collaboration Builds Collective Resilience:** Intentional engagement across communities fosters understanding, reduces isolation, and strengthens the region's ability to withstand and recover from targeted violence; relationship-building cannot start in a crisis.
- **Dialogue and Shared Learning Are Critical Prevention Tools:** Regular communication, transparent information sharing, and cross-community trainings help cultivate trust and ensure aligned responses to emerging threats.

Recommendations include:

- Expand joint trainings and workshops focused on faith-based security, threat awareness, and targeted violence prevention.
- Formalize interfaith communication channels to ensure rapid information sharing during emerging incidents.
- Encourage congregations to pursue available grant programs for security upgrades and preparedness initiatives.

RESOURCE(S)

- No resources were provided.



BREAKOUT SESSION 3: Understanding and Reporting Hate Crimes: A Partnership Approach

PRESENTER(S)

- **Ethan Quinn**, Federal Bureau of Investigation, San Francisco

SUMMARY

Supervisory Special Agent Ethan Quinn delivered an in-depth overview of the FBI's Civil Rights Program, including hate-crime legal standards, investigative thresholds, and the importance of early reporting and interagency coordination. He highlighted the distinctions between hate crimes and protected speech, reviewed emerging trends, including increased AAPI-targeted violence and post-October 7th fallout, and illustrated investigative processes through real case examples. The session emphasized the critical role of bias indicators, community relationships, and strong documentation in determining whether incidents meet federal statutory requirements.



KEY TAKEAWAYS AND RECOMMENDATIONS

- **Bias Indicators as Federal Case Drivers:** Bias indicators, such as symbols, language, targeted communities, prior statements, or social media affiliations, are essential for determining whether an incident meets the federal definition of a hate crime. SSA Quinn stressed that investigators must look beyond the immediate behavior to the offender's motive, contextual cues, and whether the victim was targeted due to race, religion, gender identity, sexual orientation, disability, ethnicity, or national origin. A clear understanding of these indicators helps local agencies identify when an incident should be escalated to federal partners.
- **Community Trust and Reporting Pipelines:** Most federal hate-crime investigations begin with referrals from local law enforcement or community-based organizations, making community trust a fundamental component of the FBI's civil rights mission. Quinn emphasized that populations experiencing bias, hate, or targeted violence, especially AAPI communities and faith groups impacted by post-October 7th tensions, are more likely to report when relationships with law enforcement are strong. Reliable reporting streams improve case viability and ensure threats are not left unaddressed.
- **Documentation as the Gateway to Federal Action:** High-quality documentation, including direct statements, contextual details, motive indicators, and witness accounts, significantly strengthens an incident's ability to meet federal thresholds. Quinn noted that critical information is often lost when officers fail to capture early statements or fully document context at the scene. Detailed reporting enables federal prosecutors to assess motive, build the evidentiary foundation required under statutes such as 18 U.S.C. §249 (Shepard-Byrd Act) and 18 U.S.C. §247 (Church Arson Act).
- **Federal-Local Partnership Capabilities:** FBI field offices can provide on-scene investigative support, help identify bias indicators, connect victims with federal victim services, and coordinate technical and prosecutorial resources. Early communication enables FBI teams to assess whether federal statutes apply and bring expertise in digital evidence, motive analysis, and case development. Quinn emphasized that the FBI's civil rights team works best when contacted early, before evidence, statements, or witnesses are lost.
- **Distinguishing Hate Crimes from Protected Speech:** The presentation illustrated the difference between criminally chargeable hate crimes and constitutionally protected, but offensive, hate speech. Through multiple scenario questions, Quinn demonstrated how investigators assess motive, timing, behavior, biased language, and context. Not every bias incident qualifies as a hate crime, but



**STRONGER
TOGETHER**



SUMMARY REPORT

documenting bias expression (e.g., slurs, extremist affiliations, documented targeting) is still crucial for threat assessment, prevention, and trend analysis.

Recommendations include:

- Reinforce “If You See Something, Say Something” messaging across public safety partners, community groups, and culturally specific organizations to reduce underreporting and increase early threat detection.
- Equip PIOs and frontline officers with clear messaging that differentiates hate incidents, hate speech, and chargeable hate crimes so communities understand what to report and how.
- Establish a designated liaison within local law enforcement or emergency management to coordinate with the FBI Civil Rights/Hate Crimes Coordinator, streamlining referrals and joint case evaluations.
- Promote bystander empowerment, bias-incident reporting workshops, and trauma-informed reporting practices for community organizations to reduce hesitation and strengthen the reporting pipeline.

RESOURCE(S)

- 18 U.S.C. §245 – Federally Protected Activities
- 18 U.S.C. §247 – Church Arson Act
- 18 U.S.C. §249 – Matthew Shepard and James Byrd Jr. Hate Crimes Prevention Act
- 42 U.S.C. §3631 – Fair Housing Act



BREAKOUT SESSION 4: Threat and Hazard Identification and Risk Assessment (THIRA) Workshop for Houses of Worship

PRESENTER(S)

- **Chris Bausch**, Noble Warrior Leadership Ministry
- **Jeff Myers**, Daybreak Church
- **Rafael Brinner**, Bay Area Jewish Federation

SUMMARY

This session provided a comprehensive walkthrough of how Houses of Worship can apply the Threat and Hazard Identification and Risk Assessment (THIRA) process to strengthen safety and security. Speakers outlined the emergency planning blueprint, the risk formula, and a structured method for conducting threat, vulnerability, and capability assessments tailored to faith-based settings. Participants engaged in a hands-on workshop in which they scored hazards across history, consequences, vulnerabilities, likelihood, and complexity to identify their top risk scenarios. The session also highlighted opportunities under the Nonprofit Security Grant Program (NPSGP) and the California State Nonprofit Security Grant Program (CSNSGP) to support target hardening, training, planning, and contracted security services.



KEY TAKEAWAYS AND RECOMMENDATIONS

- **A Structured Emergency Planning Blueprint Anchors the THIRA process:** The session emphasized a clear planning lifecycle - assessing the situation, setting goals, developing annexes, drafting playbooks, and implementing training/exercises - to help Houses of Worship build sustainable emergency plans. This blueprint ensures preparedness activities span all mission areas: prevention, protection, mitigation, response, and recovery.
- **The Risk Formula Provides an Actionable Framework for Prioritizing Threats:** Presenters reinforced that Risk = (Threats + Vulnerabilities + Consequences) – Capabilities, helping organizations understand which hazards pose the most significant concern and where capability development will have the most impact. The formula guided participants to reduce risk by both lowering exposure and increasing capability.
- **Threat, Vulnerability, and Capability Assessments Must Work Together:** The workshop walked participants through conducting a top five threat list, applying a 1–5 scoring methodology based on history, consequences, vulnerabilities, likelihood, and complexity. Participants also learned how to walk their site, identify realistic attack pathways, and evaluate capabilities using (Planning Organization Exercise Training and Equipment (POETE) to pinpoint gaps requiring investment.
- **External Partners – NCRIC, Local Law Enforcement, and CISA PSAs – Are Essential Enablers:** Speakers encouraged Houses of Worship to collaborate with Fusion Centers, Terrorism Liaison Officers (TLOs), and Cybersecurity and Infrastructure Security Agency (CISA) Protective Security Advisors to refine threat assessments, conduct vulnerability assessments, and identify feasible mitigation strategies. These partners also support grant applications and ensure assessments align with industry standards.
- **Nonprofit Security Grants Can Directly Address Identified Gaps Through Target Hardening and Training:** Participants received a detailed overview of the Nonprofit Security Grant Program (NSGP) and California State Nonprofit Security Grant Program (CSNSGP), including allowable costs such as cameras, bollards, access control, lighting, contracted security personnel, and planning/training/exercise activities.



**STRONGER
TOGETHER**



Aligning grant proposals with THIRA-identified vulnerabilities and capability shortfalls increases competitiveness and ensures funding addresses actual risks.

Recommendations include:

- Conduct a formal vulnerability assessment and use findings to guide mitigation planning. Schedule an assessment through local law enforcement, NCRIC, or a CISA PSA, then use results to build out playbooks, annexes, and prioritized mitigation strategies.
- Implement the THIRA scoring process to identify and prioritize top threat scenarios.
- Strengthen situational awareness and reporting culture across the congregation by encouraging staff, volunteers, and congregants to practice, “See something, say something.” This will reduce bystander hesitation and improve early detection of concerning behavior.
- Prepare for NSGP/CSNSGP application cycles by organizing documentation early. Review RFP requirements, gather vulnerability assessment findings, obtain vendor estimates, and identify a project manager to oversee multi-year implementation. Preparation significantly improves the quality and competitiveness of grant submissions.



RESOURCE(S)

- <https://www.ncric.ca.gov/>
- CISA Protective Security Advisors:
 - Edgar Castor: edgar.castor@cisa.dhs.gov
 - Justin Brooks: Justin.brooks@cisa.dhs.gov
- [Nonprofit Security Grant Program](#) – FEMA funded, Cal OES administered
- California State Nonprofit Security Grant Program – State-funded, Cal OES-administered



**STRONGER
TOGETHER**



BREAKOUT SESSION 5: Preventing Racially/Ethnically Motivated Violent Extremism (REMVE)

PRESENTER(S)

- **Moderator: Mikyung Kim-Molina**, Bay Area UASI
- **Panelist: Antonio Flores**, San Francisco Police Department
- **Panelist: Mubin Shaikh**, Parents for Peace
- **Panelist: Ethan Quinn**, FBI San Francisco
- **Panelist: Justin Lock**, Not In Our Town (NIOT)

SUMMARY

The panel examined how racially and ethnically motivated violence shows up in federal hate crime data and in local communities, and how early, trust-based partnerships can prevent escalation to violent extremism. Speakers discussed underreporting and fear in vulnerable communities, psychosocial and ideological drivers of radicalization, and the practical role of parents, faith leaders, NGOs, and law enforcement in identifying early warning signs. They emphasized trauma-informed practice, inclusive engagement, and sustained, visible solidarity as foundations for prevention and healing.

KEY TAKEAWAYS AND RECOMMENDATIONS

- **Accurate Reporting and Data Integrity are Foundational to Prevention:** Reliable hate-crime data is essential to understanding threat patterns, yet underreporting - driven by fear, mistrust, and inconsistent police coding - continues to mask the true scope of racially and ethnically motivated violence.
- **Prevention Begins with Trust Built Long Before a Crisis:** Sustainable prevention requires proactive and authentic relationships between public safety, faith communities, youth, and marginalized groups, reinforced by visible leadership messaging and everyday community engagement.
- **Radicalization is Driven by Intersecting Psychosocial and Ideological Factors:** Violent extremism rarely stems from ideology alone; underlying trauma, isolation, identity struggles, and the search for meaning make individuals more susceptible to extremist narratives and recruitment.
- **Community Members are the First Line of Early Intervention:** Clusters of concerning behaviors, not single traits, are best recognized by families, peers, and trusted community leaders, making community-based reporting and awareness crucial for identifying risks before violence occurs.
- **Trauma-Informed, Inclusive Practices Strengthen Prevention and Healing:** Public safety responses must prioritize compassion, cultural competency, and sustained support to build trust, reduce harm, and promote long-term resilience after hate-motivated incidents.

Recommendations include:

- Strengthen officer training on hate-crime indicators, bias classification, and proper UCR coding to reduce misclassification.
- Increase community education on what constitutes a hate crime and how to report it safely, especially for undocumented and distrustful communities.
- Institutionalize regular engagement rhythms such as Coffee with a Cop, faith-law enforcement roundtables, youth listening sessions, or cultural center visits.
- Develop and disseminate accessible behavioral “indicator clusters” for schools, parents, youth workers, and faith communities to help identify concerning patterns without stigmatizing identity or religion.
- Expand psychosocial support pathways, such as youth mentoring, family counseling, trauma-informed



school programming, and community mental health services, to address underlying vulnerabilities.

- Partner with organizations like Parents for Peace to provide confidential support to families worried about a loved one's extremist engagement.
- Create low-barrier referral pipelines to connect families and trusted messengers to law enforcement, social services, and intervention specialists without triggering immediate criminalization.
- Train community leaders, educators, and faith staff on what concerning behaviors look like and how to refer individuals safely for help.
- Embed trauma-informed practices into all public safety training, including how to speak with victims, manage crisis emotions, and understand cultural context.

RESOURCE(S)

- Not In Our Town (NIOT) – “United Against Hate” campaigns, posters, public art, and community dialogue models: [Not in Our Town](#)
- Parents for Peace – Support and case management for families concerned about a loved one's radicalization: [HOME | Partners For Peace](#)
- Local youth engagement initiatives – e.g., SFPD human trafficking poster contests that engage young people in recognizing and communicating about exploitation and harm: [Teen Contests - San Francisco Collaborative Against Human Trafficking](#)





**STRONGER
TOGETHER**



LUNCH DEMONSTRATIONS

LUNCH DEMONSTRATION EPIC Track: A Guide to Countering False and Misinformation

PRESENTER(S)

- **Lauren Hagy, CNA**

SUMMARY

This session examined the growing challenge of false and misleading information (FMI) and its impact on emergency management operations. The speaker introduced a guided decision-making tool and four evidence-based techniques for identifying and countering FMI during both routine operations and crisis conditions. Participants left with practical, ready-to-use strategies to strengthen community resilience and support accurate, transparent information sharing.

LUNCH DEMONSTRATION TVP Track: Introduction to the Reduce the Risk Campaign

PRESENTER(S)

- **Davina Mapes, California Governor's Office of Emergency Services**

SUMMARY

This session provided an overview of Cal OES's *Reduce the Risk* campaign, a statewide initiative designed to prevent gun violence by increasing public awareness of California's nine types of protection orders. The presenter highlighted key data trends, demonstrated the life-saving impact of Gun Violence Restraining Orders (GVROs), and emphasized the critical role of law enforcement and public safety partners in connecting communities to these resources. Participants gained practical tools and training pathways to strengthen local violence-prevention efforts.



**STRONGER
TOGETHER**



APPENDIX A: LIST OF SUMMIT SPEAKERS

The names and organizations were self-reported and left in the format provided by the speaker, so there may be some variations in organization names and abbreviations. The list is presented alphabetically by last name.

Table 2: Summit Speakers

Name	Organization	Email
Mesrop Ash	St. John Armenian Church of San Francisco	pastor@stjohnarmenianchurch.com
Chris Bausch	Noble Warrior Leadership Ministry	cpbausch@yahoo.com
Richard Beeson	Contra Costa County	rbees001@so.cccounty.us
Brentt Blaser	Alameda County Sheriff's Office, Office of Emergency Services	BLBlaser@acgov.org
Rafael Brinner	Bay Area Jewish Federation	RafaelB@jewishfed.org
Mary Ellen Carroll	San Francisco Department of Emergency Management	maryellen.carroll@sfgov.org
Antonio Flores	San Francisco Police Department	antonio.flores@sfgov.org
Mary Jo Flynn-Nevins	Sacramento County Office of Emergency Services	FlynnM@saccounty.gov
Helen Fong	San Francisco Department of Emergency Management	helen.fong@sfgov.org
Suzanne Frew	The Frew Group	Suzanne@thefrewgroup.com
Pete Gomez	Miami-Dade County	pete.gomez@miamidade.gov
Desiree Gorham	Federal Bureau of Investigation (FBI), San Francisco	DMGORHAM@fbi.gov
Laruen Hagy	CNA	HagyL@cna.org
Zachary Hamill	Sutter County Office of Emergency Management	zhamill@co.sutter.ca.us
Kristin Hogan	Bay Area Urban Areas Security Initiative	kristin.hogan@sfgov.org
Tommy Isachsen	Santa Rosa Police Department	tisachsen@srcity.org
Claudine Jaenichen	Chapman University	jaeniche@chapman.edu
Jessica Jensen	RAND Corporation	jjensen@rand.org
Kristi Jourdan	Contra Costa County	Kristi.Jourdan@contracostatv.org
Mikyung Kim-Molina	Bay Area Urban Areas Security Initiative	mikyung.kim-molina@sfgov.org
David Kowalski	Los Angeles Police Department	33157@lapd.online
David Laub	Los Angeles County Fire Department	David.Laub@fire.lacounty.gov
Justin Lock	Not In Our Town	jlock@theworkinggroup.org



**STRONGER
TOGETHER**



SUMMARY REPORT

Davina Mapes	California Governor's Office of Emergency Management	Davina.Mapes@CalOES.ca.gov
Sarah Miller	Pierce College	sarah@skmiller.us
John Clarke Mills	Watch Duty	john@watchduty.org
Jeff Myers	Daybreak Church	jeffmyers@daybreakchurch.org
Michael Pappas	San Francisco Interfaith Council	mgpappas.sfic@gmail.com
Bob Quinn	Core 17 LLC	robert.quinn@core-17.com
Ethan Quinn	Federal Bureau of Investigation (FBI), San Francisco	eaquinn@fbi.gov
Corey Reynolds	Corey Reynolds LLC	corey@coreyreynolds.com
Jorge Rodriguez	County of Sonoma Department of Emergency Management	Jorge.rodriquez@sonoma-county.org
Mike Sena	Northern California Regional Intelligence Center	msena@ncric.ca.gov
Sandra Severns	Salvation Army	srspag@yahoo.com
Mubin Shaikh	Parents for Peace	mubin@parents4peace.org
Jeannette Sutton	University at Albany	jsutton@albany.edu
Vance Taylor	California Governor's Office of Emergency Services	Vance.Taylor@caloes.ca.gov
Jackie Thornhill	San Francisco Department of Emergency Management	jackie.thornhill@sfgov.org
Steven Torrence	Marin County Fire Department, Office of Emergency Management	Steven.Torrence@MarinCounty.gov
Michele Wood	California State University, Fullerton	mwood@fullerton.edu



APPENDIX B: PARTICIPANT FEEDBACK SUMMARY

Feedback from Summit attendees was sought through two methods:

- **Participant feedback survey through a QR code distributed throughout the Summit.** A total of **36 attendees** provided feedback in this format.
- **A “hot wash” debriefing immediately following the final breakout session on October 29, 2025.** This debrief included primarily Bay Area UASI staff and contractor support staff, with a few guest speakers and attendees.

The Summit was a resounding success, earning high praise from attendees for its exceptional speakers, content, and invaluable networking opportunities. Incorporating this feedback will elevate future events to new levels of impact.

PARTICIPANT FEEDBACK SURVEY QUANTITATIVE FEEDBACK

The participant feedback survey through the QR code included one quantitative question. Below is the question and the median response:

1. **Did the Summit meet your expectations?** (*Responses were scaled from 1-5, with 1 = Did not meet expectations, 3 = Met expectations, and 5 = Exceeded expectations*)
 - **Mean¹ response:** 4.4
 - **Median² response:** 4

CONSOLIDATED QUALITATIVE FEEDBACK

This section summarizes the remaining feedback from the participant survey and the hot wash debrief. The input is presented by topic: key takeaways, program usage, track participation, speakers and presentations, and suggestions for future summit events/topics.

KEY TAKEAWAYS

- **Networking & Collaboration:** Many highlighted the value of new partnerships, making connections, and cross-departmental collaboration.
- **AI & Technology:** The role of AI in misinformation management, alert/warning messages, and emergency management (GIS EM uses) was a frequent point of learning.
- **Targeted Violence Prevention (TVP):** Insights into behaviors that might lead to violence, the work of FBI agents regarding hate crimes, and security for houses of worship were noted.
- **Effective Communication:** The importance of clarity in messaging, inclusion, and accessibility in emergency communications, and strategies for counteracting misinformation were emphasized.
- **Event Planning & Preparedness:** Lessons were learned about coordinating large events, involving key partners, and preparing for unforeseen changes.
- **Grants & Funding:** Awareness was raised regarding state grant programs, the claim process for unfunded mandates, and the availability of funds for safety and security.

¹ Mean refers to the average of a set of numbers.

² Median is the middle number in a set when you list all the numbers from smallest to largest; essentially, it's the "middle point" of the data



**STRONGER
TOGETHER**



SUMMIT PROGRAM USAGE

- **Printed Program:** 58% of respondents primarily utilized the printed program.
- **Digital Program (PDF):** 32% of respondents primarily utilized the digital program.
- **No Reference:** 6% did not reference the program.

TRACK PARTICIPATION

- **10/28 General Session:** 77% of respondents attended Day 1 of the Summit, which consisted of Keynote Presentations and Panels located in the Marines' Memorial Theatre.
- **10/29 Emergency Public Information and Communications (EPIC) Track:** 48% of respondents attended Day 2 - EPIC Track.
- **10/29 Targeted Violence Prevention (TVP) Track:** 42% of respondents attended Day 2 - TVP Track.

SPEAKERS AND PRESENTATIONS

- **Speaker Expertise:** Attendees consistently praised speakers as intelligent, inspiring, compelling, and sharing important, sometimes eye-opening, information.
- **Engaging Presentations:** Attendees noted that presentations were particularly insightful and impactful.
- **Panel Discussions:** Specifically, the panel on special event planning and the three-person panel with LAPD, Miami Dade, and LAPD were highlighted for their helpfulness, excellent speakers, and engaging content.
- **Keynote Speakers (collectively):** Generally appreciated for their content.
- **Topics:** Sessions on terrorism, "Today's Threat Landscape," "Emergency Management in a Changing World," and "Inclusion and Accessibility in Emergency Communications" were explicitly mentioned as informative and well-received.

SUGGESTIONS FOR FUTURE SUMMIT EVENTS/TOPICS

Attendees provided valuable input for future Summit events/topics:

- **AI & Technology:** Continued exploration of AI's use in alert/warning messaging, translations, and its broader applications in EM.
- **Behavioral & Mental Health:** Incorporate topics on behavioral health collaboration, wellness, and mental health support for first responders.
- **Community & Accessibility:** More focus on helping Access and Functional Needs (AFN) communities, fostering whole community needs, and providing more information on preventing hate crimes.
- **Funding & Grants:** Discussions on federal/DHS grants, state funding stakeholders, and maximizing one-time training opportunities.
- **Event Planning & Response:** EOC resourcing, public safety/EMS involvement, and active shooter scenarios.
- **Cybersecurity & Terrorism:** Training on different types of terrorism and cybersecurity.
- **Format:** Suggestion for a practitioner & academic forum.
- **Resilience:** How communities can prepare for uncertainty with FEMA and build capacity.
- **Mass Notification:** More topics on Day 1 to encourage full attendance.



**STRONGER
TOGETHER**



ADDITIONAL COMMENTS & SUGGESTIONS

Through the feedback survey, participants provided additional comments and suggestions:

- **Venue, Food, & Organization (Highly Positive):** The Marines' Memorial venue was widely praised for being beautiful, historic, and conducive to the event. The food, coffee, bar, check-in process, water stations, restrooms, and session lengths were all frequently commended as well-thought-out and perfectly executed.
- **Networking:** Several attendees expressed a desire for more networking opportunities and facilitated introductions, particularly to connect with individuals from their specific local areas.
- **Presentation Format:** One attendee offered constructive criticism regarding panel presentations, suggesting they should be more of a facilitated Q&A rather than individual PowerPoint deliveries, or be structured as mini-sessions.
- **Accessibility:** A suggestion was made to consider hybrid event capabilities to reach more people with accessibility issues, acknowledging the technical challenges.
- **General Appreciation:** Many attendees expressed gratitude for the planning and execution of the event, finding it highly informative and a great opportunity.