



## **Approval Authority Meeting**

Thursday, March 13, 2025

10:00 A.M

Alameda County Sheriff's Office  
4985 Broder Blvd., Dublin, CA 94568  
EOC Room

### **Agenda**

#### **CALL TO ORDER AND ROLL CALL**

Chair	Mary Ellen Carroll, City and County of San Francisco
Vice-Chair	April Luckett-Fahimi, County of Alameda
Member	Erica Brown, City and County of San Francisco
Member	Jessica Feil, City of Oakland
Member	Raymond Riordan, City of San Jose
Member	Dana Reed, County of Santa Clara
Member	Jose Beltran, County of Contra Costa
Member	Steven Torrence, County of Marin
Member	Kelsey Scanlon, County of Monterey
Member	Daniel Perea, County of San Mateo
Member	Jeff DuVall, County of Sonoma
General Manager	Adrienne Bechelli

#### **1. APPROVAL OF THE MINUTES** (Discussion, Possible Action)

Mary Ellen Carroll, Approval Authority Chair, will lead a discussion and possible action to approve the draft minutes from the November 14, 2024 regular meeting, or take any other action related to the matter.

*(Supplemental documentation to support this item includes draft minutes from November 14, 2024.)*

#### **2. GENERAL MANAGER'S REPORT** (Discussion)

Adrienne Bechelli, General Manager, will present her report to include presentations and discussion on the following topics:

- (a) Status of Federal grants
- (b) Review of FY24 UASI projects
- (c) Changes to Approval Authority membership

- (d) Update on Bay Area UASI staffing and organization
- (e) Responses to outstanding questions from prior meetings

*(Supplemental documentation to support this item is a report from Adrienne Bechelli)*

**3. FORMAT AND LOCATION OF FUTURE MEETINGS** (Discussion, Possible Action)

Adrienne Bechelli, General Manager, will present options for alternate locations of future meetings of the Approval Authority, including what is allowable under the Brown Act for joining meetings via teleconference. She will be supported by legal counsel. If any action is taken, the Approval Authority may direct staff regarding the physical location of future meetings and/or the use of teleconferencing by the Approval Authority.

*(Supplemental documentation to support this item is a report from Adrienne Bechelli)*

**4. ESTABLISH AN MOU & BYLAWS REVIEW SUBCOMMITTEE** (Discussion, Possible Action)

Adrienne Bechelli, General Manager, will present a staff recommendation to establish a subcommittee to review and revise the Approval Authority Memorandum of Understanding and corresponding By-Laws, which are set to expire November 2025. If action is taken, members of the Approval Authority will vote to select five (5) members to a temporary subcommittee.

*(Supplemental documentation to support this item is a copy of the existing MOU and By-laws, last updated in 2021)*

**5. FISCAL YEAR 2025 NATIONAL PRIORITY PROJECTS** (Discussion)

Mikyung Kim-Molina will present the National Priority Area FY25 proposed projects for Approval Authority consideration and feedback.

*(Supplemental documentation to support this item is a presentation and project list from Mikyung Kim-Molina)*

**6. STRATEGIC COMMUNICATIONS PLAN** (Discussion)

Kristin Hogan, Regional Communications Manager, will present the new strategic communications plan for the Bay Area UASI.

*(Supplemental documentation to support this item is a presentation from Kristin Hogan)*

**7. BATEP 2024 UPDATE** (Discussion)

Corinne Bartshire, BATEP Regional Program Manager, will provide an overview of completed trainings and exercises from calendar year 2024 and report on the Integrated Preparedness Plan for 2025.

*(Supplemental documentation to support this item is a presentation and report from Corinne Bartshire)*

**8. ANNOUNCEMENTS – GOOD OF THE ORDER**

Members of the Approval Authority may provide announcements or suggest agenda items for future Approval Authority meetings.

*(There is no supplemental documentation for this item)*

**9. GENERAL PUBLIC COMMENT**

Members of the public may address the Approval Authority during general public comment on items within the jurisdiction of the Bay Area UASI Approval Authority but not listed on the agenda for a period of time designated by the Chair but not to exceed three minutes.

*(There is no supplemental documentation for this item)*

**ADJOURNMENT**

*If any materials related to an item on this agenda have been distributed to the Approval Authority members after distribution of the agenda packet, those materials are available for public inspection at the Bay Area UASI Management Office located at 1663 Mission Street, Suite 320, San Francisco, CA, 94103 during normal office hours: 8:00 a.m. - 5:00 p.m.*

**Public Participation:**

It is the policy of the Approval Authority to encourage and permit public participation and comment on matters within the Approval Authority's jurisdiction, as follows.

- *Public Comment on Agenda Items.* The Approval Authority will take public comment on each item on the agenda. The Approval Authority will take public comment on an action item before the Approval Authority takes any action on that item. Persons addressing the Approval Authority on an agenda item shall confine their remarks to that particular agenda item. For each agenda item, each member of the public may address the Approval Authority once, for up to three minutes. The Chair may limit the public comment on an agenda item to less than three minutes per speaker, based on the nature of the agenda item, the number of anticipated speakers for that item, and the number and anticipated duration of other agenda items.
- *General Public Comment.* The Approval Authority shall include general public comment as an agenda item at each meeting of the Approval Authority. During general public comment, each member of the public may address the Approval Authority on matters within the Approval Authority's jurisdiction. Issues discussed during general public comment must not appear elsewhere on the agenda for that meeting. Each member of the public may address the Approval Authority once during general public comment, for up to three minutes. The Chair may limit the total general public comment to 30 minutes and may limit the time allocated to each speaker depending on the number of speakers during general public comment and the number and anticipated duration of agenda items.
- *Speaker Identification.* Individuals making public comment may be requested, but not required, to identify themselves and whom they represent.
- *Designated Public Comment Area.* Members of the public wishing to address the Approval Authority must speak from the public comment area.
- *Comment, Not Debate.* During public comment, speakers shall address their remarks to the Approval Authority as a whole and not to individual Approval Authority representatives, the General Manager or Management Team members, or the audience. Approval Authority Representatives and other persons are not required to respond to questions from a speaker. Approval Authority Representatives shall not enter into debate or discussion with speakers during public comment, although Approval Authority Representatives may question speakers to obtain clarification. Approval Authority Representatives may ask the General Manager to investigate an issue raised during public comment and later report to the Approval Authority. The lack of a response by the Approval Authority to public comment does not necessarily constitute agreement with or support of comments made during public comment.
- *Speaker Conduct.* The Approval Authority will not tolerate disruptive conduct by individuals making public comment. Speakers who use profanity or engage in yelling, screaming, or other

disruptive behavior will be directed to cease that conduct and may be asked to leave the meeting room.



**To: Bay Area UASI Approval Authority**

**From: Adrienne Bechelli, General Manager**

**Date: March 13, 2025**

**Re: Item 01: Approval of the Minutes**

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**Staff Recommendation**

Approve the minutes from the November 14, 2024 Approval Authority meeting.

**Action or Discussion Item**

Discussion, Possible Action

**Details / Description**

Mary Ellen Carroll, Approval Authority Chair, will lead a discussion and possible action to approve the draft minutes from the November 14, 2024 regular meeting, or take any other action related to the matter.



## **Approval Authority Meeting**

Thursday, November 14, 2024

10:00 AM

Alameda County Sheriff's Office OES  
4985 Broder Blvd., Dublin, CA 94568  
OES Assembly Room

### **REGULAR MEETING MINUTES**

#### **ROLL CALL**

Approval Authority Chair Mary Ellen Carroll called the meeting to order at 10:00 AM and General Manager Adrienne Bechelli subsequently took the roll:

- Chair, Mary Ellen Carroll, City and County of San Francisco – present
- Vice-Chair, April Lockett-Fahimi, County of Alameda – present
- Member, Erica Brown, City and County of San Francisco – absent, no alternate in attendance
- Member, Jessica Feil, City of Oakland – present
- Member, Raymond Riordan, City of San Jose – absent, Alternate Judi Torrico in attendance
- Member, Dana Reed, County of Santa Clara – present
- Member, Michael Casten, County of Contra Costa – absent, no alternate in attendance
- Member, Steven Torrence, County of Marin – absent, Alternate Terese Gorostiza in attendance
- Member, Kelsey Scanlon, County of Monterey – present
- Member, Daniel Perea, County of San Mateo – absent, no Alternate in attendance
- Member, Jeff DuVall, County of Sonoma – absent, no Alternate in attendance

#### **1. APPROVAL OF THE MINUTES**

Chair Carroll asked for any comments or questions concerning the minutes from the September 12, 2024 meeting. Member Feil asked when the questions raised at the September meeting would be addressed and the related information provided. General Manager Bechelli confirmed that the General Manager's report would answer some of those questions as well in other parts of the meeting. Chair Carroll then called for public comment.

There was no public comment made. [\(Reference audio: November 2024 UASI Approval Authority Meeting at 3:08\)](#)

Chair Carroll then requested a motion to approve the minutes.

**Motion:** Approve the minutes from the September 12, 2024 Approval Authority Meeting.

**Moved:** Member Reed                    **Seconded:** Member Torrico

**Vote:** The motion was passed unanimously by all in attendance. ([Reference audio: September 2024 UASI Approval Authority Meeting at 3:12](#))

## 2. GENERAL MANAGER'S REPORT

Chair Carroll welcomed the Bay Area UASI's new General Manager, Adrienne Bechelli to the meeting. General Manager Bechelli presented on Bay Area UASI priorities and Strategy for 2025, grant application and award updates, a recap of the 2024 Public Safety Preparedness Summit, updates from the quarterly Coalition of California UASIs Meeting, and a FEMA Case Study on FY19 and FY20 Regional Catastrophic Preparedness Grant Program (RCPGP) projects.

### a. Bay Area UASI Priorities and Strategy for 2025

General Manager Bechelli introduced herself and noted that an important priority for her is to create a clear and transparent strategy every year for the Approval Authority (AA) and that it is informed by the AA, and includes specific goals, objectives and a staffing plan that reflects those goals.

The first priority area that General Manager Bechelli outlined was improving communication and coordination with subrecipient jurisdictions, as well deepening the engagement of the AA including offering briefings on the agenda and soliciting feeding on meeting agenda items in advance. She also recognized the request from various AA member to increase transparency in the different opportunities that are happening in the jurisdictions with respect to trainings, exercises, and equipment distributions. The Bay Area UASI will also focus on deconflicting some events to reduce overlap and encourage jurisdictions to participate in all the activities available to them in their jurisdiction as well as overhauling distribution lists.

A second major priority for General Manager Bechelli is exploring additional grant funding opportunities for the region, noting a new federal administration on the horizon. Further, General Manager Bechelli wants to investigate if the Bay Area UASI Management Team can take on tasks to help jurisdictions research and take advantage of all the grant opportunities available, especially considering local, state and federal budget cuts.



The third priority for 2025 explained by General Manager Bechelli is reassessing the existing governance and organization of the Bay Area UASI. She explained that the governing MOU from 2021 expires in late 2025, and that the MOU and bylaws need to be updated and revised since the last time this happened was 2017. She emphasized that the AA priorities will be reflected in those documents.

b. Status of Bay Area UASI Grant Applications and Awards

General Manager Bechelli explained that the Bay Area UASI received the FY24 UASI grant award, as expected, in late October in the amount of \$27,088,298, which reflects the 17.3% retention that the State takes. Also received was an additional \$2 million award from CalOES for the statewide risk project. The Bay Area UASI also received an RCPGP grant award in the amount of \$2.7 million which is the largest RCPGP award received to date. As mentioned at the September meeting, General Manager Bechelli reminded the AA of the Securing the Cities (STC) program receiving a continuing award for \$1.2 million on July 1, 2024. The Bay Area UASI was not awarded the Targeted Violence and Terrorism Prevention (TVTP) grant (\$615,000), which was somewhat expected.

c. 2024 Public Safety Preparedness Summit Recap

General Manager Bechelli discussed the highly successful Public Safety Preparedness Summit held October 28-30, 2024 at the Marines Memorial Club and hotel in San Francisco. The Summit included 424 attendees and participants, which was great turnout, with a less than 30% no-show rate. There were 64 different speakers, four concurrent tracks and four training courses over the course of the summit. On a scale of one to five, 91% of respondents said that they would rate the summit overall as four or higher. She explained that the Bay Area UASI is anticipating over the next several months to make some decisions on whether to have a summit next year, what the overall scope of that summit will be, the tracks of that summit, and then getting that budget approved by the Approval Authority.

Member Reed made a comment about how successful he thought the Summit was and noted disappointment that the 5<sup>th</sup> track on Grants Management had to be cancelled.

d. Updates from Quarterly Coalition of California UASIs Meeting

General Manager Bechelli provided an update on the Coalition of California UASIs (CCU) meeting that happened in late October. The CCU is comprised of the six UASIs in the state: Sacramento, San Francisco Bay Area, Los Angeles, Santa Ana, Anaheim, and San Diego. While historically informal and run by the Bay Area UASI General Manager, the CCU met and voted to make the representative from Los Angeles the new chair of the CCU, representing all six UASIs, and the group discussed topics including our mutual priorities as well as the importance of joint advocacy by the CCU to both Cal OES as well as to FEMA in an effort to really strengthen and unify voices from California.

During this meeting, the coalition also served as the evaluation panel for the proposals that we received in response to the state, the statewide risk management support services RFP. Four proposals were received and evaluated according to their firm qualifications, project team, description of goods and services to be provided, and price proposal. Evaluation scores were tallied and on November 1st, a letter of intent to award was provided to Secure Passage Inc for a contract of not to exceed \$1.9 million per year for two years with the option to extend for four additional years at the discretion of the Bay Area UASI through the city and county of San Francisco.

e. Spotlight: FEMA Case Study on FY19 and FY20 RCPGP Projects

The last item that General Manager Bechelli discussed were the RCPGP case studies that FEMA collected from FY19 and FY20. The Bay Area UASI was selected for a case study for its work building capabilities in logistics and supply chain management and for continuing to build pandemic preparedness capabilities post-Covid in the twelve jurisdictions that make up the region. FEMA will publish this report on [fema.gov](https://www.fema.gov) later in November. The Bay Area UASI is receiving federal recognition for the ways that we are administering our grants in all of our jurisdictions.

Chair Carroll asked for Member comments or questions and two members spoke. Member Feil thanked General Manager Bechelli for her robust report and transparency. Chair Carroll spoke about her experience at the CCU meeting in terms of statewide collaboration and said that she appreciated the Bay Area UASI's new, more collaborative, integrated approach to working with the AA. ([Reference audio: November 2024 UASI Approval Authority Meeting at 8:38](#))

No members of the public made a comment.

## 5. GRANT FUNDED PROGRAM UPDATE: SECURING THE CITIES

Chair Carroll requested that agenda item 5 come next. STC Project Manager, Matt Devine, conducted a closed-session demonstration of recent improvements to radiological detection equipment, including the addition of QR codes on all devices that link to standard operating procedures manuals for just-in-time information benefitting field responders. ([Reference audio: November 2024 UASI Approval Authority Meeting at 11:26](#))

Before the demonstration, Mr. Devine gave background on STC's program mission, how radiation is an invisible threat that can't be seen, heard, tasted or smelled, and that bad actors can use radiation for nefarious purposes such as an explosion that serves to disperse radiological materials in a lethal manner. Mr. Devine also noted that the time is ripe to maintain vigilance and capabilities to prevent such attacks due to the upcoming Super Bowl in 2026 and the World Cup. He explained that personal radiological detectors and

radioisotope identifiers are useful at any large-scale event such as Bottle Rock in Sonoma County, Fleet Week in San Francisco, or the PGA tournament down in Monterey County. The equipment and training on how to use these devices is all free due to the STC grant. ([Reference audio: November 2024 UASI Approval Authority Meeting at 11:26](#))

No members of the public made a comment.

### 3. 2025 MEETING CALENDAR

General Manager Bechelli presented the proposed 2025 meeting schedule, and the Approval Authority discussed the number of meetings, location of meetings, and dates of meetings in 2025, and projected conflicts with any of the meeting dates. The bylaws for the Approval Authority require that meetings occur on the second Thursday of the month at 10:00 AM.

Chair Carroll noted that October is a bad month due to Fleet Week activities. Member Feil recommended changing the September date to August due to 9/11 being a hard day for meetings due to memorials that first responders often attend. Member Scanlon added that she agreed with the August recommendation. Alternate Gorostiza said that November is difficult for Marin County and inquired about the possibility of three meetings. Vice Chair Lockett-Fahimi voiced support for an August date as well. Member Scanlon inquired about the possibility of a virtual meeting option. The group discussed that a virtual option would still require based on the Brown Act and in-person quorum and logistically it would be difficult. The possibility of rotating the meeting location, such as when the AA met at the San Jose EOC for the June 2024 meeting, was also discussed, as were technology limitations for televising meetings. General Manager Bechelli agreed to look into the various options brought up and report back at the March meeting.

The final dates that the group discussed were:

- March 13, 2025
- June 12, 2025
- August 14, 2025
- November 13, 2025

No members of the public made a comment.

**Motion:** Approve the March, June, August and November 2025 AA meeting dates

**Moved:** Member Feil                      **Seconded:** Member Reed

**Vote:** The motion was passed unanimously by all in attendance. ([Reference audio: November 2024 UASI Approval Authority Meeting at 3:12](#))

#### 4. ELECTION OF OFFICERS FOR 2025 TERM

Chair Carroll accepted nominations and conducted voting on the officer positions of Chair and Vice Chair for the Bay Area UASI Approval Authority for the 2025 term.

Member Reed nominated Chair Carroll for another term as Chair. Chair Carroll accepted the nomination. There were no other nominations or public comment.

**Motion:** Approve Mary Ellen Carroll for the 2025 Chair

**Moved:** Member Reed                   **Seconded:** Member Torrico

**Vote:** The motion was passed unanimously by all in attendance. ([Reference audio: November 2024 UASI Approval Authority Meeting at 3:12](#))

Member Feil nominated Vice Chair Lockett-Fahimi for another term as Vice Chair. While Vice Chair Lockett-Fahimi had stepped out of the meeting temporarily, Alternate Brentt Blaser was in attendance and accepted the nomination on her behalf. There were no other nominations or public comments.

**Motion:** Approve April Lockett-Fahimi for the 2025 Chair

**Moved:** Member Feil                   **Seconded:** Member Reed

**Vote:** The motion was passed unanimously by all in attendance. ([Reference audio: November 2024 UASI Approval Authority Meeting at 3:12](#))

#### 6. STAKEHOLDER PREPAREDNESS REVIEW SUMMARY

Risk Management Project Manager, Craig Mohar, presented the major themes and outcomes from the 2024 Stakeholder Preparedness Review (SPR), including the evaluation of the region's capabilities as outlined by the existing Threat and Hazard Identification and Risk Assessment (THIRA), and changes compared to prior years. He explained that a risk and capability-based methodology is required by the Department of Homeland Security and the Bay Area approval bylaws, but that neither the SPR nor the THIRA affect the amount of funding that the Department of Homeland Security provides but helps to inform the allocation of homeland security grant funding. Bay Area UASI funding allocations are informed by the DHS risk ranking profile, which is a separate process. Mr. Mohar reminded the AA that purpose of the SPR is to evaluate current capabilities and describe and identify gaps by planning, organization, training and equipment and exercises. The THIRA will be completed in 2025. The final SPR is due December 31, 2024.

Mr. Mohar noted that this year's SPR indicates that staffing vacancies and finding qualified personnel to hire were at the top of the list of capability targets. Also, the inability to backfill staff to attend training and overall funding shortfalls were on ongoing issues for the region. Intelligence and Information Sharing decreased in capabilities due to staffing shortages at the NCRIC and difficulty hiring intelligence analysts. He explained that overall, areas of increases correlated with areas of increased investments and grant funding. ([Reference audio: November 2024 UASI Approval Authority Meeting at 3:12](#))

Some of these areas included:

- Screening, Search and Detection at 30% due to investments in the Securing the Cities program. The full-scale radiological prevention exercise was held at Levi Stadium last spring and personnel were trained on Personal Radiation Detectors.
- Community Resilience at 60% saw improvements in capability due to the Regional Catastrophic Preparedness Grant Program (RCPGP), and the UASI programs through the community readiness seminars, also including local roadmaps, community resilience and equipment purchases such as CERT backpacks, Stop the Bleed kits and emergency shelter kits
- In terms of Environmental Response and Health and Safety, Decontamination is at 60% improvement, due to the purchase of hospital decontamination equipment and delivery of 10 regional training courses on incident management, logistics and supply chain management.
- Supply Chain Integrity is at 65% and Security at 50%. Both saw improvements from RCPGP and UASI grant funding for the supply chain resilience project, including tabletop exercises, the supply chain seminar series, golden Eagle Exercise, decision-making playbook and commodity points of distribution, C-POD site validation.
- Behavioral Mental Health at 42% saw improvement from targeted violence and terrorism prevention and domestic extremism investments including mental health related outreach and ongoing coordination with the Northern California Threat Management Group.
- Public healthcare and emergency medical services is at 55% thanks to regional and state coordination improvements through planning, training, and exercise in preparation for the APEC summit.
- Interdiction and Disruption saw slight improvement due to added resources and technology such as real-time monitoring of cameras.

Member Feil requested to see trends over time with the SPR in terms of which gaps have been closed and which gaps are emerging. The Bay Area UASI will follow up about this request.

No members of the public made a comment.

## **7. GRANT-FUNDED PROGRAM UPDATE: REGIONAL CATASTROPHIC PREPAREDNESS GRANT PROGRAM**

Christophe Arnold, RCPGP Project Manager, presented an overview of the Equitable Community Resilience program, funded by the RCPGP, which includes three consecutive grants (Phase 1: FY22, Phase 2: FY23, Phase 3: FY24). These grants aim to enhance community resilience and reduce long-term vulnerabilities. Mr. Arnold explained that each phase is connected and forms part of a broader strategy, supported by UASI NPA, to strengthen regional community resilience.

Mr. Arnold then provided an update on the five planning deliverables for Phase 1 (FY22):

1. Developed local roadmaps to community resilience in 10 disadvantaged Bay Area communities.
2. Offered Technical Assistance to UASI member jurisdictions to update plans with an equity and climate resilience focus, or assessed existing plans through these lenses.
3. Created a Regional Resilience Tool (online ArcGIS platform) and a Regional Vulnerability Report.
4. Developed a Community Roadmap Toolkit.
5. Conducted a feasibility study for a Community Engagement Platform.

[\(Reference audio: November 2024 UASI Approval Authority Meeting at 3:12\)](#)

Several of these deliverables are publicly available on the UASI website. A request was made that Approval Authority members receive a demonstration of the Regional Vulnerabilities Platform and the data it can report out, such as trends in vulnerabilities as well as barriers, equity, and risk across the Bay Area and in specific jurisdictions. Mr. Arnold will follow up to schedule demonstrations.

No members of the public made a comment.

## **8. ANNOUNCEMENTS - GOOD OF THE ORDER**

There were two announcements from the Approval Authority:

Chair Carroll announced that the weekend of February 13th to the 16<sup>th</sup>, 2025 is the NBA All Stars game that is being hosted in San Francisco. There are also big events in Oakland and beyond that, it is the same weekend as the Chinese New Year parade.

Vice-Chair Lockett-Fahimi introduced Brentt Blaser as her new Alternate and thanked him for accepting the Vice Chair nomination on her behalf.

## **9. GENERAL PUBLIC COMMENT**

Chair Carroll requested public comment and there were none.

## **10. ADJOURNMENT**

The meeting was adjourned at 11:45 A.M.



**To: Bay Area UASI Approval Authority**

**From: Adrienne Bechelli, General Manager**

**Date: March 13, 2025**

**Re: Item 02: General Manager's Report**

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**Staff Recommendation**

None

**Action or Discussion Item**

- (a) Status of Federal Grants (Discussion)
- (b) Review of FY24 UASI projects (Discussion)
- (c) Changes to Approval Authority Membership (Discussion)
- (d) Update on Bay Area UASI Staffing and Organization (Discussion)
- (e) Responses to Member Questions from Prior Meetings (Discussion)

**Details / Description**

**(a) Status of Federal Grants** – verbal update provided

**(b) Review of FY24 UASI Projects** – table listed below to support discussion



**Table 1: FY24 National Priority Projects (Total: \$8,126,489)**

<b>Enhancing Information &amp; Intelligence Sharing and Analysis (0% required)</b>	<b>Project Description</b>
<p>Fusion Center <i>(Northern California Regional Intelligence Center)</i> Organization: \$4,029,568</p>	<p>To enhance regional intelligence and information sharing, the NCRIC serves as the focal point within the federal Northern District of California's local government for the receipt, analysis, gathering, and sharing of threat-related information. This is accomplished through the funding of personnel and training. The NCRIC will continue funding a staff of 20 and use approximately 99% of the funding for this project in the Organization solution area. These positions include: twelve (12) analysts, seven (7) lead analysts, four (4) IT analysts, two (2) lead IT analysts, one (1) IT Supervisor-Asst Dep. Director, and two (2) planners. These positions will work to combat, prevent, and prepare for disasters caused by international and domestic terrorism and other threats.</p>
<b>Enhancing the Protection of Soft Targets/Crowded Places (0% required)</b>	<b>Project Description</b>
<p>UASI Exercise Exercise: \$150,000</p>	<p>The Bay Area is hosting numerous high-profile events in 2026 including the Super Bowl and World Cup that involve crowded activities throughout the region that could be targeted for terrorism. As reflected in the Asia-Pacific Economic Cooperation (APEC) after-action report, this project will close gaps and continue building capabilities for protecting these soft targets, the Bay Area UASI will conduct first responder exercises in 2025 such as: special events security &amp; coordination, urban search and rescue, CBRNE detection &amp; decontamination, and mutual aid for canine detection of high yield explosives (specifically in airports). Exercises may include hands-on full-scale opportunities as well as discussion-based tabletop exercises.</p>
<b>Enhancing Cybersecurity (0% required)</b>	<b>Project Description</b>
<p>AI Gaps and Needs Assessment Planning: \$544,758</p>	<p>Cyberattacks have seen a steady rise in the Bay Area, particularly with respect to ransomware, supply chain attacks, and critical infrastructure targets. Artificial Intelligence (AI) is a new and evolving tool that can help streamline government efficiencies but can also pose a risk or threat to our society. Responsible Cybersecurity and AI practices are essential in harnessing its potential as a helpful tool while mitigating the potential threats and challenges it can pose. This project will hire a consultant to conduct a regional AI gaps and needs assessment, create a strategy report, and develop a framework plan.</p>

<p>Cybersecurity Training Training: \$350,000</p>	<p>Cyberattacks have seen a steady rise in the Bay Area, particularly with respect to ransomware, supply chain attacks, and critical infrastructure targets. Artificial Intelligence (AI) is a new and evolving tool that can help streamline government efficiencies but can also pose a risk or threat to our society. Responsible Cybersecurity and AI practices are essential in harnessing its potential as a helpful tool while mitigating the potential threats and challenges it can pose. To help keep the region updated on Cybersecurity threats, this project will create an elite and robust multi-disciplinary, multi-tiered (i.e., beginner, intermediate, advanced) cyber training program for cybersecurity/IT professionals, emergency managers, critical infrastructure partners, law enforcement, and community members.</p>
<p>Cybersecurity Exercise Exercise: \$150,000</p>	<p>Cyberattacks have seen a steady rise in the Bay Area, particularly with respect to ransomware, supply chain attacks, and critical infrastructure targets. Artificial Intelligence (AI) is a new and evolving tool that can help streamline government efficiencies but can also pose a risk or threat to our society. Responsible Cybersecurity and AI practices are essential in harnessing its potential as a helpful tool while mitigating the potential threats and challenges it can pose. The San Francisco FBI has seen a steady rise in ransomware attacks, supply chain attacks and plans to targets critical infrastructure. Building off 2023's cyber exercise, the Cyber Bridge Exercise will be designed to simulate real-world cyberattack scenarios that test our core capabilities, mission areas, and our ability to respond effectively. This exercise provides a forum for the region to come together and practice their identify, protect, detect, respond and recover capabilities before a real-life cyber event occurs.</p>
<p><b>Enhancing Community Preparedness and Resilience (0% required)</b></p>	<p><b>Project Description</b></p>
<p>Community Preparedness Equipment Equipment: \$470,951</p>	<p>For the 12-county region to be truly resilient, it is critical to invest in equipment for the whole community. Building on the BAUASI's FY23 Community Resilience NPP, this project will continue to purchase disaster readiness equipment for schools, community-based organizations, and other community groups, focusing on underserved populations. A menu of options will be provided to jurisdictions to customize selections allowing the community to address their specific needs. This project may fund up to, but is not limited to CERT canopies, CERT flags, CERT backpacks, CERT Training consumables, CERT shelter supply response trailers, 1st Aid/STB kits, disaster readiness supplies for schools/CBO's, individual emergency kits for the community based on community needs, and signage.</p>
<p>Community Preparedness Planning Planning: \$573,806</p>	<p>For the 12-county region to be truly resilient, it is critical to invest in planning for the whole community. Building upon previous BAUASI's Community Resilience NPP efforts, this project will hire a consultant to offer technical assistance to community organizations providing service in vulnerable communities to support disaster readiness planning. Consultants will provide services such as: conducting organizational readiness assessments, developing Emergency Response Plans and Business Continuity of Operations Plans, updating existing plans, or assist organizations to apply for preparedness/resilience grants.</p>

<b>Combating Domestic Violent Extremism (0% required)</b>	<b>Project Description</b>
Building Multiple Referral Pathways for DVE Prevention Organization: \$674,757	<p>Due to increases in mass shootings, threats of violence, and violent extremism (both in person and online), it is critical to invest in a range of violent-prevention efforts to build the capabilities of the region to prepare for, mitigate and respond to targeted violence. Building off previous Bay Area UASI DVE NPA efforts, the BAUASI will hire a consultant to create online and offline referral pathways for at-risk individuals in need of off-ramps from extremist ideologies that can lead to targeted violence. The project will utilize two primary referral pathways: people radicalizing online and local Threat Assessment and Management Teams that will develop protocols to refer at-risk individuals and concerned bystanders to the appropriate service providers. This pathway model will consist of an online “redirect” campaign on mainstream and niche platforms, creation of a DVE prevention resource site, intake and triage hotline, and behavioral health case management services. This model will consist of capacity building grants to providers, staffing for the intake hotline, media buys for the online redirect campaign, and project management. This project will benefit all 14 BAUASI jurisdictions and will be completed within the grant performance period.</p>
Violence Prevention Assessment Planning: \$70,000	<p>Due to increases in mass shootings, threats of violence, and violent extremism (both in person and online), it is critical to invest in a range of violent-prevention efforts to build the capabilities of the region to prepare for, mitigate and respond to targeted violence. Building off previous Bay Area UASI DVE NPA efforts, the BAUASI will hire a consultant to conduct a needs assessment of DVE and violence prevention efforts in the Bay Area UASI region. The needs assessment will consist of surveys, interviews, and workshops and will identify appropriate prevention practitioners that can provide violence prevention and DVE services to at-risk individuals prone to extremist ideologies that can lead to targeted violence. This needs assessment will cover all 14 UASI jurisdictions and be completed within the grant performance period.</p>
Safe Schools Model Planning: \$300,000	<p>Due to increases in mass shootings, threats of violence, and violent extremism (both in person and online), it is critical to invest in a range of violent-prevention efforts to build the capabilities of the region to prepare for, mitigate and respond to targeted violence. Building on recommendations in the California Association of School Counselors gaps and needs report funded under the 2022 DVE UASI Grant, the Bay Area UASI will use a whole communities approach to create and develop a violence prevention safe schools model that can be replicated across the region and help schools do the following: create and implement school Threat Assessment and Management Teams (TAMT), create violence prevention school safety plans, develop anonymous reporting systems, utilize restorative justice/social belonging practices, address truancy and positive attendance, learn steps for social emotional wellness, and understand reintegration-recidivism reduction strategies.</p>

<b>Enhancing Election Security (3% required)</b>	<b>Project Description</b>
Mobile Barrier Trailer Kits Equipment: \$812,649	Enhancing election security is important to ensure free and fair elections, and for terrorism response, operational coordination and physical security of voters and election sites. The BAUASI will invest in 9 Mobile Barrier Trailer Kits, which will be used to deliver the mobile barriers and accessories that are capable of providing enhanced physical security to election-related sites within the region. Each trailer kit contains 8 protective barricades. The equipment helps law enforcement agencies deploy system designed to channel or halt pedestrian and/or vehicle borne traffic in order to protect a physical asset or facility. The project will be conducted during the grant performance period. This project can be claimed as LETPA as it addresses the core capability of “Operational Coordination” within the National Prevention Framework

**(c) Changes to Approval Authority Membership**

- Contra Costa: Jose Beltran is the new Primary Representative, Mike Casten is now Alternate
- San Francisco: Doris Padilla is the new Alternate Representative for Mary Ellen Carroll

**(d) Update on Bay Area UASI Staffing and Organization**

Staffing updates since the last meeting in November 2024:

- **Audrey Bernard** was hired as Senior Management Assistant, responsible for supporting the General Manager and executive team, Approval Authority, and overall UASI Management Team with all essential projects.
- **Jennifer Seaman** was hired as Senior Management Assistant, responsible for supporting the Bay Area Training and Exercise Program.
- **Kristin Hogan** was hired as Regional Communications Manager, responsible for establishing and implementing a regional communications strategy for the Bay Area UASI.

The following positions are currently vacant:

- Assistant General Manager – recruitment complete; interviews scheduled
- Project Manager (2) – recruitment in process
- Compliance Specialist – recruitment complete; conditional offer extended
- Fiscal Analyst – recruitment complete; conditional offer extended
- Junior Administrative Analyst – position scoping in process

**(e) General Manager Response to Member Questions from Prior Meetings**

1. How does the UASI coordinate and align its initiatives with other regional and statewide efforts?
2. What specific metrics or performance indicators does the UASI use to measure the effectiveness and impact of its programs, and how are these shared with the public and other stakeholders?
3. What challenges or barriers has the UASI encountered in implementing its domestic violent extremism prevention efforts, and how has the organization adapted its approach to address these challenges?
4. How does the UASI ensure that its cybersecurity initiatives and training programs are keeping pace with the rapidly evolving threat landscape and emerging technologies, such as artificial intelligence and machine learning?
5. What opportunities exist for the UASI to further engage with and empower community-based organizations, faith leaders, and other local stakeholders in its efforts to combat domestic violent extremism and promote public safety?
6. Is there an opportunity to review and discuss risk management trends over time?
7. What specific steps will the Bay Area UASI take to improve communication and coordination with sub-recipient jurisdictions, and how effectiveness of these efforts be measured?
8. What additional grant funding opportunities is the Bay Area UASI exploring, and how will UASI engage with member jurisdictions to identify and access these resources?
9. What is the timeline for reviewing and updating the MOU and bylaws governing the Bay Area UASI, and how will member jurisdictions be involved in the process?
10. What are the key focus areas and goals of the RCPGP program's three-phase strategic plan, and how will progress and outcomes be evaluated?
11. How do we get more information, including a software and/or mapping demonstration, related to the projects implemented by RCPGP over the last three years?



**To: Bay Area UASI Approval Authority**

**From: Adrienne Bechelli, General Manager**

**Date: March 13, 2025**

**Re: Item 02: Format and Location of Future Meetings**

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### **Staff Recommendation**

General Manager Bechelli and the UASI Management Team recommends against the implementation of teleconference capabilities for future Approval Authority Meetings due to the existing limited definitions of allowable teleconference participation and the significant increased burden this would place on UASI Management Team staff and the jurisdiction hosting the meeting.

### **Action or Discussion Item**

Discussion, Possible Action

### **Details / Description**

In prior Approval Authority Meetings, Members have requested insight into the circumstances that would permit meeting attendance virtually, via teleconference and/or video conference.

The following circumstances permit teleconference participation for Approval Authority Members under State of California Assembly Bill 2449:

1. Each teleconference location is noticed and is publicly accessible, with at least a quorum of the body participating from a location within the agency's jurisdiction;

OR

2. If at least a quorum of the body participates in person at a single physical location that is identified on the agenda and that open to the public, and teleconferencing members have one of the two following circumstances:
  - a. **“Just Cause”**: defined as (a) a family childcare or caregiving need; (b) a contagious illness; (c) a need related to a physical or mental disability that is not otherwise accommodated; or (d) travel while on official business;

- b. **“Emergency Circumstances”**: defined as a physical or family emergency that prevents the member from attending in person.

Notes regarding permissible circumstance 2:

- The member in question must give a general description of the circumstances relating to their just cause or emergency need to appear remotely, but need not disclose any medical diagnosis, disability, or other confidential medical information.
- This circumstance expires on January 1, 2026 unless extended by the State Legislature.

If remote participation is permitted for future meetings based on one of the two above permitted circumstances, the following is required:

- Teleconference capability, including phone and/or video capability, must be included in all applicable meetings (e.g. technology setup would be required at the physical location of all meetings where teleconferencing is occurring).
- An in-person quorum of all Approval Authority Primary Representatives, defined as six or more members, is still required for each meeting.
- Approval Authority Members are restricted to no more than twice a year remote participation.



**To: Bay Area UASI Approval Authority**

**From: Adrienne Bechelli, General Manager**

**Date: March 13, 2025**

**Re: Item 04: Establish MOU & Bylaws Review Subcommittee**

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### **Staff Recommendation**

General Manager Bechelli recommends that a subcommittee of five Approval Authority Members, consisting of the Chair or Vice Chair plus one Member from each Hub, is established in order to review and provide recommended revisions to the existing UASI Memorandum of Understanding (MOU) and its corresponding By-Laws.

### **Action or Discussion Items**

Discussion, Possible Action

### **Details / Description**

The existing Memorandum of Understanding (MOU) establishing and outlining the governance of the Bay Area UASI and its Approval Authority, and its corresponding By-Laws, expires in November 2025. A new MOU must be established prior to its expiration. Due to changes in regional strategy and UASI leadership, it is recommended that the new MOU includes revisions that better clarify roles, responsibilities, strategies, and tactics of the UASI Approval Authority, UASI Management Team, and overall program.

The existing MOU and By-Laws are attached to this item.



**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

This Memorandum of Understanding (“MOU”) dated December 1, 2021, sets forth the agreements of the City of Oakland, City of San Jose, City and County of San Francisco, County of Alameda, County of Contra Costa, County of Marin, County of Monterey, County of San Mateo, County of Santa Clara and County of Sonoma relating to the application for and allocation and distribution of federal Urban Areas Security Initiative (“UASI”) Program grant funds and other regional grant funds.

This MOU is made with reference to the following facts and circumstances:

- A. This MOU is adopted pursuant to the Joint Exercise of Powers Act, Government Code Section 6500 *et seq.*, in effect as of the date hereof and as the same may from time to time be amended or supplemented. The Parties enter into this MOU to delegate the exercise of their joint powers pursuant to the terms and conditions stated herein.
- B. The above named cities and counties (collectively, the “Parties” and individually, a “Party”) are committed to regional cooperation and coordination in building and sustaining capabilities to provide the greatest capability for prevention, protection, mitigation, response, and recovery from threats or acts of terrorism and other catastrophic events in the Bay Area region in accordance with grant guidelines. The Bay Area UASI includes the jurisdictions as defined by the U.S. Department of Homeland Security (“DHS”).
- C. Beginning in 2006, DHS utilized a “core-city, core-county” concept to determine risk and allocate grant funds. The jurisdictions in the Bay Area UASI used that same concept to establish the Bay Area UASI Approval Authority (“Approval Authority”) as the Urban Area Working Group (“UAWG”) for the Bay Area UASI, comprised of Representatives from the Urban Area’s core cities and counties. In 2008 and subsequent years, DHS used the U.S. Census-determined Metropolitan Statistical Area as a component of its risk methodology and specified that the UAWG take a regional approach to establish representation and membership.
- D. In 2006, the core cities and counties of the Bay Area Urban Area - the City and County of San Francisco, the City of Oakland, the City of San Jose, the County of Alameda and the County of Santa Clara - approved a Memorandum of Understanding (“2006 MOU”), followed by a 2007 Memorandum of Understanding (“2007 MOU”), that established the objectives, governance structure, responsibilities, reporting structure, and financial agreements to be used in applying for UASI and other federal homeland security grant funding.
- E. The Parties updated the 2007 MOU in 2011, 2013, and 2017. Such updates pertained to the objectives, governance structure, membership, responsibilities, reporting structure, and financial arrangements used by the Bay Area UASI in applying for, allocating and

distributing UASI Program grant funding, and other regional grant funds. The MOU approved in 2017 is set to expire on November 30, 2021. The Parties intend that this MOU shall, upon its Effective Date, supersede and replace the 2017 MOU in its entirety.

ACCORDINGLY, the Parties agree as follows:

1. **Bay Area UASI Region Approval Authority**: The Bay Area UASI Region Approval Authority (“Approval Authority”) shall continue for the purposes and on the terms and conditions set forth below.
  - a. **Membership; Representatives.**
    - i. *Membership.* The Parties shall appoint Members to the Approval Authority as follows: City of Oakland, City of San Jose, City and County of San Francisco, County of Alameda, County of Contra Costa, County of Marin, County of Monterey, County of San Mateo, County of Santa Clara, and County of Sonoma.
    - ii. *Selection of Representatives.* Each Party is responsible for selecting primary and alternate Representatives to the Approval Authority. Each Party shall select its own Representatives. Each Party shall designate its Representatives, and may change a Representative designation, by written notice as specified under this MOU, to the General Manager.
    - iii. *Membership Eligibility Requirements.* Each Member must be willing and legally able to accept and manage federal homeland security grant funds.
    - iv. *Authority of Representatives.* Each Party’s primary and alternate Representatives shall be authorized to take action for and speak on behalf of the Party.
    - v. *Attendance Requirement.* Only one Representative per Member may participate and vote at a meeting of the Approval Authority, except that up to two Representatives from the City and County of San Francisco may participate and vote. If no Representative of a Party is in attendance at two or more Approval Authority meetings in a calendar year, the Approval Authority may remove that Party as a Member of the Approval Authority by a two-thirds vote. In the event of such a vote, the Party in question will not be eligible to vote on said issue.
  - b. **Purpose.** The purpose of the Approval Authority is to provide effective direction and governance for grant programs under the jurisdiction of the Approval Authority, and to coordinate a regional approach to prevention, protection, mitigation, response and recovery to homeland security threats and hazards in accordance with DHS grant guidelines. To the extent consistent with grant program requirements, the Approval Authority shall:

- i. Approve the Bay Area UASI Goals and Objectives and THIRA (Threat and Hazards Identification and Risk Assessment), which shall provide focus to grant investments
  - ii. Adopt a regional risk management framework to administer the UASI Homeland Security Grant Program, and related grants, consistent with the grant guidelines and direction provided by the U.S. Department of Homeland Security (DHS) and the California Office of Emergency Services (Cal OES).
  - iii. Approve grant allocation methodologies.
  - iv. Approve all UASI Program and related grant applications.
  - v. Approve allocation and distribution of grant funds under the jurisdiction of the Approval Authority.
  - vi. Approve an annual budget for the Bay Area UASI Management Team, based on a July 1 - June 30 Fiscal Year and subject to approval in the City and County of San Francisco annual budget ordinance.
  - vii. Approve the establishment, purpose, and membership of any advisory bodies whose purpose is to advise the Approval Authority.
- c. Representatives' Roles and Responsibilities. Each Approval Authority Representative shall:
- i. Be prepared for and attend all Approval Authority meetings.
  - ii. Communicate with his or her jurisdiction's management staff and stakeholders about the discussions and decisions of the Approval Authority, as permitted by law.
- d. Urban Area Working Group (UAWG). The Approval Authority shall constitute the primary UAWG for the UASI region, with support from the UASI General Manager and UASI Management Team.
- e. Other Federal Grants. The Approval Authority may decide to apply the agreements, structures, processes and mechanisms specified in this MOU in applying for, allocating and distributing other types of federal grant funding for the Bay Area UASI region. Any such decision shall be by a two-thirds vote of the Approval Authority.
- f. Voting. The Approval Authority shall vote according to the following procedures:
- i. All votes of the Approval Authority shall require a majority vote for passage of any item, unless a higher threshold is specified in this MOU or set by the Approval Authority in its By-laws.

- ii. Each Representative shall have one vote.
  - iii. Each Representative present at a meeting shall vote “yes” or “no” when a question is put, unless excused from voting by a motion adopted by a majority of the Members.
  - iv. Approval Authority Representatives shall disclose any conflict of interest involved in their voting on an item, and shall, if necessary, request to be excused from the vote on that item.
- g. Quorum. A quorum shall consist of the majority of the number of primary Representatives appointed to the Approval Authority. A quorum is at least six voting Representatives. The Approval Authority may not meet or conduct official business in the absence of a quorum.

2. **Obligations of Parties**. The obligations of each Party to this MOU shall be as follows:

- a. City of Oakland. During the term of this MOU, Oakland shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
- b. City of San Jose. During the term of this MOU, San Jose shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
- c. City and County of San Francisco. During the term of this MOU, San Francisco will provide the following services to the Approval Authority:
  - i. Designate two primary Representatives and two alternates as full voting Members of the Approval Authority.
  - ii. Serve as the UASI region point of contact with the U.S. Department of Homeland Security (DHS) and California Office of Emergency Services (Cal OES) in connection with grants under the jurisdiction of the Approval Authority.
  - iii. Serve as the Fiscal Agent for grant funds under the jurisdiction of the Approval Authority during the term of this MOU, notwithstanding that another Party may indicate its desire to become the Fiscal Agent and may become the Fiscal Agent pursuant to the process determined in the By-laws.
- d. Alameda County. During the term of this MOU, Alameda County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
- e. Contra Costa County. During the term of this MOU, Contra Costa County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.

- f Marin County: During the term of this MOU, Marin County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
- g Monterey County: During the term of this MOU, Monterey County shall designate one primary Individual and one alternate as a full voting Member of the Approval Authority.
- h San Mateo County: During the term of this MOU, San Mateo County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
- i Santa Clara County: During the term of this MOU, Santa Ctara County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
- j Sonoma County: During the term of this MOU, Sonoma County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.

3. **Obligations of All Parties; Reservation for Regional Plans.** All Parties shall:

- a Participate in the implementation of regional projects and initiatives within the Bay Area Urban Area that are consistent with the mission and decisions of the Approval Authority, including participation in the Risk Management Program on an annual basis.
- b Provide personnel with subject-matter expertise to participate on working groups established by the Approval Authority and/or the General Manager. Such personnel shall be authorized to take action for and speak on behalf of the Party.
- c Each Party expressly retains all rights and powers necessary to accept and adopt regional plans.

4. **General Manager.**

- a The Approval Authority shall establish the minimum qualifications for the General Manager position, and may establish desired and preferred qualifications, as allowed by law and local civil service rules.
- b The Approval Authority shall select a General Manager.
- c The General Manager shall be an employee or contractor of the Fiscal Agent.
- d While the City and County of San Francisco is the Fiscal Agent, the General Manager will be an employee, and not a contractor, of San Francisco.
- e The employing jurisdiction is responsible for the work of the General Manager, and for directing and managing that work consistent with the duties determined

and established by the Approval Authority. Nothing in this Agreement is intended to interfere with the right of the employing jurisdiction to take employment action regarding the employee assigned as General Manager, including but not limited to imposing discipline up to and including termination of employment.

- f The individual selected by the Approval Authority shall be assigned to work full-time as the General Manager. The General Manager position shall be funded through grant funds.
- g Nothing in this MOU is intended to interfere with the right of the Approval Authority to remove the General Manager from his or her role as the General Manager of the Bay Area UASI Management Team.

**5. UASI Management Team.**

- a In consultation with the Approval Authority, the General Manager may select employees of the Parties or independent contractors, to the extent permitted by federal and state law, to serve on the Management Team. The salaries of those employees assigned to serve on the Management Team shall be funded through grant funds. Nothing in this MOU is intended to interfere with the right of an employing jurisdiction to take employment action regarding an employee assigned to the Management Team, including but not limited to imposing discipline up to and including termination of employment.
- b The General Manager is responsible for the work of employees assigned to the Management Team, and for directing and managing that work consistent with the general duties determined and established by the General Manager.

**6. Grants and Contracts Awarded for UASI Grant-Funded Projects.** On behalf of, and by a vote of the Approval Authority, the Fiscal Agent may apply for federal grant funding for the UASI region. All grants and contracts awarded using UASI Program grant funds received by the UASI region shall conform to all applicable federal and state grant and contracting requirements.

- a **Fiscal Agent.** The City and County of San Francisco shall be the Fiscal Agent for the Bay Area UASI, notwithstanding that another Party may indicate its desire to become the Fiscal Agent and may become the Fiscal Agent pursuant to the process determined in the By-laws. The Fiscal Agent shall serve as the sub-grantee for funds granted by DHS and Cal OES to the Bay Area Urban Area. The Fiscal Agent shall provide all financial services and establish procedures and execute sub-recipient agreements for the distribution of grant funds to jurisdictions selected by the Approval Authority to receive grant funds. The Parties understand that until the Fiscal Agent and a sub-recipient jurisdiction fully and finally execute a sub-recipient agreement, the Fiscal Agent shall have no obligation to disburse grant funds to that jurisdiction. The Parties acknowledge and agree that grant decisions are subject to the discretion and decision-making of Cal OES and the Approval Authority. A Party or other sub-recipient jurisdiction that takes any action, informal or formal, to appropriate, encumber or expend grant funds before final

allocation decisions by Cal OES and the Approval Authority, and before a sub-recipient agreement is fully and finally executed with the Fiscal Agent, assumes all risk of possible non-allocation or non-reimbursement of funds.

- b All requests for funding or reimbursement from the Fiscal Agent shall meet any guidelines and requirements established by the Fiscal Agent. The guidelines may include requirements for record keeping, internal audits, signature authority for approval of reimbursement requests, submission of financial reports, and compliance with professional accounting standards. The Fiscal Agent may recover eligible costs for legal, financial, and other services through the grants administered by the Fiscal Agent.
  - c A Member who is a signatory to this Memorandum of Understanding and who has met all the requirements to hold a seat on the Approval Authority may request to be considered by the remaining Members of the Approval Authority to assume the role of Fiscal Agent at any time during the term of this Memorandum of Understanding. The Approval Authority shall consider the application, along with any applications of other Members, according to the process contained in the By-laws.
  - d The City and County of San Francisco, as the Fiscal Agent, will conduct a performance evaluation for the General Manager with input from the Approval Authority, on an annual basis pursuant to the Human Resources Rules of the City and County of San Francisco.
7. **By-laws.** The Approval Authority shall promulgate By-laws to govern implementation of this MOU, and to set duties and responsibilities for the General Manager and Management Team. The By-laws shall be consistent with the terms of this MOU. Wherever the By-laws conflict with the MOU, the MOU controls. The By-laws may be adopted and amended by a two-thirds vote of the Approval Authority.
8. **Preemption.** Should a federal law preempt a state or local law, regulation, or policy, the Approval Authority, including its Fiscal Agent and its employees performing work for the Approval Authority, shall comply with the federal law and implementing regulations. No provision of this MOU or the By-laws require the Approval Authority or its Fiscal Agent to observe or enforce compliance with any provision, perform any other act, or do any other task in contravention of federal, state, territorial, or local law, regulation, or ordinance, as applied pursuant to applicable laws pertaining to preemption.
9. **Indemnification.** In lieu of and notwithstanding the pro rata risk allocation that might otherwise be imposed between the Parties pursuant to Government Code Section 895.6, the Parties agree that all Losses (as defined below) incurred by a Party in connection with this MOU or the activities contemplated by this MOU shall not be shared pro rata but instead the Parties agree that pursuant to Government Code Section 895.4, each of the Parties hereto shall fully indemnify and hold each of the other Parties, including, without limitation, their officers, board members, employees and agents, harmless from any Losses imposed for injury (as defined by Government Code Section 810.8) arising in connection with the negligent acts or omissions or willful misconduct of the indemnifying Party,

including, without limitation, its officers, board members, employees or agents, under or in connection with or arising out of any work, authority or jurisdiction delegated to such Party under this Agreement. No Party, including, without limitation, any officer, board member, employee or agent thereof, shall be responsible for any Losses occurring by reason of the negligent acts or omissions or willful misconduct of other Parties hereto, including, without limitation, their officers, board members, employees or agents, under or in connection with or arising out of any work, authority or jurisdiction delegated to such other Parties under this Agreement. For purposes of this Section, Losses shall mean any and all claims, demands, losses, liabilities, damages (including foreseeable and unforeseeable consequential damages to the extent arising from third party claims), liens, obligations, interest, injuries, penalties, fines, lawsuits and other proceedings, judgments and awards and costs and expenses (including, without limitation, reasonable attorneys' fees and costs, and consultants' fees and costs) of whatever kind or nature, known or unknown, contingent or otherwise.

10. **Conflicts of Interest.** If and when a Party identifies an actual or potential conflict of interest among one or more of the Parties, that Party shall send written notification to all Parties. The Party with the actual or potential conflict shall respond to the notice within three business days. The response shall indicate whether the Party agrees or disagrees that a conflict exists. If the Party agrees, that Party may take appropriate action to cure the conflict, if possible, and shall describe its corrective actions in its response. If a Party disagrees, or cannot cure an actual conflict, the Approval Authority shall meet on the conflict within not less than 30 calendar days of the initial notice, in an effort to resolve the conflict. The Approval Authority shall schedule a special meeting if necessary to meet this timeline. All notices under this section shall be provided under Section 28, Notices.
11. **Effective Date and Term.** This MOU shall take effect on December 1, 2021 ("Effective Date") and shall remain in effect through November 30, 2025, unless sooner terminated as provided below ("Term").
12. **Termination.**
  - a Any Party may terminate its participation in this MOU by providing 30 days' advance written notice of its termination to all Parties and the General Manager. That Party shall fulfill any grant-related or contractual obligations to the Fiscal Agent. This MOU shall continue in effect between the remaining Parties.
  - b The Approval Authority may terminate any Party's participation in this MOU by a two-thirds vote, due to failure of the Party to meet the membership eligibility requirements under Section 1 of this MOU. A Party whose membership in the MOU is terminated must still fulfill any grant-related or contractual obligations to the Fiscal Agent.
  - c The Approval Authority may terminate this MOU at any time, for convenience and without cause, by unanimous vote. Any such action of the Approval Authority shall specify the date on which the termination shall be effective, which date shall be at least six months from the date of the Approval Authority's action to terminate the MOU.



13. **Jurisdiction and Venue.** The laws of the State of California shall govern the interpretation and performance of this MOU. Venue for any litigation relating to the formation, interpretation or performance of this MOU shall be in San Francisco, CA.
14. **Modification.** This MOU may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved in the same manner as this MOU.
15. **Cooperative Drafting.** This MOU has been drafted through a cooperative effort of the Parties, and all Parties have had an opportunity to have the MOU reviewed and revised by legal counsel. No Party shall be considered the drafter of this MOU, and no presumption or rule that an ambiguity shall be construed against the Party drafting the clause shall apply to the interpretation or enforcement of this MOU.
16. **Survival of Terms.** The obligations of the Parties and the terms of the following provisions of this Agreement shall survive and continue following expiration or termination of this Agreement: Section 9.
17. **Complete Agreement.** This is a complete agreement and supersedes any prior oral or written agreements of the Parties regarding the subject matter of this MOU, including but not limited to the process for applying for and distributing grant funding for the Bay Area Urban Area. Without limiting the foregoing, this MOU supersedes the Memorandum of Understanding dated December 1, 2006 and the 2007 MOU, the 2011 MOU, the 2013 MOU, and the 2017 MOU.
18. **Severability.** Should the application of any provision of this MOU to any particular facts or circumstances be found by a court of competent jurisdiction to be invalid or unenforceable, then (a) the validity of other provisions of this MOU shall not be affected or impaired thereby, and (b) such provision shall be enforced to the maximum extent possible so as to effect the intent of the Parties and shall be reformed without further action by the Parties to the extent necessary to make such provision valid and enforceable.
19. **Counterparts.** This MOU may be executed in several counterparts, each of which is an original and all of which constitutes but one and the same instrument.
20. **Notice.**

a Any notices required hereunder shall be given as follows:

If to the **City and County of San Francisco**, to:  
Mary Ellen Carroll, Executive Director  
Department of Emergency Management  
City Hall  
Room 344  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102  
(415) 558-2745  
[maryellen.carroll@sfgov.org](mailto:maryellen.carroll@sfgov.org)

and  
Erica Arteseros, Assistant Deputy Chief  
SFFD Homeland Security  
698 Second Street  
San Francisco, CA 94107  
(415) 238-5266  
[erica.arteseros@sfgov.org](mailto:erica.arteseros@sfgov.org)

If to the **City of Oakland**, to:  
Jessica Feil, Emergency Services Manager, Emergency Services Manager  
Oakland Fire Department  
1605 Martin Luther King Jr. Way, 2nd Floor  
Oakland, CA 94612  
(510) 332-0205  
[jfeil@oaklandnet.com](mailto:jfeil@oaklandnet.com)

If to the **City of San Jose**, to:  
Raymond Riordan, Director Office of Emergency Services  
855 N. San Pedro St. 4th Floor  
San Jose, CA 95110  
(408) 794-7055  
[ray.riordan@sanjoseca.gov](mailto:ray.riordan@sanjoseca.gov)

If to **Alameda County**, to:  
Richard T. Lucia, Undersheriff  
Alameda County Sheriff's Office  
1401 Lakeside Drive 12th Floor  
Oakland, CA 94612  
(510) 272-6868  
[rlucia@acgov.org](mailto:rlucia@acgov.org)

If to **Contra Costa County**, to:  
Mike Casten, Undersheriff  
Contra Costa County Sheriff's Office  
651 Pine Street, 7th Floor  
Martinez, CA 94553  
(925) 335-1512  
[mcast@so.cccounty.us](mailto:mcast@so.cccounty.us)

If to **Marin County**, to:  
Robert Doyle, Sheriff  
Marin County Sheriff's Office  
1600 Los Gamos Dr. #200  
San Rafael, CA 94903  
(415) 473-7250  
[S\\_Doyle@marinsheriff.org](mailto:S_Doyle@marinsheriff.org)

**If to Monterey County, to:**  
Gerry Malais, Emergency Services Manager  
Office of Emergency Services  
1414 Natividad Road  
Salinas, CA 93906  
(831) 796-1901  
[malaisg@co.monterey.ca.us](mailto:malaisg@co.monterey.ca.us)

**If to San Mateo County, to:**  
Mark Robbins, Undersheriff  
San Mateo County Sheriff's Office  
400 County Center, 3rd Floor  
Redwood City, CA 94063  
(650) 599-1662  
[mrobbins@smcgov.org](mailto:mrobbins@smcgov.org)

**If to Santa Clara County, to:**  
Dana Reed, Director  
Santa Clara County OEM  
55 West Younger Avenue, Ste 450  
San Jose, CA 95110  
(408) 378-4010  
[dana.reed@oem.sccgov.org](mailto:dana.reed@oem.sccgov.org)

**If to Sonoma County, to:**  
Christopher Godley, Director  
Sonoma County Dept. of Emergency Management  
2300 County Center Drive, Suite 2208  
Santa Rosa, CA 95403  
(707) 565-2820  
[christopher.godley@sonoma-county.org](mailto:christopher.godley@sonoma-county.org)

- b Notices shall be deemed given when received if given in person, by facsimile or by electronic means (if a record of receipt is kept by the sending party showing the date and time of receipt) or three (3) days following deposit in the United States Mail, postage prepaid, to the addressees set forth in subsection (a) above.
- c Any Party may change its contact individual and/or address for notice by giving written notice of the change to the General Manager.

The individuals executing this MOU represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

The undersigned approve the terms and conditions of this MOU.

[Signature pages to follow]

**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

The individuals executing this MOU represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

The undersigned approve the terms and conditions of this MOU.

**CITY OF OAKLAND**



By: Edward D. Reiskin  
Title: City Administrator

Approved as to Form:

By: Amadis Sotelo  
Amadis Sotelo (Dec 2, 2022 12:14 P57)

**Amadis Sotelo**  
Senior Deputy City Attorney

**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

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The undersigned approve the terms and conditions of this MOU.

**CITY OF SAN JOSE**

*Sarah Zarate*

By: \_\_\_\_\_

Title: \_\_\_\_\_

**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

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The undersigned approve the terms and conditions of this MOU.

**CITY AND COUNTY OF SAN FRANCISCO**

  
By: *Mary Ellen Carroll*  
Title: *Executive Director*

Approved as to Form:

Dennis J. Herrera  
City Attorney


By: \_\_\_\_\_  
Christina Fletes-Romo  
Deputy City Attorney

**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

The individuals executing this MOU represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

The undersigned approve the terms and conditions of this MOU.

**ALAMEDA COUNTY**

  
By: **RICHARD T. LUCIA**  
Title: **UNDERSHERIFF**

Approved as to Form:

Donna R. Ziegler, County Counsel

By:   
**Clay J. Christianson**  
**Deputy County Counsel**



**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

The individuals executing this MOU represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

The undersigned approve the terms and conditions of this MOU.

~~CONTRA COSTA COUNTY~~

By: 

Title:

DAVID LIVINGSTON  
SHERIFF - CORONER

**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

The individuals executing this MOU represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

The undersigned approve the terms and conditions of this MOU.

~~MARIN COUNTY~~

By: \_\_\_\_\_

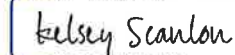
Title: *Marin County Sheriff*

**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

The individuals executing this MOU represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

The undersigned approve the terms and conditions of this MOU.

**MONTEREY COUNTY**



8/3/2023 | 12:04 PM PDT

By: Kelsey Scanlon

Title: Director of Emergency Management



**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

The individuals executing this MOU represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

The undersigned approve the terms and conditions of this MOU.

**SANTA CLARA COUNTY**

  
By: Mike Wasserman, President

Signed and certified that a copy of this document has been delivered by electronic or other means to the President, Board of Supervisors.  
Attest:



Tiffany Lennear  
Assistant Clerk of the Board of Supervisors

Approved as to form and legality:

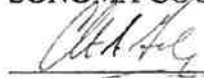
for:   
Kavita Narayan  
Assistant County Counsel

**MEMORANDUM OF UNDERSTANDING  
AMONG  
CITY OF OAKLAND, CITY OF SAN JOSE, CITY AND COUNTY OF SAN  
FRANCISCO, COUNTY OF ALAMEDA, COUNTY OF CONTRA COSTA,  
COUNTY OF MARIN, COUNTY OF MONTEREY, COUNTY OF SAN MATEO,  
COUNTY OF SANTA CLARA, COUNTY OF SONOMA**

The individuals executing this MOU represent and warrant that they have the legal capacity and authority to do so on behalf of their respective legal entities.

The undersigned approve the terms and conditions of this MOU.

**SONOMA COUNTY**



By: Christopher Godley

Title: Director of Emergency Management

1 **BAY AREA URBAN AREA SECURITY INITIATIVE (UASI)**  
2 **APPROVAL AUTHORITY**  
3

4 **BY-LAWS**  
5

6 **Approved by the Approval Authority on August 10, 2017**  
7

8 **ARTICLE I – FORMATION**  
9

10 The Bay Area Urban Area Security Initiative Approval Authority (“Approval Authority”)  
11 was established by a Memorandum of Understanding between the City and County of  
12 San Francisco, the City of Oakland, the City of San Jose, the County of Alameda and  
13 the County of Santa Clara, dated July 1, 2006. A successor Memorandum of  
14 Understanding between the same parties, dated July 1, 2007, continued the Approval  
15 Authority. New Memoranda of Understanding dated December 1, 2011 (“2011 MOU”)  
16 and December 1, 2013 (“2013” MOU) were entered by the initial parties and the  
17 following additional government entities from the Bay Area Urban Area: County of  
18 Contra Costa, County of Marin, County of Monterey, County of San Mateo and County  
19 of Sonoma, with the California Office of Emergency Services (“Cal OES”) as a then non-  
20 voting member. Cal OES is no longer a member of the Approval Authority. The  
21 current Member entities are collectively referred as “parties”. The 2013 MOU expires on  
22 December 1, 2017. The parties intend to establish a new 2017 MOU prior to the  
23 expiration of the 2013 MOU.  
24

25 **ARTICLE II – PURPOSE**  
26

27 The Approval Authority provides overall governance of the Urban Areas Security  
28 Initiative (“UASI”) homeland security grant program, as well as other grant programs  
29 under the jurisdiction of the Approval Authority, across the Bay Area Urban Area. The  
30 Approval Authority coordinates development and implementation of all grant projects,  
31 programs and initiatives, and ensures compliance with grant program requirements, as

32 more fully set forth in the 2017 MOU.

33

34 **ARTICLE III – MEMBERS AND REPRESENTATIVES**

35

36 The Members of the Approval Authority are **City of Oakland, City of San Jose, City**  
37 **and County of San Francisco, County of Alameda, County of Contra Costa,**  
38 **County of Marin, County of Monterey, County of San Mateo, County of Santa**  
39 **Clara and County of Sonoma.** Each Member, other than the City and County of San  
40 Francisco, shall select one primary and one alternate Representative to the Approval  
41 Authority, as specified in the 2017 MOU. The City and County of San Francisco shall  
42 select two primary and two alternate Representatives. Unless expressly specified in  
43 these By-laws, a reference to a Member's Representative is to the Member's primary  
44 Representative.

45

46 **ARTICLE IV – OFFICERS AND GENERAL DUTIES**

47

48 Section 4.1. Selection of Chair and Vice-chair. The officers of the Approval Authority  
49 are the Chair and Vice-chair. The Approval Authority shall elect a Chair and Vice-chair  
50 from among the Members' primary Representatives on an annual basis at the January  
51 Approval Authority meeting. Alternate Representatives cannot serve as the Chair or  
52 Vice-chair of the Approval Authority.

53

54 Section 4.2. Term of the Chair and Vice-chair. The Chair and Vice-chair shall serve a  
55 one-year term. If the Chair is unable to complete his or her term, the Vice-chair shall  
56 become Chair for the remaining period of the Chair's term, and the Approval Authority  
57 shall elect a new Vice-chair at the next regularly scheduled meeting to serve the  
58 remaining period of the Vice-chair's term.

59

60 Section 4.3. Duties of the Chair. The Chair shall perform the following duties:

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(a) Approve the agenda for all Approval Authority meetings.

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(b) Preside over all meetings of the Approval Authority.



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- (c) Call special meetings of the Approval Authority outside of the regular meeting schedule, subject to Section 6.3 (Special Meetings), below.
- (d) Cancel a meeting of the Approval Authority, but only if there is no quorum or a declared local, state, or national emergency that impacts the Bay Area Urban Area.

Section 4.4. Duties of the Vice-chair. The Vice-chair shall fulfill the duties of the Chair any time when the Chair is unavailable, or when so designated by the Chair.

**ARTICLE V – COMMITTEES AND WORK GROUPS**

Section 5.1. Regional Working Groups. The General Manager may create discipline-specific and/or functionally-determined working groups, which shall report to the General Manager, to make comprehensive assessments and recommendations that address risk reduction, increase capabilities on a regional basis, vet regional project proposals, and review grant allocations. These regional working groups may elect Chairs from among their memberships.

**ARTICLE VI – APPROVAL AUTHORITY MEETINGS**

Section 6.1. Open Meeting Policy. It is the policy of the Approval Authority to conduct official business through open and public meetings. The Approval Authority shall conduct its meetings, and the meetings of any committees established by the Approval Authority, in compliance with the Ralph M. Brown Act, California Government Code §54950 *et seq.* (the “Brown Act”).

Section 6.2. Regular Meetings. The Approval Authority shall meet at 10:00 a.m. on the second Thursday of the month pursuant to a Regular Meeting Schedule to be adopted by the Approval Authority each November.

Section 6.3. Special Meetings. The Chair may call special meetings with ten (10)

94 business days' advance notice. In addition, a majority of the Representatives of the  
95 Approval Authority may call a special meeting by vote at a noticed meeting. Materials  
96 for a special meeting may be distributed at the meeting, with the exception of the  
97 meeting agenda, which must be distributed and posted publicly 24 hours in advance of  
98 the meeting, per the Brown Act.

99

100 Section 6.4. Meeting Agenda. The Chair shall set the agenda for Approval Authority  
101 meetings. Approval Authority Representatives and the General Manager may request  
102 the Chair to include items on the agenda. Each agenda shall specify the date, time and  
103 location of the meeting and contain a meaningful description of each item of business to  
104 be transacted or discussed. Agendas must also include information regarding the  
105 location where members of the public may inspect agenda materials distributed to the  
106 Approval Authority fewer than 72 hours before a meeting, as well as information on  
107 accommodation for persons with disabilities.

108

109 Section 6.5. Submitting Materials for Regular Meeting Agenda Items. The General  
110 Manager or other person designated to present an agenda item shall prepare and  
111 submit materials for that item to the Chair no less than ten (10) calendar days before the  
112 meeting, using the Approval Authority Agenda Item Template. (Appendix A)

113

114 Section 6.6. Distribution of Meeting Materials. Except as described in Section 6.3  
115 (Special Meetings), at least 72 hours before the meeting, and to the extent practicable,  
116 seven (7) calendar days before an Approval Authority meeting, the General Manager  
117 shall distribute to all primary Representatives a meeting agenda, approved by the Chair,  
118 along with any supporting or supplementary materials, including staff reports on agenda  
119 items. The General Manager shall also post the agenda.

120

121 (a) *Distribution to Representatives.* The General Manager shall distribute the  
122 meeting agenda via email to Approval Authority Representatives. At the  
123 written request of a Representative, the General Manager will also  
124 distribute the agenda to that individual by any other means, including U.S.

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mail or fax. In addition, a Representative may identify in writing up to three (3) additional persons, such as the Representative's assistant or officials of the Representative's Member, to whom the General Manager shall distribute the agenda.

(b) *General Posting.* The General Manager shall post the agenda at the meeting location and on the UASI website. Except with regard to special meetings, the General Manager shall post on the website all public materials for the meeting at least 72 hours before the meeting, and to the extent practicable, seven (7) calendar days before the meeting.

(c) *Other Distribution.* Members of the public may submit a written request to the General Manager to receive copies of Approval Authority agendas and/or agenda materials. A written request shall be valid for the calendar year in which it is submitted, and must be renewed the following January 1 of each year. The General Manager shall provide a copy of the agenda and/or agenda materials by email or U.S. mail to each person with a current written request submitted to the General Manager.

Section 6.7. Meeting Minutes. The General Manager shall prepare minutes of each Approval Authority meeting and submit them to the Approval Authority. The Chair shall make the draft minutes available and subject to review and approval at the next regularly scheduled Approval Authority meeting. The General Manager shall post approved minutes on the UASI website following the meeting where the minutes are approved. Meeting minutes shall include the following information:

- (a) All actions by motion, including dissenting votes;
- (b) Documents filed, including staff reports;
- (c) Brief summary of discussion; and
- (d) Public comments

Section 6.8. Audio Recordings. The General Manager shall ensure that all meetings of the Approval Authority and any committees of the Approval Authority are audio

156 recorded. Except for closed sessions, the recordings are public records, available upon  
157 request, and posted to the UASI website at <http://bayareauasi.org>.

158

159 Section 6.9. Closed Session. The Approval Authority may meet in closed session as  
160 permitted by law. Notice of the closed session must be included in the meeting agenda  
161 and public comment may be given in accordance with the Brown Act. The Approval  
162 Authority must vote to enter closed session. The Chair shall report publicly any action  
163 taken in closed session as required by law or as determined by vote of the Approval  
164 Authority.

165

166 Section 6.10. Order of Business. Meetings of the Approval Authority shall proceed as  
167 set forth in the agenda, except that the Chair may call items out of order for any  
168 reasonable purpose, or Members may request a change in the order of agenda items by  
169 a majority vote of the Board.

170

171 Section 6.11 Electronic Messaging During Meetings. Text messaging during a meeting  
172 could enable a Member to surreptitiously communicate with another Member or  
173 interested parties, or receive evidence or direction as to how to vote, from an outside  
174 party, that other Members and the parties do not see. These circumstances may  
175 undermine the integrity of the proceeding and raise due process concerns. Text  
176 messaging or use of other personal electronic communications devices during any  
177 meeting of a policy body presents serious problems. The Brown Act and Sunshine  
178 Ordinance presume that public input during a meeting will be "on the record" and visible  
179 to those who attend or review a tape of the meeting. But members of the public will not  
180 observe the text messages that Members of the policy body receive during the meeting.  
181 Hence the public will not be able to raise all reasonable questions regarding the basis  
182 for the policy body's actions. And text messaging among Members of the policy body  
183 concerning an agenda item or other business of the body could lead to an unlawful  
184 seriatim meeting in the midst of a formal meeting. Text messaging related to meeting  
185 agenda items is strictly prohibited, and any text messaging during meetings is strongly  
186 discouraged.

187 Section 6.12. Public Participation. It is the policy of the Approval Authority to  
188 encourage and permit public participation and comment on matters within the Approval  
189 Authority's jurisdiction, as follows.

190

191 (a) *Public Comment on Agenda Items.* The Approval Authority will take public  
192 comment on each item on the agenda. The Approval Authority will take  
193 public comment on an action item before the Approval Authority takes  
194 action on that item. Persons addressing the Approval Authority on an  
195 agenda item shall confine their remarks to the particular agenda item. For  
196 each agenda item, each member of the public may address the Approval  
197 Authority once, for up to three minutes. The Chair may limit the public  
198 comment on an agenda item to less than three minutes per speaker,  
199 based on the nature of the agenda item, the number of anticipated  
200 speakers for that item, and the number and anticipated duration of other  
201 agenda items.

202 (b) *General Public Comment.* The Approval Authority shall include general  
203 public comment as an agenda item at each meeting of the Approval  
204 Authority. During general public comment, each member of the public  
205 may address the Approval Authority on matters within the Approval  
206 Authority's jurisdiction. Issues discussed during general public comment  
207 must not appear elsewhere on the agenda for that meeting. Each  
208 member of the public may address the Approval Authority once during  
209 general public comment, for up to three minutes. The Chair may limit the  
210 total general public comment to 30 minutes and may limit the time  
211 allocated to each speaker depending on the number of speakers during  
212 general public comment and the number and anticipated duration of  
213 agenda items.

214 (c) *Comment, Not Debate.* Approval Authority Representatives and other  
215 persons are not required to respond to questions from a speaker.  
216 Approval Authority Representatives shall not enter into debate or  
217 discussion with speakers during public comment, although Approval

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Authority Representatives may question speakers to obtain clarification. Approval Authority Representatives may ask the General Manager to investigate an issue raised during public comment and later report to the Approval Authority. The lack of a response by the Approval Authority to public comment does not necessarily constitute agreement with or support of comments made during public comment. The Approval Authority is not permitted to take any action with respect to items that are not on a meeting agenda, absent special circumstances and in compliance with the Brown Act.

**ARTICLE VII – GENERAL MANAGER AND MANAGEMENT TEAM**

Section 7.1. General Manager. The assignment of the General Manager, including selection, duties, evaluation, and removal, shall be governed by the 2017 MOU and these By-laws. The General Manager shall:

- (a) Act in accordance with the 2017 MOU, these By-laws, and any policies and procedures established by the Approval Authority.
- (b) Establish proposed criteria, rationale, and methodology, consistent with grant guidelines, for selecting governmental entities from within the Bay Area Urban Area for representation. The Approval Authority shall approve the criteria, rationale and methodology and the selection of jurisdictions.
- (c) Make reasonable efforts to balance regional representation on the Management Team.
- (d) Direct and manage the work of the personnel assigned to the Management Team to support the Approval Authority initiatives and projects. The General Manager shall carry out this responsibility by appropriate means determined in his or her sole discretion, including but not limited to setting job duties and responsibilities, performance goals and expectations, conducting performance plans and evaluations, directing corrective action plans, and removing personnel from an

249 assignment to the Management Team, with or without cause at any time;  
250 however, the employing jurisdiction retains all power to issue written  
251 reprimands or suspensions to personnel assigned to the Management  
252 Team.

253 (e) Regularly report on the status of recruitment for positions in the  
254 Management Team. Recruitments for positions in the Management Team  
255 shall be open, competitive, and fair.

256 (f) At the last regularly scheduled meeting of the fiscal year, present to the  
257 Approval Authority information on individuals selected for assignment to  
258 the Management Team. The General Manager shall provide job  
259 descriptions and compensation (as set by the employing agency) for  
260 review and approval. All new positions require approval of the job  
261 description and compensation by the Approval Authority prior to their  
262 effective date; further, any changes to compensation must be approved by  
263 the Approval Authority.

264 (g) At the last regularly scheduled meeting of the fiscal year, submit a  
265 recommended annual work plan for the upcoming year, for the General  
266 Manager and Management Team, for approval by the Approval Authority.  
267 The annual work plan shall include specific deliverables and timelines, as  
268 well as an organizational chart for the Management Team. During the  
269 course of the year, the General Manager shall present any proposed  
270 changes to the work plan to the Approval Authority for its review and  
271 approval.

272  
273 Section 7.2. Performance Review. The Fiscal Agent, as the hiring manager for the  
274 General Manager, shall conduct an annual performance review of the General Manager  
275 with input from the Approval Authority.

276  
277 Section 7.3. Management Team. The General Manager may select personnel for  
278 assignment to the Management Team as provided in the 2017 MOU.

279

280 Section 7.4. Management Team Functions and Duties. Under the direction and  
281 supervision of the General Manager, the personnel assigned to the Management Team  
282 shall perform functions and duties in support of the grant programs under the jurisdiction  
283 of the Approval Authority, and shall:

- 284
- 285 (a) Act in accordance with the 2017 MOU, these By-laws, and any policies  
286 and procedures established by the Approval Authority.
  - 287 (b) Oversee and execute all administrative tasks associated with application  
288 for and distribution of grant funds and programs.
  - 289 (c) Coordinate and manage any working groups, and serve as the liaison  
290 between those groups to ensure regional coordination and collaboration.
  - 291 (d) Maintain all records associated with the activities of the Approval  
292 Authority, Management Team and any working groups, including but not  
293 limited to records regarding application, funding and disbursement  
294 processes for grants under the jurisdiction of the Approval Authority.
  - 295 (e) Provide regional coordination, monitoring, and appropriate oversight and  
296 management of grant funded projects and programs.
  - 297 (f) Work with working groups, as well as appropriate Bay Area stakeholders,  
298 to obtain input and make recommendations to the Approval Authority on  
299 application for and allocation and distribution of grant funds under the  
300 jurisdiction of the Approval Authority, and policy and programmatic  
301 objectives in alignment with the federal grant guidelines and the regional,  
302 state and federal homeland security strategies.
  - 303 (g) Perform additional functions, duties and responsibilities as determined and  
304 established by the General Manager.
- 305

306 Section 7.5. Budget. At the last regularly scheduled meeting of the fiscal year, the  
307 General Manager shall submit a recommended annual Management Team budget for  
308 approval by the Approval Authority. The budget shall include recommendations for the  
309 upcoming fiscal year, for all staff and consultant resources, training, and travel  
310 expenses of the Management Team.



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Section 7.6. General Manager's Reports. At each Approval Authority meeting, the General Manager and/or his designee shall provide a written report and oral summary that describes the following:

- (a) All management activities related to grant projects and initiatives.
- (b) Recommendations and major issues raised by any working group.
- (c) Any proposed changes to the annual Management Team Work Plan, for approval by the Approval Authority before implementation.

In addition, the General Manager and/or his designee shall provide written periodic financial reports, with an oral summary at the meeting, that include grant expenditures and a summary of travel and training expenses for the Management Team for the previous quarter.

## **ARTICLE VIII – GRANT INVESTMENTS AND ADMINISTRATION**

Section 8.1. UASI Grant Allocation Methodology. The Approval Authority shall use a risk and capability-based methodology to apply for and allocate grant funds. To be eligible for funding, jurisdictions within the Bay Area UASI must participate in the risk and capability assessment process on an annual basis. In addition, those jurisdictions must be able to sign the grant assurances and comply with all federal, state, and local requirements.

Section 8.2. Overarching UASI Grant Funding Policies. Investment of UASI grant funds must:

- (a) Have a high threat, high density urban area terrorism focus.
- (b) Build regional capabilities, defined as capabilities for two or more counties.
- (c) Enhance regional preparedness and directly support the national priority on expanding regional collaboration in the National Preparedness System.

- 342 (d) Align with the Bay Area Urban Area Homeland Security Goals and  
343 Objectives and THIRA (Threat and Hazard Identification and Risk  
344 Assessment)  
345 (e) Support the federal investment strategy.  
346 (f) Incorporate the DHS grant program funding priorities as well as the  
347 relevant national priorities.  
348

349 Section 8.3. Grant Application.

- 350  
351 a) The Management Team shall prepare grant applications for review and  
352 approval by the Approval Authority.  
353 b) The UASI grant application shall include grant project information, the  
354 amount of proposed funding for each project and the proposed break-  
355 down of the funding for that project by solution area (POETE – planning,  
356 organization, equipment, training, and exercise), and the jurisdictions  
357 proposed to receive the funding along with the amount of funding  
358 proposed for each jurisdiction.  
359 c) For all other grants, the grant application shall include the grant projects  
360 and the amount of the proposed funding for each project. If consistent  
361 with grant guidelines, the application shall designate the jurisdictions  
362 proposed to receive funding and the amount proposed to be allocated to  
363 each jurisdiction.  
364 d) The Approval Authority shall approve all allocations specified in the grant  
365 application prior to submittal to Cal OES; when practical, this approval  
366 shall happen at least four weeks in advance.  
367 e) The General Manager is authorized to adjust a grant application to  
368 conform to required changes from Cal OES or the applicable federal  
369 granting agency. The General Manager shall report back any adjustments  
370 made to the Approval Authority at the next regularly scheduled meeting.

371 Section 8.4. Grant Award. The General Manager shall report to the Approval Authority  
372 on a grant award received from Cal OES at the next regular meeting following the

373 award.

374

375 a) For the UASI grant, if the award is less than the application amount, the  
376 General Manager shall submit recommendations for reallocation to the  
377 Approval Authority for approval. The reallocation recommendation shall  
378 include the grant projects, the amount of proposed funding for each  
379 project, the jurisdictions proposed to receive the funding, as well as the  
380 amount of funding proposed for each jurisdiction.

381 b) For any other grants under the jurisdiction of the Approval Authority, the  
382 Approval Authority shall adopt requirements consistent with the grant  
383 guidelines by vote of the Approval Authority.

384

385 Section 8.5. Modification of Grant Allocations. The General Manager is authorized to  
386 modify the Approval Authority's allocation of grant funds as follows:

387

388 a) Within a grant project, approve scope changes requested by sub-recipient  
389 jurisdictions as long as such scope changes are budget neutral and are  
390 consistent with the original project goals and objectives as stated in the  
391 project proposal, the Bay Area Homeland Security Goals and Objectives,  
392 and/or FEMA requirements.

393 b) Within a grant project, reallocate funds up to a total of \$250,000. This  
394 authority allows the General Manager to add or subtract from the  
395 allocation by \$250,000. Any changes must be consistent with the original  
396 project goals and objectives as stated in the project proposal, the Bay  
397 Area Homeland Security Goals and Objectives, and/or FEMA  
398 requirements. The General Manager and/or his designee shall report  
399 such project budget changes under \$250,000 to the Approval Authority on  
400 a biannual basis. The General Manager shall bring any budget change  
401 that exceeds \$250,000 to the Approval Authority for approval prior to the  
402 change.

403 c) Reallocate projects from one grant year to another grant year for the

404 purpose of expending grant funds within applicable grant performance  
405 periods, in essence allowing approved projects a longer time period for  
406 completion. The General Manager and/or his designee must report to the  
407 Approval Authority any timeline changes for projects with budgets over  
408 \$250,000 that delay the final project completion date by more than six  
409 months.

- 410 d) Obtain the appropriate approvals from Cal OES for grant modifications.
- 411 e) Pursuant to the Grants Management Manual, propose solutions to the  
412 Approval Authority for when funding becomes available because the sub-  
413 recipient jurisdiction is unable or no longer interested implementing project  
414 goals and objectives as originally approved by the Approval Authority or  
415 expenditures for a project are lower than originally budgeted.

416

417 Section 8.6 Fiscal Agent. Per the Department of Homeland Security Grant Guidelines,  
418 the State Administrative Agent (SAA) is responsible for ensuring compliance with  
419 fiduciary and programmatic administration requirements of the UASI Program, as such it  
420 must identify a Point of Contact for the application and acceptance of grant funds. This  
421 responsibility may be undertaken on behalf of the Bay Area Urban Area by any qualified  
422 Member of the Approval Authority, as identified and approved by the SAA.

423

- 424 a) The Fiscal Agent shall:
  - 425 i. Be a party to the Bay Area UASI Memorandum of  
426 Understanding.
  - 427 ii. Have the financial ability to advance funding for grants in  
428 advance of reimbursement from the Department of Homeland  
429 Security or other Federal or State granting agencies.
  - 430 iii. Have the legal authority to apply for Federal assistance and  
431 have the institutional, managerial and financial capability to  
432 ensure proper planning, management and completion of the  
433 grant provided by the U.S. Department of Homeland Security  
434 (DHS)/Federal Emergency Management Agency (FEMA) and

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sub-granted through the State of California, California Office of  
Emergency Services (Cal OES).

- iv. Be able to assume responsibility as the Fiscal Agent, and in  
doing so to not disrupt the orderly business of the Approval  
Authority or the administration of existing grants and projects.
- v. Have certification by an independent Certified Public Accountant  
(CPA) that criteria #ii-iv above can be successfully met.

(b) Fiscal agent responsibilities shall include:

- i. Serve as sub-grantee for UASI funds and other program grant  
funds granted by DHS and Cal OES and establish procedures and  
execute sub-recipient agreements for distribution.
- ii. Serve as the UASI region point of contact with U.S. Department of  
Homeland Security (DHS)/Federal Emergency Management  
Agency (FEMA) and the State of California, California Office of  
Emergency Services (Cal OES).
- iii. Ensure that all allocations and use of funds are in accordance with  
the Homeland Security Grant Program Notice of Funding  
Opportunity, and the California Supplement to the Homeland  
Security Grant Program Federal Notice of Funding Opportunity.  
Grant funding must support the goals and objectives of the  
Approval Authority, the State and/or Bay Area Homeland Security  
Goals and Objectives as well as the investments identified in the  
Investment Justifications submitted as part of the California  
Homeland Security Grant Program application.
- iv. Establish and maintain procedures and provide all financial  
services for distribution of UASI and other program grant funds.
- v. Comply with all applicable Federal statutes, regulations, policies,  
guidelines and requirements, including the Uniform Guidance per 2  
CFR 200 and E.O. 12372.

- 466 vi. Provide progress reports and other such information as may be  
467 required by the Approval Authority and/or the awarding agency.
- 468 vii. Cooperate with any assessments, evaluation efforts, and information  
469 or data collection requests, including, but not limited to, the provision  
470 of any information required for the assessment or evaluation of any  
471 activities within this agreement.
- 472 viii. Meaningfully assist during any transition of responsibilities to another  
473 Member agency.
- 474
- 475 c) At any time during the term of this Memorandum of Understanding, any  
476 Member of the Approval Authority may, by written notice to the Co-Chairs  
477 of the Approval Authority, request consideration of the Approval Authority  
478 to assume the role of Fiscal Agent. The Fiscal Agent must meet all of the  
479 criteria specified in section 8.6 (a) above.

480

481 Section 8.7. Grant Management Manual. The General Manager shall maintain a Bay  
482 Area UASI Grant Management Manual. This Manual shall outline policies and  
483 procedures for grant allocations and expenditures, grant management and  
484 administration, and any other applicable requirements. Any Approval Authority  
485 Representative or the General Manager may present proposed changes to the Grants  
486 Manual at any time. Any amendments to the Manual shall be effective only if and when  
487 adopted by the Approval Authority.

488

#### 489 **ARTICLE IX – GOVERNING AUTHORITY; DEFINED TERMS**

490

491 The Approval Authority shall operate in accordance with the 2017 MOU. Any portion of  
492 the By-laws or any other procedural document that conflicts with the 2017 MOU is null  
493 and void to the extent of such conflict. Capitalized terms not defined herein shall have  
494 the meaning ascribed to them in the 2017 MOU.

495

496

497 **ARTICLE X – AMENDMENT OF THE BY-LAWS**

498

499 These By-laws may be amended by a two-thirds vote of the Approval Authority.

500 Amendment to the By-laws must be made as a public agenda item at an Approval

501 Authority meeting.

502

503 **ARTICLE XI – EFFECTIVE DATE**

504

505 These By-laws are effective beginning the first regular meeting after adoption.

506 Appendix A  
507 *Approval Authority Agenda Item Template*  
508  
509 **To: Bay Area UASI Approval Authority**  
510 **From:**  
511 **Date:**  
512 **Re: Item #**

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513  
514 **Staff Recommendations:**

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519 **Action or Discussion Items:**

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522  
523 **Discussion:**

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525  
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**To: Bay Area UASI Approval Authority**  
**From: Mikyung Kim-Molina, Regional Program Manager**  
**Date: March 13, 2025**  
**Re: Item 05: FY25 National Priority Area Projects**

---

**Staff Recommendation**

Approve project scope and funding amounts for the FY25 National Priority Area (NPA) projects, on the condition that the UASI FY25 Notice of Funding Opportunity (NOFO) will be similar to the FY 24 NOFO. Should DHS/FEMA change the NPAs and/or minimum spend requirements, the recommendation would be revised to satisfy the new directives of the FY25 NOFO.

**Action or Discussion Item**

Discussion, Possible Action

**Details / Description**

In assessing the national risk profile for FY24, DHS/FEMA identified the following six National Priority Areas (NPA) that pose the most concern:

1. Enhancing Information and Intelligence Sharing and Analysis
2. Enhancing the Protection of Soft Targets/Crowded Places
3. Enhancing Cybersecurity
4. Enhancing Community Preparedness and Resilience
5. Combating Domestic Violent Extremism
6. Enhancing Election Security

Pursuant to the FY24 Notice of Funding Opportunity (NOFO), NPA projects are required to be funded at 30% of the UASI grant award (\$8,126,489). According to the FY24 NOFO, the Enhancing Election Security NPA is required to be funded at a minimum of 3%, while the remaining 27% may be allocated across the other priorities.

**Discussion**

The Bay Area UASI Management Team leverages lessons learned from past NPA projects, national best practices, and feedback from workgroup members to establish the list of 2025 NPA projects depicted in Table 1 below. All projects support building capability and/or closing capability gaps or sustaining

capabilities identified in the THIRA/SPR process. Listed in Table 1 and Table 2 below is a list of NPA projects, project descriptions, and recommended funding amounts totaling \$8,126,489.

**Table 1: FY25 National Priority Area Projects**

<b>Enhancing Information and Intelligence Sharing and Analysis</b>	<b>Project Description</b>
<p>Fusion Center Personnel <i>(Northern California Regional Intelligence Center)</i></p> <p>Organization: \$3,029,568</p>	<p>This project will fund NCRIC personnel during the grant performance period to enhance regional intelligence and information gathering and sharing to combat, prevent, and prepare for disasters caused by international and domestic terrorism and other threats. Personnel will include a deputy director, 2 assistant deputy directors, 7 intelligence officers, 2 lead intelligence analysts, 6 intelligence analysts, an information technology analyst, and an information technology analyst supervisor. Collectively, these positions will operate, manage, and maintain the NCRIC to allow for the receipt, analysis, gathering and sharing of information and intelligence to prevent, mitigate, protect against, and respond to terrorist acts and other major threats to public safety and the lives of every citizen in our country. This project can be claimed as LETPA as it addresses the core capability of Intelligence and Information Sharing within the National Prevention Framework.</p>
<b>Enhancing the Protection of Soft Targets/Crowded Places</b>	<b>Project Description</b>
<p>Explosive Ordnance Disposal</p> <p>Equipment: \$438,424</p>	<p>To enhance the protection of soft targets and crowded places in the event of a terrorism-related incident, this project proposes a strategic investment in critical Explosive Ordnance Disposal (EOD) equipment. Specifically, it will provide Bay Area Regional EOD teams with mobile digital radiography X-ray systems, allowing them to rapidly identify, assess, and render safe potential explosive devices without physical contact. By equipping regional EOD units with state-of-the-art digital X-ray capabilities, this project will significantly improve threat detection, public safety, and operational efficiency, ensuring a more coordinated and effective response to evolving explosive threats. Project will be completed by the end of the performance period.</p>
<b>Enhancing Cybersecurity</b>	<b>Project Description</b>

<p>Advancing AI Enablement in the Bay Area</p> <p>Planning: \$300,000</p>	<p>In partnership with the GovAI Coalition, the Bay Area UASI will hire a consultant to develop and foster AI enablement across Bay Area governments. This project includes developing AI education programs for public safety personnel, creating an AI solution registry to streamline resource sharing, and maintaining a document repository with resources for AI adoption. The effort will focus on equipping regional governments to responsibly adopt AI while enhancing public safety and governance capabilities. Project will be completed by the end of the performance period.</p>
<p>Detection and Response Capabilities</p> <p>Equipment: \$750,000</p>	<p>This project will provide funding to support local jurisdictions to implement cybersecurity prevention and response capabilities, including virtual security, continuous cybersecurity monitoring, detection prevention, threat intelligence sharing, and incident response capabilities. By empowering local governments and critical public infrastructure operators in the Bay Area, this initiative ensures tailored and localized cybersecurity measures. The funding will enhance each jurisdiction's ability to detect, prevent, and respond to cyber threats while promoting collaboration and resilience across the region. Project will be completed by the end of the performance period.</p>
<p><b>Enhancing Community Preparedness and Resilience</b></p>	<p><b>Project Description</b></p>
<p>Regional JIS Integrated Strategy</p> <p>Planning: \$400,000</p>	<p>This project seeks to evaluate current state of the Bay Area Joint Information System (JIS) and develop a multi-year strategic plan and corresponding tools for Bay Area jurisdictions. The current state evaluation and resulting plan will inventory and audit existing public information and warning resources, conduct end-user research on existing tools and resources, conduct focus groups the evaluate existing tools and gaps, and define and design opportunities for the regional JIS to interface with the incident response structures for sub-recipients. The project will also include the recommendation, creation, and implementation of tools to fill gaps identified by the plan. Project will be completed by the end of the performance period.</p>
<p>Jurisdictional Assessments</p> <p>Planning: \$600,000</p>	<p>The Bay Area UASI will hire a consultant to conduct comprehensive capability assessments, similar to the THIRA/SPR, for up to 12 counties within the region. The consultant will evaluate local preparedness gaps, risks, and current capabilities. These assessments will be at the jurisdictional level and provide counties with tailored insights to enhance their emergency planning and response efforts. All findings will be collected and aligned with the regional THIRA/SPR framework. Information collected will also be used to fulfill advanced HAZUS risk analyses modeling at the jurisdictional level. The project will be completed during the grant performance period and address the critical need for jurisdiction-specific assessments that support regional resilience and preparedness efforts.</p>

<p>Evacuation Mapping Technology Assessment</p> <p>Planning: \$700,000</p>	<p>This project will fund a contractor to perform an assessment and gap analysis of existing evacuation mapping technology implemented across the region. Post-assessment deliverables will include recommendations for areas where additional technology could be implemented to promote interoperability between and across systems, providing training on existing systems, converting existing data into maps at the local level, and documentation and templates to support future solicitations and procurements for interoperable technology. Project will be completed by the end of the performance period.</p>
<p>Disaster Services Worker (DSW) Deployment Toolkit</p> <p>Planning: \$630,000</p>	<p>The Bay Area UASI will hire a consultant to conduct an assessment on how Disaster Services Workers (DSWs) can deploy within and across counties throughout the region. This project will explore the advantages and challenges of DSW mutual aid, outline roles and responsibilities, create DSW job aids, and identify products and tools needed to effectively facilitate DSW deployment. Project will be completed by the end of the performance period.</p>
<p><b>Combating Domestic Violent Extremism</b></p>	<p><b>Project Description</b></p>
<p>Behavioral Threat Assessment Team Information Sharing Platform</p> <p>Equipment: \$300,000</p>	<p>The Bay Area UASI will secure a platform to enhance information sharing among Behavioral Threat Assessment Teams, which include law enforcement, schools, mental health professionals, and other partners. The platform will enable collaboration while ensuring compliance with HIPAA, FERPA, and other regulations that protect civil rights and civil liberties. The platform will support efforts to prevent targeted violence and provide critical tools to aid these multidisciplinary teams. Project will be completed by the end of the performance period.</p>
<p><b>Enhancing Election Security (3% minimum spend requirement)</b></p>	<p><b>Project Description</b></p>
<p>Mobile Barrier Trailer Kits</p> <p>Equipment: \$978,497</p>	<p>The Bay Area UASI will procure and distribute 10 Vehicle Mobile Barrier Trailer Kits to enhance election security, terrorism response, operational coordination, and the physical security of voters and election sites. Each trailer kit contains eight protective barricades, enabling law enforcement to manage pedestrian and vehicle-borne traffic to safeguard critical assets and facilities. This initiative supports free and fair elections while addressing the core capability of “Operational Coordination” within the National Prevention Framework. The project will be completed within the grant</p>

	performance period and qualifies as a Law Enforcement Terrorism Prevention Activity (LETPA).
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**Table 2: National Priority Area Funding Amounts (FY25 Proposed Projects)**

<b>National Priority Area (based on FY24 priorities)</b>	<b>Project Title</b>	<b>Total</b>
Enhancing Information and Intelligence Sharing and Analysis	Fusion Center Personnel	\$3,029,568
Enhancing the Protection of Soft Targets/Crowded Places	Explosive Ordnance Disposal	\$438,424
Enhancing Cybersecurity	Advancing AI Enablement in the Bay Area Detection and Response Capabilities	\$1,050,000
Enhancing Community Preparedness and Resilience	Regional JIS Integrated Strategy Jurisdictional Assessments Evacuation Mapping Technology Assessment Disaster Services Worker (DSW) Deployment Toolkit	\$2,330,000
Combating Domestic Violent Extremism	Behavioral Threat Assessment Team Information Sharing Platform	\$300,000
Enhancing Election Security (3% minimum spend requirement)	Mobile Barrier Trailer Kits	\$978,497
<b>Total FY25 National Priority Area Funding Allocation (30% of UASI Grant Award)</b>		<b>\$8,126,489</b>

# Bay Area UASI

## Fiscal Year 2025 National Priority Area Projects

Mikyung Kim-Molina,  
UASI Regional Program Manager

Agenda Item 5



# FY 2024 NATIONAL PRIORITY AREAS (NPA)





# 2025 NPA PROPOSED PROJECTS

**Information and Intelligence Sharing**  
37%

Fusion Center Personnel

**Soft Targets Crowded Places**  
5%

Explosive Ordnance Disposal

**Cybersecurity**  
13%

AI Enablement  
Detection and Response Capabilities

**Community Preparedness and Resilience**  
29%

Regional JIS Integrated Strategy  
Jurisdictional Assessments  
Evacuation Mapping Technology Assessment  
Disaster Services Worker (DSW) Deployment Toolkit

**Combating Domestic Violent Extremism**  
4%

Behavioral Threat Assessment Team  
Information Sharing Platform

**Election Security**  
12%

Mobile Barrier Trailer Kits





**To: Bay Area UASI Approval Authority**

**From: Kristin Hogan, Regional Communications Manager**

**Date: March 13, 2025**

**Re: Item 06: Bay Area UASI Strategic Communications Plan**

---

**Staff Recommendations:**

Review proposed Bay Area UASI Strategic Communications Plan.

**Action or Discussion Items:**

Discussion.

**Discussion:**

The Bay Area UASI Regional Communications Manager will be presenting a proposed Strategic Communications Plan and will seek input and recommendations from the Approval Authority to ensure alignment with members' communications priorities.

# Bay Area UASI

## Strategic Communications Plan

Kristin Hogan,  
Regional Communications Manager

Agenda Item 6



# Strategic Communications Plan Components

*What?*

*Plan Objectives*

*Who?*

*Target Audiences*

*How?*

*Tactics*

*{Existing & Upcoming}*





# Strategic Communications Plan Objectives

- **Ensure transparency and awareness** of grant-funded programs, projects, and equipment region-wide
- **Share innovative projects/programs** and success stories
- **Organize and present** UASI POETE initiatives geographically





# Strategic Communications Plan Audience

- Approval Authority and key staff:
  - Command staff
  - Operational staff
  - Communications staff (PIOs etc.)
- Bay Area UASI grant sub-recipients
- Bay Area UASI stakeholders including non-government and community-based organizations with connectivity to emergency management





# Existing Communications Tactics

- Website: [www.bayareauasi.org](http://www.bayareauasi.org)
- Quarterly Newsletters
- Annual Report
- UASI Emails
- UASI Meetings/Calendar
- UASI Working Groups





# Upcoming Communications Tactics

- \*NEW\* UASI Website
  - *Enhanced functionality to organize UASI-sponsored initiatives by city, county, and regional hub*
- Social Media for announcements, success stories, and engagement opportunities
  - *Follow us on Twitter/X; Facebook; Instagram; Blue Sky and LinkedIn*





# Upcoming Communications Tactics

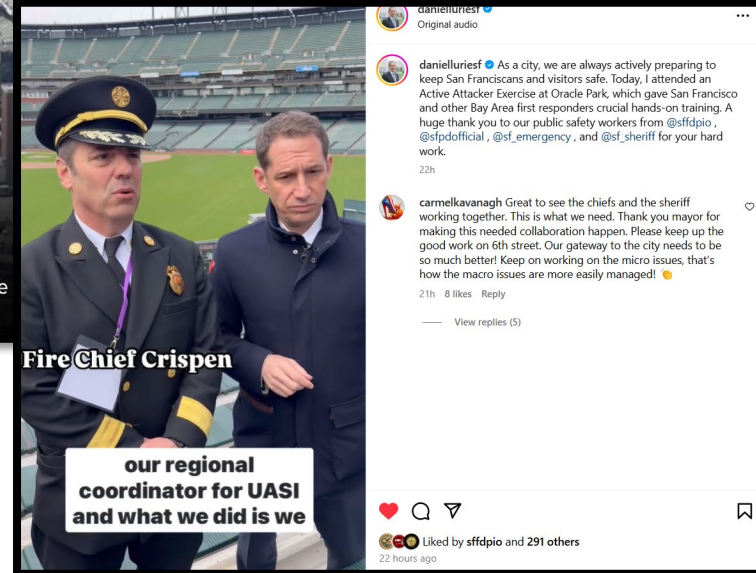
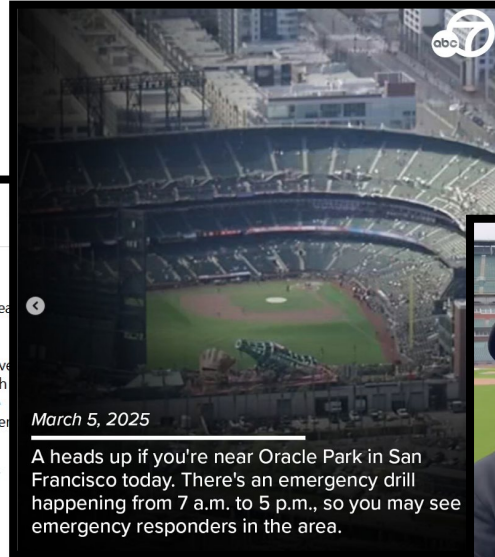
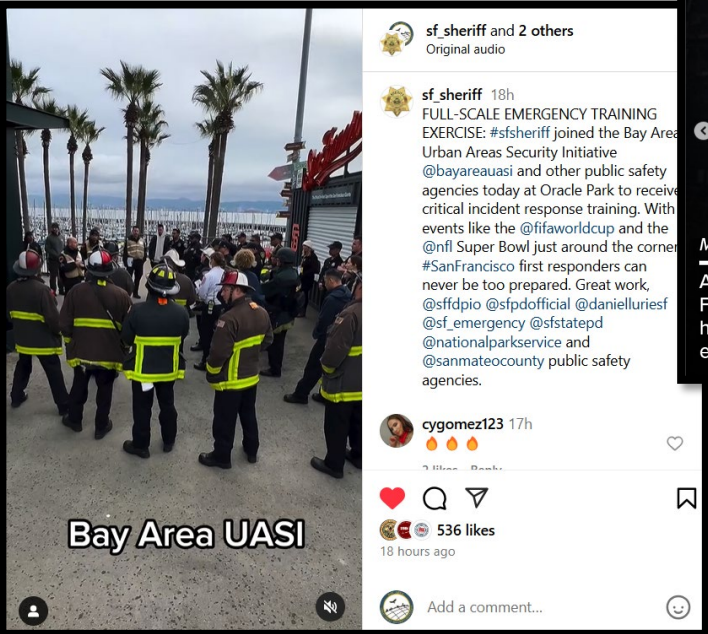
- Proactive Traditional Media
  - *Media availability/engagement for strategic events and occasions (e.g., full-scale exercises)*
  - *Press Releases on major achievements*
  - *Story pitches to emergency management publications (e.g., Homeland Security Today)*
- Strategic communications meetings and presentations
  - *Leverage existing workgroups or meetings among Bay Area emergency management communication leaders*







# Recent Social and Traditional Media



[Chats • Instagram](#)

<https://www.instagram.com/reel/DGzehr> MU6  
[R/?utm\\_source=ig\\_web\\_copy\\_link&igsh=MzRIO](https://www.instagram.com/reel/DGzehr)  
[DBiNWFIZA==](https://www.instagram.com/reel/DGzehr)



**To: Bay Area UASI Approval Authority**  
**From: Corinne Bartshire, Regional Program Manager**  
**Date: March 13, 2025**  
**Re: Item 07: BATEP 2024 Update**

---

**Staff Recommendation**

None

**Action or Discussion Item:**

Discussion

**Details / Description**

The Bay Area UASI has funded a regional training and exercise program since July 2011. In 2020, the Bay Area UASI Management Team, with contractor support, established and re-branded a refreshed Bay Area Training and Exercise Program (BATEP). The current program officially launched in June 2020 and has received annual allocations of \$4.4M to fund training and exercise activities for Bay Area jurisdictions and partner organizations to build and sustain core capabilities to prevent, protect, respond to, and recover from terrorist incidents and catastrophic events. The UASI Management Team leverages training and exercise funding allocated to BATEP, within UASI National Priority Areas, the Regional Catastrophic Preparedness Grant Program, and the Securing the Cities Program to provide comprehensive offerings applicable to the full range of public safety disciplines.

***Training***

Given the complexity of identifying regional training and exercise needs, BATEP utilizes a discipline-specific approach to identifying, coordinating, and conducting training course selections. Applicable public safety disciplines are broken into the following groups:

- Community Preparedness
- Cybersecurity
- Combating Domestic Violent Extremism
- Public Information/Public Safety Communications
- Emergency Management
- Fire
- Law Enforcement
- Public Health/Emergency Medical Services










***Exercises***

Each year, in cooperation with local agencies, the UASI Management Team organizes, conducts, and evaluates select regionwide, multi-discipline exercises. These include Golden Eagle, the Public Safety Preparedness Summit, various tabletop exercises, and first-responder full scale drills.

**Discussion**

This report summarizes accomplishments of the Bay Area Training and Exercise Program during the calendar year 2024.

**Table 1: 2024 BATEP Training Accomplishments**

	<b>Discipline Group</b>	<b># of Courses Delivered</b>	<b># of Students Trained</b>
	Community Preparedness	155	2,628+
	Cybersecurity	13	345
	Combating Domestic Violent Extremism	15	435
	Public Information	12	407
	Emergency Management	38	928
	Fire Services	41	1,054
	Law Enforcement	28	646
	Public Health / EMS	13	267
	Securing the Cities	16	821
			<b>Total: 6,710+</b>

**Table 2: 2024 BATEP Exercise Accomplishments**

<b>Exercise</b>	<b>Summary</b>
<b>Active Attacker Tabletop Exercises (TTXs)</b>	Exercise participants included law enforcement, fire service, EMS, communications / dispatch, hospitals, public health, volunteer organizations, and supporting private sector organizations, totaling 757 participants across 14 exercises.
<b>Cyber Bridge Regional TTX</b>	A simulated escalating cyber threat, allowing participants to test established protocols and procedures preventing and responding to cyberattacks. The exercise’s 147 participants enhanced coordination among local, regional, and state entities with capabilities and roles in cyber resilience.
<b>C-POD Site Validation TTXs</b>	Building upon recently developed Commodity Point of Distribution (C-POD) site activation plans developed in 2023, numerous offerings of C-POD Management and Operations Training and Disaster Logistics for Practitioners Training, 8 UASI member jurisdictions

	hosted a C-POD Site Validation TTX to confirm and refine roles / responsibilities for activating a specific C-POD site.
<b>Supply Chain Resilience TTXs</b>	Following a series of educational seminars, 204 Bay Area partners representing over 75 organizations in both the public and private sectors participated across 5 hub-level and 1 regional TTX to evaluate relationships, coordination, information and resources sharing when food, water, and/or fuel supply chains are disrupted.
<b>Golden Eagle – Supply Chain Resilience</b>	This operations-based exercise engaged 400+ players from multiple Bay Area jurisdictions, Cal OES, CalTrans, and non-governmental organizations, in response coordination focused on supply chain operations following a catastrophic earthquake.
<b>Radiological Dispersal Device (RDD) Response Full-Scale Exercise</b>	As a companion to the Securing the Cities Program provided Prevention Full-Scale Exercise, over 60 agencies participated in this exercise which allowed HazMat teams to practice Radiological Survey, Contamination Survey, and Measuring Mapping Adjudication while Incident Management Team operations focused on procedures during the first operational period.
<b>Public Safety Preparedness Summit</b>	The 2024 Summit brought together 488 public safety professionals to address critical challenges facing the Bay Area. The Summit featured expert speakers, informative sessions, and ample networking opportunities. The Summit included four distinct tracks: Domestic Violent Extremism (DVE), Securing the Cities (STC), Mass Notification, and Cyber Resilience.
<b>Community Readiness Exercises</b>	Building on equipment and training provided via the Community Preparedness & Resilience National Priority Area five county-level exercises engaged a total of 117 participants. One CERT RODEO exercise strengthened local members' skills, while four coordination exercises provided emergency management leaders with a meaningful way to advance the Whole Community Approach, bringing together county and city representatives, community-based organizations, CalOES, local fire services, and law enforcement.

**Table 3: 2024 BATEP Spending Report**

<b>Category</b>	<b>2024 Expenditures from BATEP Allocation</b>	<b>2024 TOTAL Expenditures</b>
<b>Training</b>	\$1,241,414	\$6,068,500
<b>Exercises</b>	\$277,234	\$1,124,149
<b>UASI Management Team Dedicated BATEP Staffing</b>	\$902,146	\$902,146
<b>Total</b>	<b>\$2,420,794</b>	<b>\$8,094,795</b>

# Bay Area UASI



## BATEP 2024 Update

Corinne Bartshire,  
BATEP Regional Program Manager

Agenda Item 7

# 2024 Deliveries



# 2024 BATEP Training Accomplishments

 155

 13

**2024  
Deliveries**

 15

 28

 13

 12

 41

 38

**315**  
Courses  
+ 16 STC

# 2024 BATEP Exercise Accomplishments

 2628+

 345

 435

 646

 267

 407

 1054

 928

**6710+**  
Students  
trained





# Training Testimonials



“Great instructors. Super knowledgeable and I really enjoyed the real-world examples.”

*-Incident Management of Special Operations Student*

“I have been to three real active/mass shooter calls in my career and I feel more confident in responding to them now. The class will make me a better paramedic in trauma scenarios.”

*-Tactical Emergency Casualty Care Student*

“The entire course was really well organized and the content was very relevant. I appreciated the opportunities to try each of the different interview styles”

*-Spokesperson in a Crisis Student*

“Great course. Impressive class organization and instructors. I was never falling asleep.”

*-Tactical Life Saver for Law Enforcement Student*

# Exercise Highlights





# Active Attacker & Cyber TTXs

"It is not enough that we do our best. Sometimes, we do what is required."  
- Sir Winston Churchill

Active Attacker TTXs



Cyber Resilience Regional Partners



Cyber Bridge





# RDD Response Full-Scale



Incident Management Team Operations

Detection / Identification



Decontamination



# 2024 Public Safety Preparedness Summit

Mass Notification



Dan Schilling

Combating DVE



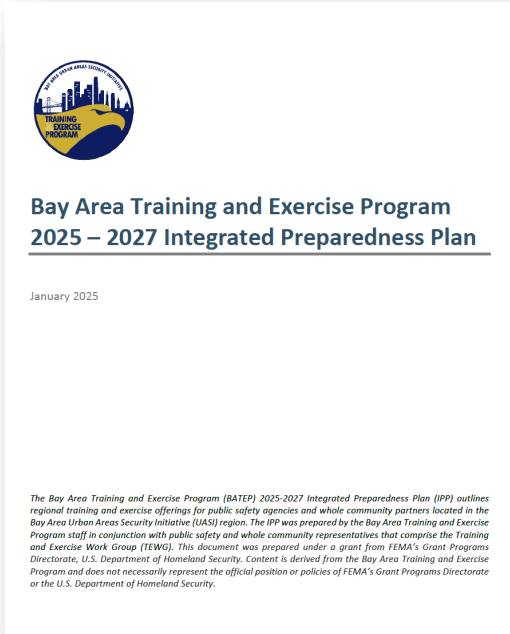
# 2025 Integrated Preparedness Plan





# 2025 – 2027 Integrated Preparedness Plan

➤ Available on BATEP.org  
(log in to see Documents)



Discipline	# of 2025 Planned Courses
	140+
	10+
	72
	13
	59
	25
	31
	21





# 2025 BATEP Exercise Opportunities

Jan- Feb 2025	Community Resilience Tabletop Exercise Series
Mar - April 2025	Active Attacker Full Scale Exercise Series
Summer / Fall 2025	Special Events Tabletop Exercise Series
October 28-30, 2025	Public Safety Preparedness Summit
Various	Community Level Preparedness Exercises
TBD	Cyber Bridge Exercise

