



To: Bay Area UASI Approval Authority
From: Craig Dziedzic, General Manager
Date: June 13, 2013
Re: Item #3: General Manager's Report

Staff Recommendation:

Staff recommends approving the following items:

- (a) FY 2012-2013 Bay UASI Annual Report;
- (b) Management Team Organization Chart and Annual Work Plans;
- (c) FY 2013/2014 Management Team Budget; and
- (d) Cancellation of the July 11, 2013 Approval Authority Meeting.

Action and/or Discussion Items:

Review and approve the following:

- (a) FY 2012-2013 Bay Area UASI Annual Report;
- (b) Management Team Organization Chart & Annual Work plans;
- (c) FY 2013/14 Management Team Budget; and
- (d) Cancellation of the July 11, 2013 Approval Authority Meeting.

Background:

In accordance with the 2011 MOU of the Bay Area UASI Approval Authority and corresponding By-laws, the attached organization chart and annual work plan, together with the FY 2013/14 UASI Management Team budget, are submitted for approval. The 2012 – 2013 Bay Area UASI Annual Report is also submitted for review and approval.

Discussion/Description:

(a) FY 2012-2013 Bay Area UASI Annual Report (attached as Appendix A)

Highlights of our accomplishments include the following:

- (1) Enhancing interoperable communication by the completion of BayLoop, the Bay Area's mutual aid and microwave system;

- (2) Expanding training and exercise through the creation of an interactive website.
- (3) Strengthening information analysis/infrastructure protection through a working partnership with the Northern CA Regional Intelligence Center (NCRIC).

(b) Organization Chart (attached as Appendix B1)

The Organization Chart is divided into three components based upon functionality (i.e. project planning, grants management unit, and administration). As indicated on the chart, each of the components are divided by staff member and described as following: (a) assignments and responsibility; (b) contract vs. employee status; (c) salaries; (d) jurisdiction; and (e) vacancies.

Annual Work Plan (attached as Appendix B2)

The annual work plan aligns the Management Team’s activities with the Bay Area Homeland Security Strategy (“Strategy”) for enhancing regional capabilities to reduce the risk of terrorism. The objectives of the Strategy are as follows:

- Prevent and disrupt terrorist attacks;
- Protect the people of the Bay Area; its critical infrastructure and key resources;
- Respond to and recover from major incidents and all hazards that do occur;
- Continue to strengthen our preparedness foundation to ensure our long-term success;
- Guide future investments, increase capabilities and reduce risk.

The annual work plan also implements the abovementioned Strategy with eight (8) goals (“Goals”):

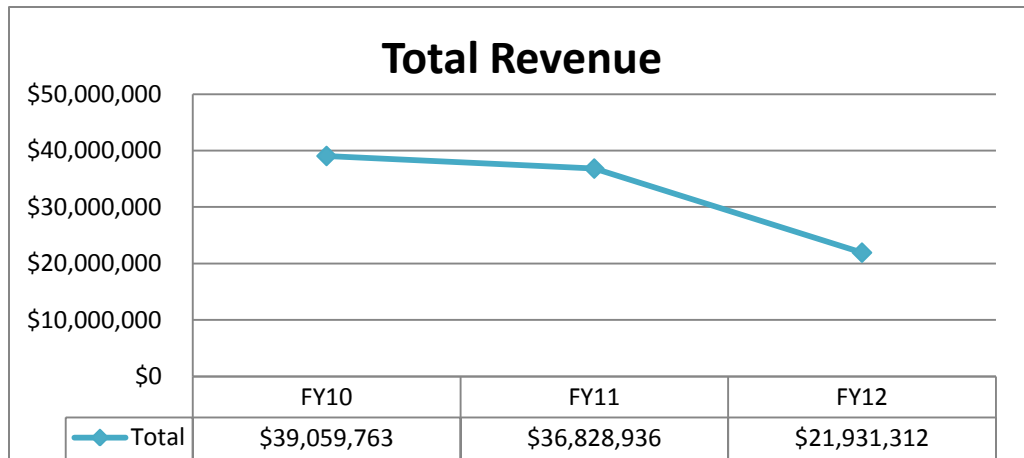
- Goal 1- Develop a Regional Risk management and Planning Program
- Goal 2- Enhance Information Analysis and Infrastructure Protective Capabilities.
- Goal 3- Strengthen Communications and Interoperable Communications.
- Goal 4- Strengthen CBRNE Detection, Response, and Decontamination capabilities.
- Goal 5- Enhance Medical, Public Health and Mass Care Preparedness.
- Goal 6- Strengthen Planning and Citizen Preparedness capabilities.
- Goal 7- Enhance Recovery Capabilities.
- Goal 8-Enhance Homeland Security Exercise, Evaluation and Training Programs.

(c) Budget (attached as Appendix C)

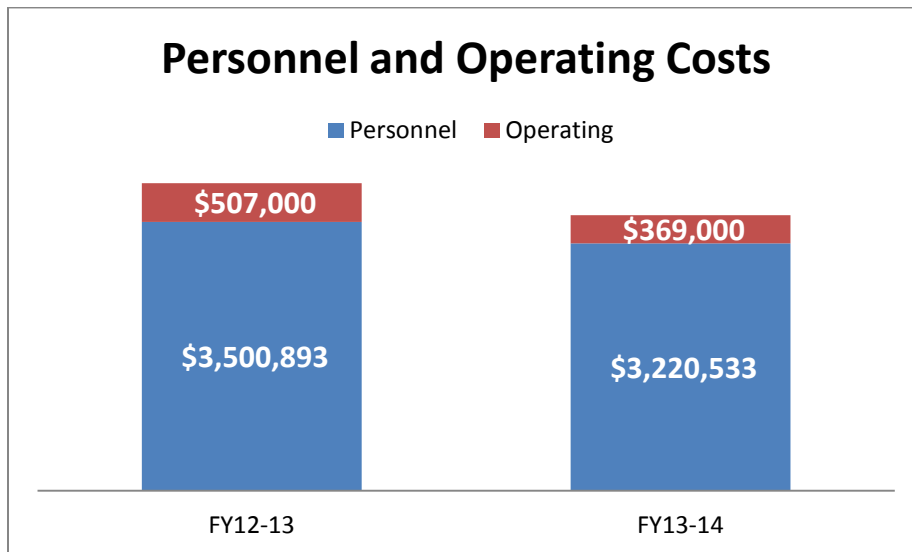
The FY2013/14 UASI Management Team proposed budget lists the revenue sources and amount from two grants (11 UASI and 12 UASI). The total from all revenue sources amounts to \$3,589,533.

The projected expenditures are listed by line item and include both operating expenses and personnel. The salaries and fringes are divided into the three divisions within the Management Team (i.e., project planning, grants management, and administration) and totals \$3,220,533. Additionally, the personnel detail of the salary & fringes are separately stated whereby each position within the three divisions is described by classification/jurisdiction, job title, and grant/project. The operating expenses total \$369,000.

In comparison to FY12/FY13, the proposed budget represents a 10.44% decrease (see attached table below).



	Total	% Decreased
FY10	\$39,059,763	
FY11	\$36,828,936	-5.70%
FY12	\$21,931,312	-42%



	Personnel	Operating	Total	% Decreased
FY12-13	3,500,893	507,000	4,007,893	
FY13-14	3,220,533	369,000	3,589,533	
Decrease	(280,360)	(138,000)	(418,360)	-10.44%

(d) Cancellation of the July 13, 2013 Approval Authority Meeting.

So far, only two assigned agenda items have been scheduled for the July Approval Authority meeting: (1) Update to the grants/projects policies and procedures manual; and (2) RCPGP Catastrophic plan Just in Time training update.

Due to the limited number of agenda items scheduled for the upcoming July meeting, staff recommends cancelling the July 13, 2013 Approval Authority meeting. The July agenda items would be combined with those scheduled to be heard at the August 8, 2013 meeting.

APPENDIX A
BAY AREA UASI
ANNUAL REPORT

FY 2012-13 Annual Report



**Bay Area
Urban Areas
Security Initiative
(Bay Area UASI)**

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A MESSAGE FROM GENERAL MANAGER CRAIG DZIEDZIC



I am pleased to present to you the Fiscal Year 2012-13 (FY 2012-13) Bay Area Urban Areas Security Initiative (UASI) Annual Report highlighting our major accomplishments and vision for the future. It's a privilege to serve as the General Manager, and I look forward to continuing the cutting edge homeland security policies and programs for which the Bay Area UASI has become nationally renowned, including our risk management program, our full-scale homeland security exercise, "Urban Shield," regional interoperability advancements, and our statewide debris management planning efforts.

In general, this past fiscal year was challenging for the UASI national program as grant funding was decreased by 24%. The Bay Area UASI received a 38% reduction to its FY 2012 UASI grant award in comparison to the FY 2011 grant year, which corresponds to a reduced grant allocation from \$42.8 million to \$26.4 million. Additionally, other grant programs such as the Interoperable Emergency Communications Grant Program (IECGP) and the Regional Catastrophic Preparedness Grant Program (RCPGP) ended with the 2010 and 2011 fiscal years. This fiscal challenge was further compounded by the decrease in UASI grant performance periods from three years to two years.

To overcome these challenges, we effectively streamlined the project proposal process and reached out to all jurisdictions to closely monitor grant expenditures and project delivery deadlines. Moreover, as noted in our November 2012 Effectiveness Report, the Bay Area UASI investment of its grant funds to improve and sustain the region's capabilities align with local and national homeland security strategies and priorities.

Although we experienced some attrition on our Management Team, we were able to recruit within the region to build an outstanding team of professionals from various disciplines to work as project and grant managers. The Team facilitates workgroups and monitors/manages regional investments worth tens of millions of dollars in federal grant funds. To date, all grant funds awarded have been expended and no funds have ever been returned.

In January, a delegation from the Bay Area UASI Ad Hoc Legislative Committee traveled to Washington, D.C. to meet with the Bay Area congressional delegation and officials at the Federal Emergency Management Agency (FEMA) to share information about capabilities gained. Our region's leaders will continue these and other efforts as we approach FY 2013 to ensure the Bay Area receives the level of homeland security funding it needs to prepare for and meet critical security challenges.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Dziedzic". The signature is fluid and cursive.

Craig Dziedzic
Bay Area UASI General Manager



OVERVIEW

The mission of the Bay Area UASI is to improve regional capacity to prevent, protect against, mitigate, respond to, and recover from terrorist incidents and catastrophic events.

BAY AREA UASI OBJECTIVES

- Enhance and sustain regional capacity to prevent, protect, respond to, recover from, and mitigate terrorism by providing planning, organization, equipment, training, and exercises
- Prioritize investments in order to sustain and complete projects, programs, and systems
- Enhance regional collaboration by leveraging available funding and resources to achieve optimal results

THE BAY AREA REGION

The Bay Area UASI footprint includes twelve counties, three major cities and over 100 incorporated cities and has a combined total population exceeding 8.7 million people. It attracts 16 million visitors annually who spend more than \$16.6 million per day. With just over 800,000 residents, San Francisco is the fourth most populous city in California and the most densely populated major city in the State. San Jose and Oakland are the third largest and eighth largest cities in California, respectively.

BAY AREA GOALS

Develop a Regional Risk Management and Planning Program

Enhance Information Analysis and Infrastructure Protection Capabilities

Strengthen Communications Capabilities

Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities

Enhance Medical, Public Health and Mass Care Preparedness

Strengthen Emergency Planning and Citizen Preparedness Capabilities

Enhance Recovery Capabilities

Enhance Homeland Security Exercise, Evaluation and Training Programs

“San Francisco is full of creative, diverse and visionary minds that drive the global economy. Bay Area UASI funding advances our ability to protect the people that live and work in our iconic city and are critical to our nation’s economic leadership and security.”

Mayor Edwin M. Lee, City and County of San Francisco



OVERVIEW

REGIONAL GOVERNANCE STRUCTURE

The Bay Area UASI is governed by a regional, multi-year Memorandum of Understanding (MOU) and is managed through a three-tiered governance structure: the policy-making Approval Authority; the Advisory Group, which makes policy and programmatic recommendations to the Approval Authority; and the Management Team, which manages day-to-day programs, grant and financial issues. This collaborative and regional governance structure is a homeland security best practice.

Voting members of the UASI Approval Authority are representatives from the cities of San Francisco, Oakland, and San Jose, and the counties of: Alameda, and Santa Clara, San Mateo, Marin, Sonoma, Contra Costa, and Monterey. Monthly public meetings are conducted and all agenda materials are posted on the Bay Area UASI website: www.bayareauasi.org.



MEMBERS OF THE APPROVAL AUTHORITY AD HOC LEGISLATIVE COMMITTEE MEET WITH FEMA DEPUTY ADMINISTRATOR RICHARD SERINO TO DISCUSS BAY AREA CHALLENGES AND SUCCESSES

KEY ACCOMPLISHMENTS

TRAINING AND EXERCISE

- Enrolled over 6,000 stakeholders on the newly developed regional Training and Exercise Website (www.bauasitep.org)
- Conducted 156 UASI-funded classes for 3,758 students as well as 38 RCPGP-funded classes for over 500 students throughout the region.
- Planned and conducted Urban Shield 2012, for over 4,100 local, state, federal, and international participants.
- Purchased equipment and conducted Mobile Field Force Training for 504 students.



EQUIPMENT

- Purchased and installed digital microwave equipment to complete the BayLoop project.
- Completed upgrades to alert and warning systems and virtual desktop software in multiple jurisdictions.
- Developed and utilized automated reporting and records management systems and predictive analysis software to aid and enhance information sharing within the region.
- Obtained chemical/explosive identification equipment and pathogen identification equipment to assist with CBRNE Detection and Response capabilities.

PLANNING

- Upgraded the regional risk assessment database to add pre-planned events to aid in risk management planning.
- Developed and implemented citizen preparedness plans throughout the region to strengthen Emergency Planning and Citizen Preparedness efforts.
- Leveraged IECGP funds to complete a Fleet Mapping Plan and further enhance regional interoperability.
- Coordinated with Los Angeles on debris management planning with RCPGP funds and conducted a statewide Debris Management workshop.



UASI PROJECT MANAGEMENT

To ensure the successful completion of projects, each Project Area is managed by a member of the Management Team. Project Managers are responsible for chairing and facilitating their respective working groups.

Improve Regional Risk Management and Planning

Project Manager, Captain Kevin Jensen,
Santa Clara County Sheriff's Office

The Bay Area's sophisticated risk management program software systems allows the region to determine the terrorism threats and other hazards posing the greatest risk to the region, the capabilities most needed to address those vulnerabilities, and the level of ability the region possesses.

During FY 2012-13, \$1.6 million was spent on various planning activities as well as the purchase and installation of upgrades to the software system to include a module on pre-planning for large scale events like the America's Cup Races scheduled for the summer of 2013. Additionally, the City of Oakland received funding for an alerts and warning system and virtual desktop software. The cities of Oakland, San Francisco, and San Jose developed Strategic Communications planning and other emergency operational plans.



UASI PROJECT MANAGEMENT

Enhance Information Analysis and Infrastructure Protection Capabilities

Project Manager, Captain Kevin Jensen,
Santa Clara County Sheriff's Office

In FY 2012-13, \$7.8 million was expended to enhance terrorism information analysis and the protection of infrastructure. The Northern California Regional Intelligence Center (NCRIC), in the top ten of all such centers in the country, with 23 participating agencies and a staff of 70, was a key component in our regional security efforts. This year, it managed the Bay Area's core risk management tool, conducted training for approximately 7,000 law enforcement, fire, and emergency medical support personnel, and purchased necessary equipment.

The NCRIC's most critical work centered on the analysis of information gathered by 11,000 trained Terrorism Liaison Officers (TLOs) and coordination with various local, state, and federal agencies (as described below). Other important infrastructure protection capabilities occurred in individual jurisdictions within the region, such as: automated reporting/records management systems in San Jose, predictive analysis software in San Francisco, and equipment purchases and training for mobile field force teams in San Francisco and San Mateo.

"Usually in the background, the dedicated men and women who work in fusion centers support major criminal and counter terrorism investigations. They are also always ready to provide support in a crisis, such as the unfortunate attack on the City of Boston."

Mike Sena, Director, NCRIC



Bombing of an Oakland Bank of America Thwarted.

The San Jose Police, through the NCRIC, coordinated with the FBI as a suspect attempted to conduct a vehicle borne IED attack on a Bank of America branch in Oakland. The agent assisted the suspect in the construction of the device (which was actually inert) for the attack. On February 7, 2013, the suspect attempted to detonate the inert device at the bank and was arrested by federal agents. He has been charged with the attempted use of a weapon of mass destruction against property and faces life imprisonment if convicted.



UASI PROJECT MANAGEMENT

Strengthen Communications Capabilities

Project Manager, Jeff Blau,
San Francisco Department of Emergency Management

BayComm is intended to enhance regional interoperable capabilities by linking together region-wide roaming for first responders with the eight Bay Area P25 Regional Communication Systems (RCS).

BayLoop, the Bay Area's mutual aid microwave system, will not only provide the connectivity to link the P25 voice systems for BayComm, but will also help transport the data shared by first responders using systems like CopLink and Aries and future mobile video/data users from BayWEB, the Bay Area's 700 MHz LTE System.

In FY 2012-13, the Bay Area spent nearly \$6.7 million to enhance regional interoperable communications. In April 2013, East Bay Regional Communications System Authority's (EBRCSA) remaining 4 cells were completed encompassing a total of 33 sites. This P-25 compliant system, providing communications for 13,000 subscribers at 41 local, state, and federal agencies, was recently put to use. Also making progress is the San Mateo Interoperable Radio Communications (SMIRC) system. They have completed 3 more sites for a total of 17 of the 19 proposed sites. Currently, the number of agencies committed to using this system includes approximately 32 county, medical transport, and transportation agencies. When completed, the total number of subscribers is expected to exceed 3,000 and will eventually reach 5,000.



Multi Agency Response to a Barricaded Suspect.

The Albany Police Department received calls about an armed suspect barricaded inside a building. During the seven hour standoff, neighboring agencies from Berkeley, El Cerrito, and Kensington arrived to assist Albany PD with perimeter control and to provide specialized search equipment. For the first time, these responding officers were able to monitor and broadcast on the Albany PD main channel and stay in contact with the Albany PD Tactical Team. The incident was successfully concluded with the arrest of the suspect.

UASI PROJECT MANAGEMENT

Strengthen CBRNE Detection and Incident Response

**Project Manager, Senior Deputy Fire Marshal Julie Linney,
Santa Clara County Fire Department**

The CBRNE Detection and Incident Response working group is responsible for reviewing all proposals to ensure that the region's first responders have the equipment necessary to save lives and property during an emergency incident. In FY 2012-13, the region spent \$5.2 million for all hazards response equipment. Equipment purchases included: Bomb Squad equipment, detection equipment, various command/negotiator vehicles, Search and Rescue equipment.



Enhance Medical, Public Health and Mass Care Preparedness

**Project Manager, Lani Kent,
San Francisco Department of Emergency Management**

Health and medical preparedness is a fundamental component of homeland security. In FY 2012-13, the Bay Area spent approximately \$957K in support of medical and health preparedness and related activities. Key accomplishments include purchasing tablet computers and software to support patient tracking and inventory management related to Mass Prophylaxis activities, as well as securing a contract to develop a Medical Health Multi-Agency Coordination Group (MACG) Handbook to facilitate regional decision-making by health officials.



UASI PROJECT MANAGEMENT

Increase Emergency Planning and Citizen Preparedness Capabilities

**Project Manager, Lani Kent,
San Francisco Department of Emergency Management**

In FY 2012-13, the Bay Area UASI spent \$819K on community preparedness programs, which contributes to the region's resiliency. San Mateo County purchased a solar panel Trailer Messaging Board and developed and distributed 426 Field Operations Guides, which are user-friendly reference materials designed to assist field personnel in the event of an emergency. Bay Area UASI also funded the purchase and distribution of 700 Community Emergency Response Team (CERT) Kits and 525 CERT Manuals, which are used in supporting first responders as well as providing assistance to victims and organizing spontaneous volunteers at a disaster site. Alameda County developed and implemented a Citizen Preparedness plan and Santa Clara County developed a Regional Citizen Preparedness plan for the four South Bay Counties.



Enhance Recovery Capabilities

**Project Manager, Lani Kent,
San Francisco Department of Emergency Management**

Given the high likelihood of a major disaster occurring in the Bay Area, it is essential for the region to ensure critical functions are restored as quickly and as smoothly as possible. In FY 2012-13, the BAUASI expended \$870K on several projects to support recovery efforts. This included a portable water tanker, which will help the region prepare for, respond to, and recover from an interruption to normal water supply. This funding also supported several plans, including a Continuity of Operations Plan which defines how Operational Areas will continue the performance of essential functions under a broad range of circumstances.

"The UASI grant program has supported and enhanced our First Responders and planning capabilities in ways that the City of Oakland would not have been able to attain under the current economic conditions. The program has [allowed the region] to collaborate and leverage time, resources and talent to augment the Region's ability to better respond to a terrorism event and catastrophic natural disaster."

Mayor Jean Quan, City of Oakland

UASI PROJECT MANAGEMENT

Enhance Training and Exercises

**Project Manager, Commander Dennis Houghtelling,
Alameda County Sheriff's Office**

Alameda County is responsible for the regional training and exercise program serving multiple disciplines. Comprised of employees from Alameda and Santa Clara Counties, the Training and Exercise Team has an office at the Alameda County Regional Training Center (RTC) and provides classes through the use of 15 different vendors. Highlights of 2012 include the development of a guidance manual, the completion of a multi-year regional Training Plan, and a website. The website has many features that allow potential students to sign up, view a calendar of classes, and even use their mobile devices to check on class availability.

"Urban Shield is developed so all first responders get used to responding to one major critical event together. I hope it made the Boston Team more confident and better prepared to deal with the recent bombings in Boston."

Sheriff Greg Ahern, Alameda County

The Training and Exercise team is also responsible for the development and conduct of Urban Shield, the region's nationally renowned 48 hour continuous exercise. Urban Shield incorporates regional critical infrastructure, emergency operations centers, regional communications systems, equipment and assets, and personnel representing all aspects of emergency response. Scenarios are intended to be as realistic as possible. In FY 2012-13, \$3.8 million was spent to conduct all training and exercise activities.



BOSTON POLICE DEPARTMENT

Recent events have borne out the importance of Urban Shield. The City of Boston had previously attended the Bay Area's Urban Shield and held its own Urban Shield exercises in 2011 and 2012. Federal officials indicate that Boston's response to the event can be traced to these efforts.



INTEROPERABLE EMERGENCY COMMUNICATIONS GRANT (IECGP)

Project Manager, Jeff Blau,
San Francisco Department of Emergency Management

IECGP was designed to help states and territories implement their Statewide Communication Interoperability Plans (SCIPs), align projects to the needs identified in the SCIPs, and develop governance, standard operating procedures, as well as training, exercises, and equipment. FY 2010 was the final year of this grant program and all expenditures were completed and reimbursement requests submitted by April 2013.



The state of California divided the grant among four planning areas. The Bay Area is part of the 22 county Capitol-Bay Planning Area with San Francisco acting as the fiscal agent. During FY 2012-13, \$527K was expended on equipment and planning.

The Bay Area Region completed a Fleetmap Radio Programming Guide, Contra Costa County purchased an Asset Inventory Management Software system to track their P25 Subscriber Investments, and Los Altos completed their North County TAC Channel to provide interoperability to the cities of Los Altos, Palo Alto and Mountain View.



A highlight of the grant program was the completion of the Hawkins Peak project. At 10,000 feet, Hawkins Peak, located in remote Alpine County, had no commercial power source. The problem was solved by the construction of a solar powered generation/energy storage facility which was connected by an 1,800 foot cable to the antenna tower and radio vault at the top of the peak.

REGIONAL CATASTROPHIC PREPAREDNESS GRANT PROGRAM (RCPGP)

Project Manager, Lani Kent,
San Francisco Department of Emergency Management

The RCPGP enhances the coordination of regional all-hazards planning for catastrophic events. Coordinated by the Regional Catastrophic Planning Team (RCPT), planning projects have been developed and completed. In October 2013, the Bay Area will leverage UASI grant funds and incorporate the RCPGP mass fatality plan into an Urban Shield exercise scenario.

During FY 2012-13, the Bay Area completed several community outreach projects, conducted training classes, and collaborated with the City of Los Angeles (LA) on a statewide debris management project. The total amount expended during the year was \$2.4 million.

A key outreach project, Get Ready 5 (GR5), involved fifth graders from around the region. GR5 uses the 5th grade study of Geology and the effects of earthquakes to prompt students to develop a family emergency plan. Using the City of San Rafael's previously developed project, the planning team coordinated informational kick off meetings and distributed printed materials. A website, (www.kidsgetready.org), was also developed for school districts to utilize.



The Bay Area and the City of LA collaborated on the important issue of debris management planning. The Bay Area had previously utilized LA's debris management plan while developing the region's plan and in early 2013, two workshops were held in LA to discuss coordination between the two plans. Subsequently, a first ever statewide workshop which brought together local, state, and federal representatives to discuss issues affecting both Northern and Southern CA was held. To complete the project, a web-based "just in time" debris management training program was developed for uploading onto all Bay Area and City of Los Angeles EOC computers.

"To prevent and respond to terrorist attacks and other disasters, jurisdictions must collaborate across boundaries. The UASI model allows for an effective regional public safety partnership, which is critical to the well-being of our residents and the continuity of businesses that drive our innovation economy."

Mayor Chuck Reed, City of San Jose



GRANTS MANAGEMENT

The Grants Management Unit, led by the Chief Financial Officer, oversees and executes all administrative tasks associated with the application for and distribution of grant funds and programs.

GRANT AWARD HISTORY

Since 2006, the region has received approximately \$246.8 million in homeland security grant funds through the federal Homeland Security Grant Program (HSGP), the IECGP and the RCPGP. The City and County of San Francisco acts as fiscal agent for the management of these funds. The chart below documents the amount of homeland security grant funding awarded to the Bay Area since 2006:

GRANT COMPLIANCE

Once MOUs have been signed by jurisdictions, the grants management staff ensures that all funds are spent in accordance with federal regulations and grant guidelines. This includes working with Project Managers to track expenditures, reviewing reimbursement requests for proper documentation, and submitting modification and reimbursement requests to the funding agency.

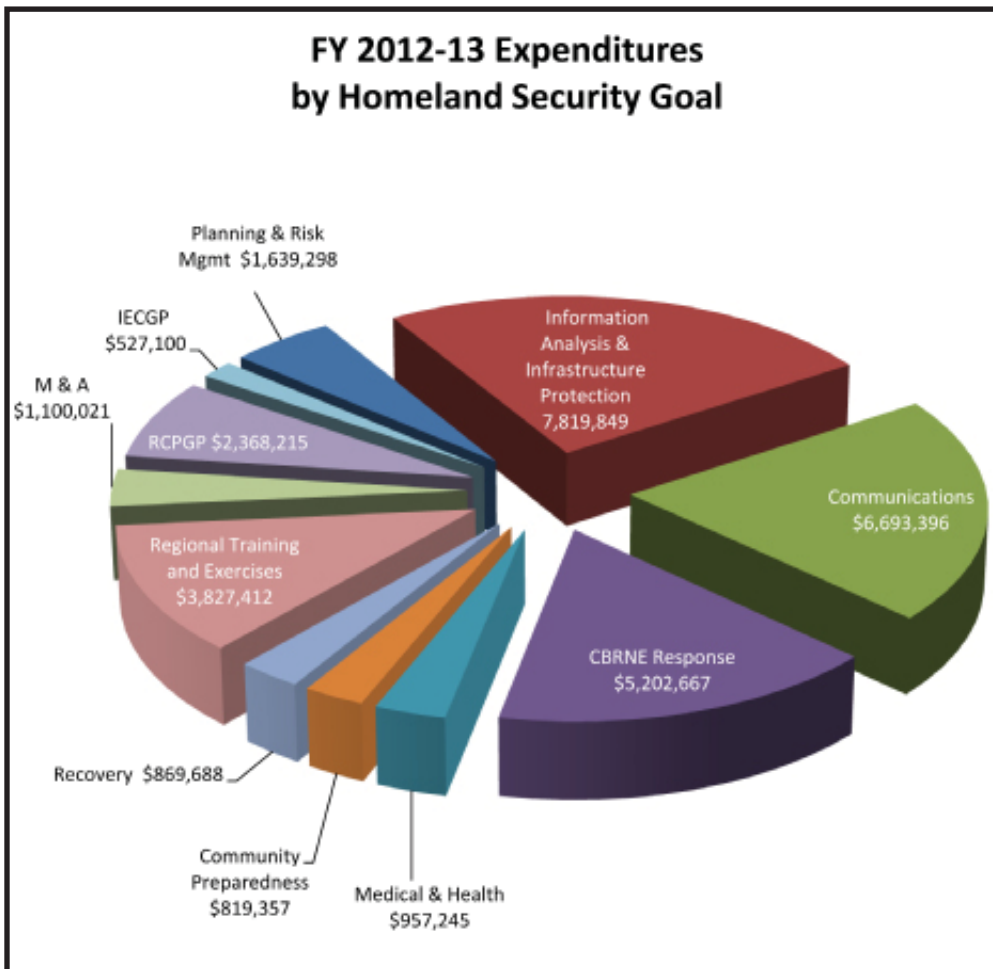
FY	UASI	IECGP	BZPP	COPS	PSIC	RCPGP	TOTAL
2006	\$22,656,000						\$22,656,000
2007	\$27,304,000			\$5,733,986	\$14,941,976		\$47,979,962
2008	\$29,724,000	\$1,425,427	\$579,090			\$7,500,000	\$39,228,517
2009	\$32,510,600	\$1,370,063	\$282,506			\$3,617,000	\$37,780,169
2010	\$34,262,131	\$1,227,632	\$585,000	\$750,000		\$3,570,000	\$40,394,763
2011	\$35,546,960					\$1,281,976	\$36,828,936
2012	\$21,931,312						\$21,931,312
TOTAL	\$203,935,003	\$4,023,122	\$1,446,596	\$6,483,986	\$14,941,976	\$15,968,976	\$246,799,659



GRANTS MANAGEMENT

GRANT EXPENDITURES

For FY 2012-13, the total amount expended totaled approximately \$31.8 million between UASI, RCPGP, and IECGP funds. The top three expenditures by goal were: Information Analysis and Infrastructure Protection at \$7.8 million, Interoperable Communications at \$6.7 million, and CBRNE Detection and Response at \$5.2 million. The table below indicates all expenditures by project for FY 2012-13*:



*The San Francisco Fiscal Year runs from July 1 – June 30. These figures represent the period of July 1, 2012 to April 30, 2013.

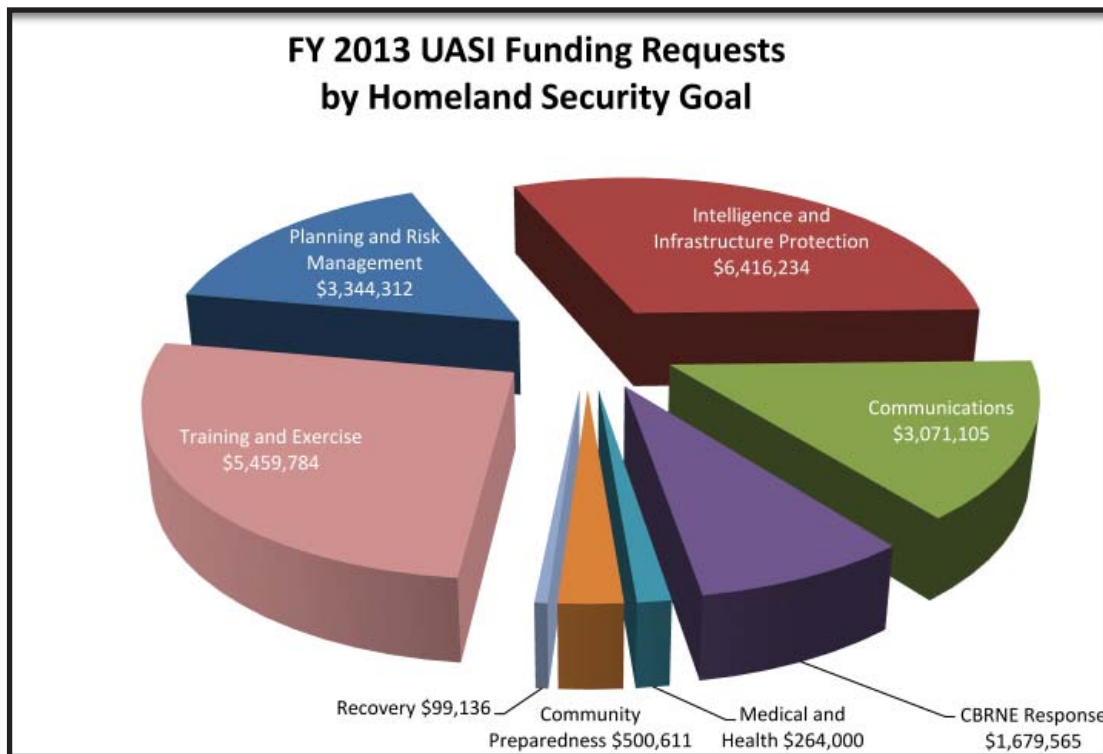
2013 PROCESS

PROJECT IDENTIFICATION AND SELECTION

In November, 2012, the UASI Management Team unveiled a new, online Project Proposal form and 157 proposals from all over the region were submitted for the FY13 grant cycle. In December 2012 and January 2013, working groups vetted these projects and the four Planning Hubs (North, South, East, and West Bays) met to select projects. Subject matter experts and members from each Planning Hub reviewed, discussed, and ranked the proposed projects in prioritized order. At the time, the FY13 amount was not known so FY12 amounts and allocation percentages for each Hub were used.

PROJECT SELECTIONS

In February 2013, the Advisory Group met to review the hub-selected projects to reduce duplication of effort and confirmed project prioritization based on regional risk. Lastly, at the March 2013 Approval Authority meeting, the list of projects was approved. Below is a table indicating the funding amount allocated to each project:



On May 21, 2013, the FY13 grant awards were released and the Bay Area received \$27.2 million, an increase of \$829K over the 2012 grant award year.

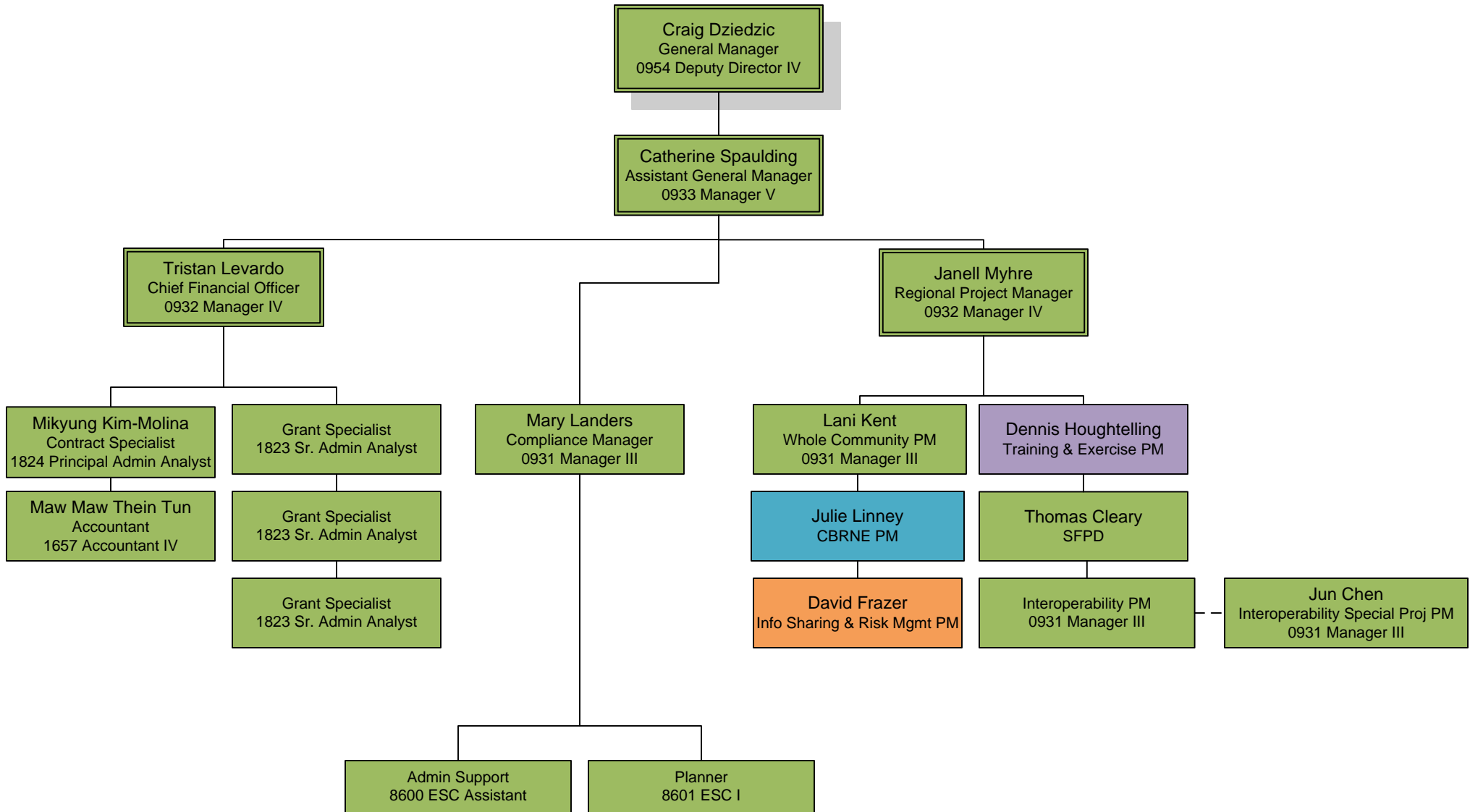


APPENDIX B1

MANAGEMENT TEAM

ORGANIZATIONAL CHART

Department of Emergency Management Bay Area UASI Restructured Organizational Chart FISCAL YEAR 2013-14



San Francisco
 Santa Clara County
 Alameda County
 Sonoma County

APPENDIX B2

MANAGEMENT TEAM

ANNUAL WORK PLANS



**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14
Craig Dziedzic, UASI General Manager**

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
Craig Dziedzic UASI General Manager 8 am – 5 pm	Goal 1 Develop a Regional Risk Management and Planning Program	Provide region-wide leadership and administration of all grant initiatives in federal homeland security grants, in direct support of the homeland security strategies approved by the Approval Authority, awarded to the Bay Area Region.	Execute Bay Area regional strategies and initiatives that align with Federal and State policies, goals and strategies. Develop, initiate, and implement division goals, objectives, policies/procedures, and priorities to determine service levels and resource allocations	25%
		Select, direct and manage a Management Team to support the Approval Authority and the BAUASI region's initiatives and projects, and make reasonable efforts to balance regional representation on the Management Team within budget.	Direct the allocation of resources to achieve timely outcomes and measurable goals within budget; implement annual work plans and programs to meet emerging or new programs, while continuing to address major organizational goals, objectives, and priorities.	25%
		Monitor, supervise, and/or coach the assistant GM , the regional project manager, the Chief Financial Officer, and two Emergency Services Coordinators to align the performance and skill set of the Management Team with the goals of the organization.	On a weekly basis, monitor the efficiency and effectiveness of the organization structure, staff assignments, service levels and administrative systems; identify and analyze opportunities for improvement and implement improvements. Develop, implement, and manage a working budget, organization chart, and annual	15%



		<p>Communicate regularly with executive-level management regarding the organization's activities and coordinate and represent the organization before legislative boards, committees, outside organizations, and governmental organizations.</p> <p>Attend BAUASI quarterly meetings to implement best practices and state-wide preparedness goals and initiatives.</p> <p>Conduct weekly staff meetings to ensure that regional initiatives are on track and in compliance with state and federal preparedness goals.</p> <p>On a monthly basis, schedule and meet with individual members of the approval authority, advisory group, and other regional stakeholders to enhance working relationships.</p>	<p>work plan, for the BAUASI organization.</p> <p>Coordinate, collaborate, and implement policies, procedures, and regulations of the San Francisco Dept. of Human Resources, including complying with specific union agreements and MOUs.</p> <p>Work with the Chair of the Approval Authority to prepare agendas, minutes, and quarterly staff reports for the monthly Approval Authority meetings pursuant to the Bylaws of the Master MOU.</p>	<p>15%</p> <p>20%</p>
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Staff	UASI Goals	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
Catherine Spaulding Assistant General Manager 8 am- 5 pm	Management and Administration	<ul style="list-style-type: none"> Supervising, training, assigning, and evaluating the activities of division personnel Developing, reviewing and implementing plans, protocols, goals, and strategies Monitor programmatic and financial management activities, and identify and analyze opportunities for implementing efficiencies and improvements 	<ul style="list-style-type: none"> Performance plans and appraisals In house training plan and implementation of plan Organization chart Ensure compliance with MOUs, bylaws, and any policies and procedures established by the Approval Authority Up to date understanding of DHS funding and priorities Project plan template Updated Management Team Administrative Policies and Procedures Updated Grants Policies and Procedures 	25%
	Develop a regional risk management program	<ul style="list-style-type: none"> Direct project managers responsible for the development and coordination of the Bay Area UASI regional risk management program Direct program/project managers as they work with stakeholders to review goals, strategies, and analyze gaps in capabilities 	<ul style="list-style-type: none"> Effective communication to stakeholders on risk management and planning program and activities Risk cycle kick off meeting Capability assessment Gap analysis report THIRA 	75%



		<ul style="list-style-type: none"> • Determine regional target capability levels to meet specific performance requirements • Oversee tasks associated with application for and distribution of grant funds and programs and ensure compliance with applicable federal and state grant requirements • Provide regional coordination, monitoring, and appropriate oversight and management of grant funded projects and programs • Work with Advisory and Working Groups, as well as appropriate Bay Area stakeholders to obtain input and make recommendations to the Approval Authority 	<ul style="list-style-type: none"> • Updated Bay Area Homeland Security Strategy • Allocation and policy priorities • Project proposal and prioritization process documented and implemented • Relevant plans and timelines • IJs • UASI grant application • Deliverable milestones met on projects • Project plans, MOUs, and consultant contracts successfully implemented • Budget and spending tracking • Regular participation and report outs at Working and Advisory Group meetings as well as Approval Authority meetings 	



**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
Tristan Levarado Chief Financial Officer 8 am – 5 pm San Francisco	Goal Management and Administration	<ul style="list-style-type: none"> Oversee the financial administration of HLS grants and the financial operations of the Bay Area UASI. 	<ul style="list-style-type: none"> Comply with reporting requirements by submitting on time accurate Financial Workbook, cash requests, program status reports, and budget reports. 	25%
		<ul style="list-style-type: none"> Direct the day-to-day operations of the Grants Management Unit in support of the Bay Area UASI mission and goals. 	<ul style="list-style-type: none"> Implement funding allocation and program plans in accordance with grant guidelines. 	20%
		<ul style="list-style-type: none"> Administer HLS grant programs in accordance with DHS National Initiatives and grant guidelines with respect to grants management and accounting. 	<ul style="list-style-type: none"> Develop policies and procedures to implement grant management objectives per grant management guidelines. 	15%
		<ul style="list-style-type: none"> Attend local/ regional stakeholder meetings to implement best practices and state-wide preparedness goals and initiatives. 	<ul style="list-style-type: none"> Create reports for AA including project status reports, travel expense reports, etc. 	10%
		<ul style="list-style-type: none"> Participate in weekly staff meetings to ensure that regional initiatives are on track and in compliance with state and federal preparedness goals. 	<ul style="list-style-type: none"> Over see activities of Post Audit, Single Audit, and other state and Federal audits. 	10%
		<ul style="list-style-type: none"> Provide fiscal and accounting support as well as technical 	<ul style="list-style-type: none"> Oversee monitoring of sub recipient activities in compliance with grant provisions, and generate meaningful monitoring reports. 	15%

		<p>assistance to UASI management team, and regional and local partners.</p> <ul style="list-style-type: none"> • Oversee and coordinate the audit of grant accounting transactions including Single Audit, Post Audit and granting agency site reviews. • Oversee monitoring activities of regional and local jurisdictions in compliance with applicable grant guidelines. • Oversee completion of MOUs and LOAs 	<ul style="list-style-type: none"> • Issue accurate and timely MOUs and LOAs. 	5%
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>Mary Landers Regional Grants Manager SFDEM 8 am – 5 pm San Francisco</p>	<p>Goal 6 Strengthen Planning and Citizen Preparedness</p> <p>Goal 7 Enhance Recovery Capabilities</p>	<p>Compliance</p> <ul style="list-style-type: none"> • Technical lead on all compliance requirements • Provide support and build capacity of program and finance staff on compliance requirements. • Design/implement at least 3 trainings on compliance requirements for staff. • Coordinate three grant management workshops. • Coordinate updates to policies and procedures documents. • Keep staff apprised of FEMA updates <p>Grant Applications</p> <ul style="list-style-type: none"> • Prepare and submit IJs • Prepare and submit grant applications • Research new grant funding streams and spearhead grant application process. <p>Outreach and Writing</p> <ul style="list-style-type: none"> • Lead on Annual Report • Prepare legislation and supporting documentation for submittal to the Board of Supervisors. • Work closely with DEM representative to provide additional information/clarification as needed. • Work and assist w/ special projects as needed 	<ul style="list-style-type: none"> • Manage procurement processes, including , developing RFPs, negotiating contract schedules/project plans, drafting statements of work, assisting with recruitment/selection of RFP evaluators, and preparing recommendations for contract awards; • Manage contractors and project staff to ensure compliance with contractual parameters and alignment with grant guidelines and conduct evaluation of contractors; • Attend RCPT and working group meetings as necessary to monitor and evaluate the effectiveness and efficiency of the program’s service delivery system, identify and recommend alternative approaches or improvements; • Provide regional coordination, monitoring, and appropriate oversight and management of grant funded projects to ensure jurisdictions are compliant with grant guidelines and meeting their performance milestones 	<p>40%</p> <p>10%</p> <p>10%</p>

		<p>Finance and Program Backfill</p> <ul style="list-style-type: none"> • Fiscal backfill and as needed support • Prepare BSIR, financial workbooks • RCPGP backfill as needed • Oversee the gathering of match <p>Supervision</p> <ul style="list-style-type: none"> • Managing and coaching 8600 and 8601 during weekly one on one meetings • Perform Mid Year and Annual Reviews • Ensure accountability of assigned tasks <p>BZPP</p> <ul style="list-style-type: none"> • Manage programmatic and financial grant requirements for the Buffer Zone Protection Program Grant (FY 10) • Work directly with the SFPD to ensure that all funds are expended in accordance with the federal Vulnerability Reduction Purchase Plan (VRPP) • Prepare and submit all reports in accordance with grant guidelines <p>Special Projects</p> <ul style="list-style-type: none"> • On an as needed basis be prepared to draft and develop RFPs, RFIs, or contracts • Manage vendors to ensure successful and timely completion of projects within grant performance periods 	<p>and deliverables;</p> <ul style="list-style-type: none"> • Coordinate with State and Federal agencies, RCPGP, and UASI sites to share best practices; and • Prepare grant applications and written status reports, provide oral presentations and briefings to local and regional emergency management groups, Advisory Groups, Approval Authority, and local, state, and Federal agencies, prepare legislative documents, and maintain all records associated with project activities. • Manage and coach 8600 and 8601 to ensure accountability of assigned tasks- including conducting annual performance reviews. 	<p>10%</p> <p>15%</p> <p>5%</p> <p>10%</p>
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Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14
Janell Myhre – Regional Program Manager

Staff	UASI Goal/ Objectives	Assignments and Responsibilities	Critical Tasks & Job Functions	Allocation of Time
Janell Myhre SF DEM 9:00am – 6:00pm	Goals 1 - 8	Work with GM and AGM to lead the UASI Management Team in best serving the Bay Area through building local and regional capabilities as related to the Bay Area UASI regional program goals.	<ul style="list-style-type: none"> • Oversee and coordinate Regional Project Manager(s) workload to achieve project management and monitoring goals. • Work with CFO to ensure UASI grant fiscal goals and objectives are coordinated with project management activities. • Lead Bay Area project proposal and selection process. • Coordinate efficient presentations to UASI Approval Authority, Advisory Group and Workgroups. • Provide All Hazards expertise to UASI Management Team efforts. 	70%
		Support Bay Area jurisdictions with UASI project management coordination.	<ul style="list-style-type: none"> • Provide guidance and support to Regional Project Managers in assisting Bay Area jurisdiction’s staff to complete projects through project monitoring and contractor management. • Attend Bay Area regional meetings, as needed. • Provide outreach and work directly with Bay Area jurisdictions, as needed. 	15%



Staff	UASI Goal/ Objectives	Assignments and Responsibilities	Critical Tasks & Job Functions	Allocation of Time
		Implement best practices to strengthen regional relationships in order to coordinate and improve the development of UASI programs.	<ul style="list-style-type: none"> • Engage with CalEMA State and Coastal Region staff to coordinate Bay Area region efforts. • Work with CalEMA Region II MARAC meetings to coordinate information with CalEMA Coastal Region and Bay Area OAs. • Engage and coordinate with Bay Area regional agencies and organizations, as needed. • Engage and coordinate with FEMA Region IX, as needed. 	10%
		Remain current in UASI and RCPGP national program standards.	<ul style="list-style-type: none"> • Coordinate with other UASI and RCPGP sites in the country to engage in national information sharing on current program and project development and standards. 	5%



**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Jeff Blau – Interoperable Communications Regional Project Manager

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>Jeff Blau Interoperable Communications Project Manager SFDEM 8 am – 5 pm San Francisco</p>	<p>Goal 3 - Strengthen Communications and Interoperable Communications</p>	<ul style="list-style-type: none"> • Facilitate Interoperability Work Group meetings to share and gather information pertaining to the sub-recipient grant funded projects • Prepare, process, track, and coordinate with sub-recipients environmental and historical preservation (EHP) reports, sole requests, modification requests, Equipment Inventory Work Sheets and the UASI Regional Grants Manager for submittal to the state for approval • Review and approve interoperability equipment reimbursement requests submitted by sub-recipients and ensure compliance with grant requirements, including review for completeness of the equipment inventory sheets • Monitor sub-recipients to track and gather information regarding the status of grant funded 	<ul style="list-style-type: none"> • Provide regional coordination, monitoring, and appropriate oversight and management of grant funded projects to ensure compliance with performance milestones and grant guidelines • Manage and coordinate the preparation and processing of sub-recipient EHP reports, sole source and modification requests • Communicate regularly with local, regional, state, and federal partners, assess and respond to stakeholder concerns and issues, and provide updates on interoperability projects. • Coordinate and manage Interoperability Work Group meetings, prepare meeting agendas and minutes, and post to website • Prepare written status reports for Program Manager, General Manager, UASI Approval Authority, and other organizations as requested. 	<p>25%</p> <p>25%</p> <p>15%</p> <p>15%</p>



		<p>projects and completion of performance milestones, and coordinate programmatic monitoring visits with Grants Management Unit staff</p> <ul style="list-style-type: none"> • Attend BayRICS TAC Meetings • Attend EBRCS Meetings • Attend SVRIA Meetings • Develop and maintain Project Proposal Form and Tracking Forms during the annual HUB Proposal Selection Process • Managed the CRA Contracting Process • Researched Products to be purchased with unspent funds from the 2011 and 2012 UASI grants 	<ul style="list-style-type: none"> • Maintain all records associated with project activities, work group meetings, and monitoring visits. • Contribute Grant Information, Guidance and Policies at BayRICS TAC, EBRCS & SVRIA Meetings • Update Project Proposal Form from previous year • Evaluate, coordinate and manage Project Proposals during and after the HUB Process • Create Project Spreadsheets • Gathered Product information and prepared for RFP process on items that are not already under contract. 	<p>5%</p> <p>10%</p> <p>5%</p>
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		<ul style="list-style-type: none"> • BayLoop Project: Facilitate and coordinate with BayRICS, vendor (Aviat) and various stakeholders (technology and San Francisco airport) to establish support process and procedure, and establish and setup the access point for overall system monitoring for BayLoop system. • BayRICS/FirstNet support: Participate in various activities sponsored by BayRICS and FirstNet to support regional/national initiatives, such as RFP review and vendor selection, proposal review etc. 	<ul style="list-style-type: none"> • Coordinate the access point connection to allow Aviat to connect to the Bayloop system for monitoring and support purpose • Establish the overall support process and procedure with Aviat for their maintenance by working with BayRICS TAC. • Establish standard operating procedure for adding new applications to BayLoop infrastructure • Attend monthly BayRICS Approval Authority meetings • Attend monthly BayRICS TAC Meetings • Participate in developing, drafting, reviewing, commenting on various documents on interoperability related Policy, Procedure for the entire region • Participate and support BayRICS/FirstNet initiatives such as posting RFPs/RFIs and distributing relevant information to both public and private stakeholders 	<p>15%</p> <p>10%</p>
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Tom Cleary – Risk Management and Information Sharing Regional Project Manager

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>Captain Thomas Cleary San Francisco Police Department</p> <p>SFPD Special Operations Bureau</p> <p>9:00 a.m. – 5:00 p.m. Monday-Friday</p>	<p>Goal 1, 2</p> <p>Goal 1 – Risk Management</p> <p>Goal 2 - Information Analysis and Infrastructure Protective Capabilities</p>	<p>Managing the San Francisco Police Department’s Homeland Security Project Planning Team, developing projects to address local and regional gaps. Coordinate and monitor San Francisco Public Safety projects, including SFPD and SFFD.</p> <ul style="list-style-type: none"> • Liaison between the Bay Area UASI and the San Francisco Police Department. • Review reports produced by the Risk Assessment Center (RAC) on critical security gaps and capabilities locally and throughout the region. Coordinate and collaborate with Law Enforcement Personnel to identify and develop project proposals to address identified gaps. Be a resource and provide assistance to project managers on assigned projects. 	<ul style="list-style-type: none"> • Review risk assessment, security gaps and capability reports produced by the Risk Assessment Center. • Coordinate internal meetings within the San Francisco Police Department and identify and designate Department members as project managers, ensuring that projects are implemented, on time and within their budgets. • Discuss and identify regional projects related to protecting, preventing, responding, mitigating and recovering from acts of terrorism. • Facilitate the preparation of project proposals. • Present and justify project proposals to UASI based on criteria and grant guidelines. • Communicate with project managers to ensure goals, objectives, timelines and deliverables are being accomplished. • Acting as a liaison between the SFPD and the Bay Area UASI Management Team. 	<p>50%</p>



		<p>Security Planning for an International event involving 30 Law Enforcement Agencies at a Local, State and Federal level. Addressing capability gaps by adequately planning</p> <ul style="list-style-type: none"> • Develop the entire Operational Plan for the 2012 America’s Cup World Series and the 2013 34th America’s Cup Event. 	<ul style="list-style-type: none"> • Revise the Open Source and Law Enforcement Sensitive Security Plan. • Coordinate the development of plans produced by the 11 subcommittees (command, air operations, intelligence, water, traffic, communications, crime prevention, logistics, DOC, 1st amendment, public information officer). • Develop a comprehensive operational plan. • Develop a budget and staffing plan. • Coordinate and facilitate a monthly regional law enforcement meeting. • Attend numerous meetings related to regional event. • Attend and participate in joint training exercises. • Develop internal policies related to the event. • Conduct site visits. • Meeting with Law Enforcement, Security personnel, and City agency representatives. • Attending community meetings. • Ensure proper training supplied to officers. • Attend meetings related to new technology. • Conduct numerous briefings related to plan. 	<p>45%</p>
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		<p>Work with the 58 City and County of San Francisco Departments, in partnership with the Risk Assessment Center (RAC) to identify capabilities, risks and gaps in planning.</p> <ul style="list-style-type: none"> • Work with the Department of Emergency Management and Digital Sandbox's Risk Assessment Center to review reports related to critical capability gaps with the 58 City and County of San Francisco City Departments and facilitate at least two workshops to assist those Departments in developing proposals to address potential gaps if applicable. This is accomplished under the direct guidance of Risk Assessment and Planning Program Manager at the Bay Area UASI. 	<ul style="list-style-type: none"> • Review risk assessment, gap and capability reports produced by the Risk Assessment Center. • In partnership with the Department of Emergency Management's Department of Emergency Services, meet and distribute a report to City Department representatives. • Facilitate discussions related to capabilities of the City, identified gaps, and strategies necessary to eliminate gaps in planning related to the City and region. • Act as a liaison between the City representatives, the Department of Emergency Management and the Bay Area UASI to propose projects addressing local and regional gaps. 	<p>5%</p>
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-2014**

David Frazer – Risk Management and Information Sharing Regional Project Manager

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>David Frazer Risk Management & Information Sharing Project Manager</p> <p>Sonoma County Fire & Emergency Services</p> <p>7:30 am – 4:30 pm M/T SF 7:30 am – 4:30 pm W/Th/F Sonoma County FES</p> <p>Unless facilitating working groups, workshops, project planning, or other meetings</p>	<p>Goal 1 Develop a Regional Risk Management and Planning Program</p> <p>Goal 2 Enhance Information Analysis and Infrastructure Protective Capabilities</p>	<p>UASI Lead project manager for Threat and Hazard Identification and Risk Assessment (Goal#1)</p> <ul style="list-style-type: none"> • Facilitate and coordinate the Risk Validation Workshops, manage the PCII certification/audit process, and coordinate NCRIC final review and validation of the data • Provide Project Management Lead support to establish Measures & Metrics for Core Capabilities for input into RAC. • Schedule capabilities assessment workshops, engage SME to assist in the assessment process, and review the risk analysis and capability relevance information • Review risk reports and gap analyses and facilitate briefings in hubs or operational areas, and core cities 	<ul style="list-style-type: none"> • Manage procurement process, including , developing RFPs, negotiating contract schedules/project plans, drafting statements of work, assisting with recruitment/selection of RFP evaluators, and preparing recommendations for contract awards; • Prepare Appendix A of MOU's for sub-recipient approval; • Manage contractors to ensure compliance with contractual parameters and alignment with grant guidelines and conduct evaluation of contractors; • Coordinate and manage working group meetings ensuring the required stakeholders and SME are included in the meetings to obtain input, serve as the liaison between these groups to ensure regional coordination and collaboration, and prepare and post meeting minutes; • Provide regional coordination, monitoring, and appropriate oversight 	<p>5%</p> <p>25%</p> <p>15%</p> <p>25%</p> <p>15%</p>

Approval Authority Meeting: June 13, 2013
Agenda Item # 3 Appendix B2: Annual Work Plan, Frazer



		<ul style="list-style-type: none"> • Provide UASI Project Management support and direct contract oversight to the Fusion Center and provide liaison between the Fusion Center and UASI Management Team for the Risk Management initiative • Provide Project Management support to the regional partners in the gap analysis and capabilities assessment and assist with Executive Briefings on regional risk and threat • Facilitate the Bay Area Information Sharing Systems (BAISS) meetings • Provide project management support to regional partners for Information sharing through technical solutions such as RMS to RMS and ALPR • Provide RAC support for the North Bay Hub 	<p>and management of grant funded projects to ensure jurisdictions are compliant with grant guidelines and meeting their performance milestones and deliverables;</p> <ul style="list-style-type: none"> • Prepare written status reports, provide oral presentations and briefings to local and regional emergency management groups, Advisory Groups, Approval Authority, and Federal and State agencies, and maintain all records associated with project activities; and • Provide support for North Bay Hub Planner to include asset management, capabilities assessment and gap analysis. 	<p>10%</p> <p>5%</p>
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Dennis Houghtelling – Training and Exercise Regional Project Manager

<p>Dennis Houghtelling</p> <p>Exercise and Training Program Manager</p> <p>Alameda County Sheriff's Office</p> <p>8 am – 5 pm T SF M, W-F</p>	<p>Goal 8 Enhance Homeland Security Exercise, Evaluation and Training Programs</p>	<p>Administer and manage the Regional Training and Exercise Program</p> <ul style="list-style-type: none"> • Maintain a multidisciplinary Training and Exercise Team • Revise/update the Multi-Year Regional Training and Exercise Plan as necessary • Meet regularly with the Regional Training and Exercise policy level Executive Steering Committee of executive level managers and administrators to obtain input on region-wide training and exercise priorities as they relate to Homeland Security • Analyze all existing and relevant training plans and priorities and present findings to the Executive Committee to receive input, priorities, and direction, and recommend and implement alternative delivery models for efficient and effective implementation of training and exercises • Lead, facilitate, and execute a regional full-scale exercise (Urban Shield) and coordinate other regional exercises • Assist with the assimilation of the Regional Catastrophic exercise component into Urban Shield • Continue in the development of a Regional Overhead Planning Team (REOPT) for Urban Shield • Produce After Action Reports (AAR) for Regional Exercises, and ensure that Improvement Plans and performance gaps are 	<ul style="list-style-type: none"> • Plan, monitor, evaluate, and manage the day-to-day operations of the Regional Exercise and Training Program • Manage the implementation of the Multi-Year Regional Training and Exercise Plan and coordinate the activities of the Regional Overhead Planning Team • Formulate and implement policies and procedures to ensure that the performance of training and exercise activities are in compliance with all UASI grant guidelines and requirements • Monitor the work of and coach subordinates to improve performance • Oversee the development of MOUs, contracts, and agreements with other jurisdictions and/or vendors • Develop and maintain financial management plans and policies that govern the expenditure of grant funds on training and exercise activities, and the reimbursement of grant 	<p>20%</p> <p>20%</p> <p>15%</p> <p>15%</p> <p>10%</p> <p>10%</p> <p>5%</p>
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	<p>Goal 1 Develop a Regional Risk Management and Planning Program</p>	<p>identified for future funding by UASI</p> <ul style="list-style-type: none"> Establish methodologies for assessing, evaluating and measuring the effectiveness of UASI funded projects, equipment, and plans Prepare monthly reports and produce a FY 2012 Regional Training and Exercise Grant report that contains a summary of training and exercise activities and accomplishments of the FY 2012 grant cycle <p>Prepare and manage annual budget, file reimbursement requests on a quarterly basis, and provide and maintain required supporting documentation. Serve as the East Bay Hub Liaison and assist the East Hub Planner in the execution of the East Bay Hub planning process. Assist in the coordination of activities of the East Bay Hub as deemed appropriate by UASI Management</p> <ul style="list-style-type: none"> Assist the UASI Risk Management Project Manager in the Threat and Hazard Identification process Assist with the transition from Target Capabilities to Core Capabilities Assist with the development of the Measures and Metrics Project 	<p>funds to the region</p> <ul style="list-style-type: none"> Maintain all records, including AAR/IPs, prepare periodic reports and recommendations to the Bay Area UASI Management Team, Advisory Group, and Approval Authority, and prepare information for the annual report Serve as a liaison to local, state, and federal agencies, private sector partners, and non-governmental agencies 	<p>5%</p>
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14
Lani Kent - Whole Community Regional Project Manager**

Staff	UASI Goal/ Objectives	Assignments and Responsibilities	Critical Tasks & Job Functions	Allocation of Time
Lani Kent Whole Community Regional Project Manager SF DEM 8:30am – 5:30pm	Goals 5, 6 & 7 Goal 5-Public and Medical Health Goal 6- Community Preparedness and Public Outreach Goal 7-Recovery	<ul style="list-style-type: none"> • Participate in inter-departmental strategic planning, and identifying the mission, goals, and objectives of the UASI grant program, with a focus on integrating public health, community preparedness and recovery priorities into BAUASI projects and programs. 	<ul style="list-style-type: none"> • Assist with the application for and distribution of federal and/or state grants. • Provide regional coordination, monitoring, management, and oversight of grant-funded projects and programs. 	5%
		<ul style="list-style-type: none"> • Undertake a regional medical surge planning project to assess the state of medical surge planning and patient tracking throughout the BAUASI region. 	<ul style="list-style-type: none"> • Serve as contract and project manager, working closely with the selected contractor and stakeholders throughout the region to ensure deliverables are completed well and on time. Deliverables include: <ul style="list-style-type: none"> ○ Literature Review ○ Best Practices Research ○ Med/Surge Gap Analysis ○ Patient Tracking Feasibility Study ○ Discussion-based Exercise 	10%
		<ul style="list-style-type: none"> • Convene advisory and/or working groups as necessary, and 	<ul style="list-style-type: none"> • Represent BAUASI in meetings related to regional projects, policies, or 	10%



Staff	UASI Goal/ Objectives	Assignments and Responsibilities	Critical Tasks & Job Functions	Allocation of Time
		<p>attend meetings representing the division/department to ensure region-wide communication and participation in health, community preparedness and recovery related projects.</p>	<p>procedures.</p> <ul style="list-style-type: none"> • Chair the Regional Catastrophic Planning Team (RCPT)/Medical and Public Health Working Group and assist with subject matter working groups. • Attend the following regional workgroups, providing updates as needed: <ul style="list-style-type: none"> ○ Association of Bay Area Health Organizations (ABAHO) – Public Health Preparedness monthly work group ○ Bay Area Mass Prophylaxis Working Group (BAMPWG) monthly work group ○ Medical Health Operational Area Coordinator (MHOAC) quarterly work group 	
	<p>Regional Catastrophic Preparedness Grant Program RCPGP)</p>	<ul style="list-style-type: none"> • Lead the RCPGP Training and Exercise Project to fulfill remaining grant requirements. 	<ul style="list-style-type: none"> • Serve as contract and project manager, working closely with the selected contractor and stakeholders throughout the region to ensure deliverables are completed well and on time. Deliverables include: <ul style="list-style-type: none"> ○ Conduct a Full Scale Exercise for the Regional Mass Fatality Plan ○ Conduct a Functional Exercise for the Regional Logistics Plan ○ Conduct a Gap Analysis of 	<p>70%</p>



Staff	UASI Goal/ Objectives	Assignments and Responsibilities	Critical Tasks & Job Functions	Allocation of Time
			<p>current local, regional, state and federal catastrophic plans</p> <ul style="list-style-type: none"> ○ Conduct Table Top Exercises for the six remaining plans developed through the RCPGP (to support state adoption of regional plans) ○ Develop training curriculum for all eight plans developed through the RCPGP ○ Write a RCPGP sustainment plan 	
		<ul style="list-style-type: none"> • Convene advisory and/or working groups as necessary, and attend meetings representing the division/department to ensure region-wide communication and participation in RCPGP-related activities 	<ul style="list-style-type: none"> • Chair the Regional Catastrophic Planning Team (RCPT)/Medical and Public Health Working Group and assist with subject matter working groups. 	5%



**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Julie Linney – CBRNE/Training & Exercise Regional Project Manager

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>Julie Linney CBRNE/T&E Project Manager Santa Clara County Fire Dept. 7:30 – 5:00</p>	<p>Goal 4 Strengthen CBRNE Detection, Response, and Decontamination Capabilities</p> <p>Goal 8 Enhance Homeland Security Exercise, Evaluation and Training Programs for Regional Catastrophic Preparedness Grant Program (RCPGP)</p>	<p>Administration and Management of UASI CBRNE Initiative</p> <ul style="list-style-type: none"> • FY 2011 and FY 2012 – Provide guidance and assistance in finalizing all CBRNE projects and all records and documents pertaining to Project D • Assist in the development and implementation of FY 2013, MOUs; • Host monthly work group meetings, provide monthly agenda, and minutes. • Maintain constant communication with sub-recipient project leads for project monitoring, status updates and assistance. • Prepare annual, quarterly and monthly reports as needed. • Attend Approval Authority and Advisory Group Meetings • Attend weekly UASI staff meetings and report out on CBRNE project status. <p>RCPGP</p> <ul style="list-style-type: none"> • FY 2010 - Assist Exercise & Training Program Manager with the implementation of Training for the RCPGP • Attend weekly T & E staff meetings. • Attend and assist, as needed, monthly meetings for RCPGP. 	<ul style="list-style-type: none"> • Coordinate and manage working group meetings and ensure appropriate SMEs are present to vet project proposals as necessary; • Prepare Attachment A of the MOU's for sub-recipient approval; • Prepare agendas and minutes for CBRNE working group and post to UASI website; • Provide guidance to sub-recipients to ensure compliance with grant guidelines and ensure that they are meeting performance milestones for deliverables; • Prepare written reports, provide oral presentations and briefings to Approval Authority and Advisory Group as necessary; • Work with consultants and other members of staff to provide information on various reports; <p>RCPGP</p>	<p>40%</p>

Approval Authority Meeting: June 13, 2013
Agenda Item # 3 Appendix B2: Annual Work Plan, Linney



			Authority and Advisory Group as necessary;	
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14
Mikyung Kim-Molina – Contracts Specialist**

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>Mikyung Kim-Molina, Contract Specialist 8 am – 5 pm San Francisco</p>	<p>Management & Administration</p>	<ul style="list-style-type: none"> • Manage, develop, create and amend Memorandums of Understanding (MOU) with sub-recipient jurisdictions and Letters of Agreement (LOA) with San Francisco City Departments for all grant programs including: 09 UASI, 10 UASI, 11 UASI, PSIC, IECGP, 09 RCPGP and 10 RCPGP. • Develop professional services contracts. 	<ul style="list-style-type: none"> • Create MOU boilerplate, Appendix A and Grant Assurance templates for each grant program • Work in collaboration with UASI Program Managers and sub-recipient jurisdictions to obtain necessary information (e.g., project description, deliverables, timelines, contact information, budget amounts, etc.) in order to complete MOUs/LOAs • Generate formal modifications to MOUs/LOAs, as necessary • Serve as liaison to SF City Attorney. • Provide ongoing technical assistance to sub-recipients regarding MOU/LOA requirements and compliance • Maintain and track MOU/LOA status and budget information on the Inventory and Status spreadsheet 	<p align="center">90%</p>

			<ul style="list-style-type: none"> • Carry out full execution of all MOUs/LOAs • Present updates to CFO and Program Mangers on MOUs/LOAs • Create RFP/RFQ for Professional Services Contracts. • Facilitate and/or participate on Review Panels. Write contracts using the City's P500 boilerplate and scope of services • Process contracts with SF Office of Contracts Administration and Human Rights Commission. • Attend meetings of San Francisco Department of Emergency Management, Office of Contracts Administration and Civil Service Commission. 	10%
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>Jane Mason Grants Manager SFDEM 8 am – 5 pm San Francisco</p>	<p>Management & Administration</p>	<ul style="list-style-type: none"> • Manage the financial, fiscal & budgetary operation & grant activities within the purview of grant guidelines & regulations. Essential assignments and responsibilities include the followings: • Analyze funding appropriation to the Bay Area regional partners/jurisdictions, develop budget analysis and set up grants budget allocations by projects and solution areas accordingly. • Work with sub-recipients in reviewing and analyzing grant reimbursement requests submitted to ensure expenditures incurred are in compliance with grant guidelines and are consistent with sub-recipient awards affirmed in MOU agreements. • Prepare and generate financial management workbook submissions to the State for modification requests as well as cash reimbursement requests to ensure budgets are aligned and project deliverables meet all grant requirements. • Prepare, coordinate and respond to Federal and State 	<ul style="list-style-type: none"> • Work with UASI project managers to monitor project movement and development in order to ensure funding is sufficient to meet project needs; communicate with contract specialist to ensure modification of MOU is amended with proper funding and project deliverable dates are reset if necessary. • Review, analyze and monitor budget and spending of responsible grants and generate budget status and spending reports to the CFO. • Maintain contact with project managers and sub-recipients to monitor and track grants spending to ensure eligibility of expenditures is in line with regulations and guidelines, and to ensure goals and objectives are met as well as funds are fully spent and grants are closed on time. • Define monitoring objectives, methodology and specifications; Develop, revise and modify monitoring checklist; prepare monitoring notification letters to sub-recipients; coordinate and setup visiting schedules with sub-recipients and project 	<p align="center">40%</p> <p align="center">20%</p> <p align="center">15%</p> <p align="center">5%</p>

		<p>monitoring visits and audits; Prepare and respond to local annual single audits as well as Controller’s annual post audits of financial operation.</p> <ul style="list-style-type: none"> • Perform regional sub-recipient monitoring field visits and desk reviews of grants administration. Evaluate and review grants financial and accounting operation, and work with project managers to review programmatic requirements of various grants. • Prepare written reports with comments and recommendations. Maintain monitoring records for Federal and State monitoring visits and audits. • Provide initial training for new grants analysts in areas of budget, accounting, purchasing activities, payroll analysis and reconciliation, as well as UASI grants model structure of projects and solution areas and grants administration. 	<p>managers.</p> <ul style="list-style-type: none"> • Conduct monitoring site visits including entrance and exit conferences with sub-recipient staff. Perform desk review of grants operation, records and administration; conduct field visit to inspect equipment items and their deployed locations. • Identify issues or problem, meet with sub-recipients to discuss observations or findings; gather information, collect data and analysis for preparation of monitoring reports. • Review and approve grants operational transactions in the City’s financial management system as well as detect issues and problem and provide solutions. 	<p>5%</p> <p>5%</p> <p>10%</p>
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**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2013-14**

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>Susan Salvador Grants Specialist 8 am – 5 pm San Francisco</p>	<p>Management & Administration (M&A)</p>	<ul style="list-style-type: none"> • Manage and administer fiscal requirements of UASI grants in accordance with the Policies and Procedures Manual • Perform desk audit of sub recipient reimbursement request to ensure that all expenditures are in compliant with grant guideline and they are supported by proper documentation • Prepare financial management forms workbooks for cash requests and modification requests and ensure all grant requirements have been met prior to submittal to the State • Ensure that the Bay Area UASI’s strategic goals align with a National or State priorities as well with the Target Capabilities from the National Preparedness Guidelines • Actively engage, develop, foster, and enhance working partnerships with local and regional stakeholders, which include working groups, subject matter experts, and nongovernment organizations 	<ul style="list-style-type: none"> • Administer HLS grant programs in accordance with DHS National Initiatives and grant guidelines with respect to grants management and accounting. Execute grant processes in ensuring compliance of regional and local sites and jurisdictions • Implement all fiscal and accounting requirements in grants management and reporting activities, ensuring all related internal control procedures are maintained and all budgetary control procedures are in place • Process and reconcile grants accounting transactions including budget, revenues, expenditures, and encumbrances within required timeframe, ensuring fiscal compliance with appropriate rules and provision. • Prepare final management forms workbooks for cash requests and modification requests in a timely manner • Assist in conducting onsite monitoring visits to ensure compliance 	<p>30%</p> <p>25%</p> <p>20%</p> <p>15%</p> <p>10%</p>



**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2012-13
Elizabeth Holden- Planner**

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
Elizabeth Holden, Planner 8 am – 5 pm San Francisco	Management and Administration	Manage the administration of the UASI website	<ul style="list-style-type: none"> • Post Approval Authority documents and audio files monthly • Post Advisory Group and Working Group documents • Update content as needed • Edit documents for final review before posting • Manage maintenance and hosting of new site • Train staff and regional users how to upload documents and audio 	50%
	Management and Administration	Develop and create marketing materials	<ul style="list-style-type: none"> • Create graphics and digital presentation materials for meetings and agenda items • Design layout for Annual Report • Order business cards and work with vendor on purchasing • Create Powerpoint, organizational charts, and other documents as needed to support staff 	40%
	Goal IV: Strengthen CBRNE capabilities	Assist with Resource Inventory Project	<ul style="list-style-type: none"> • Input data of UASI equipment purchases into inventory database 	10%



**Bay Area Urban Area Security Initiative
Work Plan Fiscal Year 2012-13
Nubia Mendoza- Administrative Assistant**

Staff	UASI Goal	Assignments and Responsibility	Critical Tasks & Job Functions	Allocation of Time
<p>Nubia Mendoza Administrative Assistant</p> <p>8 am – 5 pm M - F</p>	<p>Management and Administration</p>	<ul style="list-style-type: none"> • Prepare and distribute agenda, notices, minutes, and documents of the Approval Authority and maintain records of meetings and official actions of the Approval Authority • Gather and distribute requested information on behalf of the Approval Authority Chair, General Manager, and Executive Management staff to provide written answers to Approval Authority • Serve as the liaison to the DEM Human Resources Manager by requesting the posting of vacant positions, and ensuring annual performance appraisals are submitted on a timely basis • Work with managers and staff to develop and implement operational policies to ensure the efficient operation of the UASI Program office • Provide administrative support to UASI Management staff, including but not limited to, updating the master calendar of meetings, managing office equipment inventory and distribution, scheduling executive management and management team meetings, providing facility management, and coordinating the ordering 	<ul style="list-style-type: none"> • Manage and coordinate documentation for Hub Coordinators, Management Team and the Approval Authority • Gather and compile information to provide support to Homeland Security Bay Area regional projects, which includes researching and preparing technical reports, records, and other documents related to emergency planning and management • Maintain records and reports in compliance with federal, state, and local laws, and Master MOU, Bylaws, and any policies and procedures established by the Approval Authority • Work with Executive Management staff to evaluate procedures, identify and analyze problems and issues, and recommend and document new procedures to enhance the administrative support functions of the office 	<p>30%</p> <p>20%</p> <p>10%</p> <p>10%</p>



		<p>and distribution of office supplies.</p>	<ul style="list-style-type: none"> • Monitor and coordinate the human resources functions of the office to support the timely achievement of goals and objectives of the program • Prepare reports, memoranda, and correspondence for UASI Management Team 	<p>20%</p> <p>10%</p>
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APPENDIX C
FY 2012-2013
MANAGEMENT TEAM
BUDGET

**UASI Management Team
FY2013-2014 Personnel Detail**

Classification / Jurisdiction	Job Title	Project	Salary	Fringe	Total
<u>Project Management Team</u>					
0954 Mgr. VIII/SF	General Manager	Risk Management	178,126	62,344	240,470
0933 Mgr. VII/SF	Assistant General Manager	Risk Management	145,912	51,069	196,981
0931 Mgr III/SF	IT Project Manager	Interoperable Communications	126,048	44,117	170,165
0931 Mgr III/SF	Project Manager Interoperable Communications	Interoperable Communications	126,048	44,117	170,165
0932 Mgr. IV/SF	Lead Project Manager	Information Sharing	135,200	47,320	182,520
Sonoma	Risk Management PM	Risk Management	126,048	44,117	170,165
Santa Clara Cnty	CBRNE PM	CBRNE Detection and Response	138,541	48,489	187,030
Alameda Cnty SO	Training & Exercise PM	Training & Exercise Program	266,667	93,333	360,000
0931 Mgr III/SF	Medical and PH PM	Medical/Public Health	126,048	44,117	170,165
Captain/SF	SFPD Liaison	Risk Management	168,148	58,852	227,000
8601 ESC I/SF	Planner	Risk Management	69,004	24,151	93,155
Subtotal			1,605,789	562,025	2,167,815
<u>Grants Management Unit</u>					
0932 Mgr. IV/SF	Chief Financial Officer	M&A	135,200	47,320	182,520
0931 Mgr III/SF	Compliance Manager	M&A	126,048	44,117	170,165
1824 Principal Admin Analyst/SF	Contract Specialist	M&A	110,708	38,748	149,456
1657 Acct IV/SF	Grants Accountant	M&A	106,444	37,255	143,699
1823 Sr Admin Analyst/SF	Grant Specialist	M&A	80,799	28,280	109,079
1823 Sr Admin Analyst/SF	Grant Specialist	M&A	80,799	28,280	109,079
1823 Sr Admin Analyst/SF	Grant Specialist	M&A	80,799	28,280	109,079
Subtotal			720,797	252,279	973,076
<u>Administration</u>					
8600ESC Assistant/SF	Admin Support	M&A	58,994	20,648	79,642
Subtotal			58,994	20,648	79,642
TOTAL: UASI MANAGEMENT TEAM			2,385,580	834,952	3,220,533

Bay Area UASI Program		
FY2013-2014 Proposed Budget		
<u>Revenue Sources</u>		<u>Amount</u>
11 UASI	TOTAL 11 UASI (Planning and M&A)	\$ 897,383
12 UASI	TOTAL 12 UASI (Planning and M&A)	\$ 2,692,150
	TOTAL ALL SOURCES	\$ 3,589,533
<u>Expenditures:</u>		
	<u>Personnel</u>	
	Salaries and Fringes - Project Planning	\$ 2,167,815
	Salaries and Fringes - Grants Management (M&A)	\$ 973,076
	Salaries and Fringes - Administration (M&A)	\$ 79,642
	Subtotal	\$ 3,220,533
	<u>Operating</u>	
	Travel (Planning and M&A)	\$ 75,000
	Rents and leases (M&A)	\$ 169,000
	Copy machines, website, on-line meetings, phones (M&A)	\$ 11,000
	Office supplies/printing (M&A)	\$ 9,000
	City Attorney Services (review of MOUs and contracts) (M&A)	\$ 75,000
	Legal Services (Approval Authority) (M&A)	\$ 30,000
	Subtotal	\$ 369,000
	TOTAL EXPENDITURES	\$ 3,589,533