FY 2012-13 Annual Report

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

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A MESSAGE FROM GENERAL MANAGER CRAIG DZIEDZIC

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

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

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

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

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

Sincerely,

Craig Dziedzic
Bay Area UASI General Manager

OVERVIEW

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

BAY AREA UASI OBJECTIVES

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

THE BAY AREA REGION

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

BAY AREA GOALS

Develop a Regional Risk Management and Planning Program

Enhance Information Analysis and Infrastructure Protection Capabilities

Strengthen Communications Capabiltiies

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

Enhance Medical, Public Health and Mass Care Preparedness

Strengthen Emergency Planning and Citizen Preparedness Capabilities

Enhance Recovery Capabilities

Enhance Homeland Security Exercise, Evaluation and Training Programs

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

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

OVERVIEW

REGIONAL GOVERNANCE STRUCTURE

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

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

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

KEY ACCOMPLISHMENTS

TRAINING AND EXERCISE

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

EQUIPMENT

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

PLANNING

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

UASI PROJECT MANAGEMENT

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

Improve Regional Risk Management and Planning

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

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

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

AMERICA'S CUP

COLLECT | PROCESS | ANALYZE | SHARE | SUPPORT | TRAIN

UASI PROJECT MANAGEMENT

Enhance Information Analysis and Infrastructure Protection Capabilities

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

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

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

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

Mike Sena, Director, NCRIC

MOBILE FIELD FORCE

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

UASI PROJECT MANAGEMENT

Strengthen Communications Capabilities

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

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

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

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

BAYLOOP

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

UASI PROJECT MANAGEMENT

Strengthen CBRNE Detection and Incident Response

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

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

SONOMA BEARCAT

Enhance Medical, Public Health and Mass Care Preparedness

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

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

UASI PROJECT MANAGEMENT

Increase Emergency Planning and Citizen Preparedness Capabilities

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

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

Credit: Ryan Irwin

Enhance Recovery Capabilities

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

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

"The UASI grant program has supported and enhanced our First Responders and planning capabilities in ways that the City of Oakland would not have been able to attain under the current economic conditions. The program has also brought together the 3 core cities of Oakland, San Francisco and San Jose, our 12 counties and regional partners to collaborate and leverage time, resources and talent to augment the Region's ability to better respond to terrorism event and catastrophic natural disaster."

Mayor Jean Quan, City of Oakland

UASI PROJECT MANAGEMENT

Enhance Training and Exercises

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

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

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

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

BOSTON POLICE DEPARTMENT

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

INTEROPERABLE EMERGENCY COMMUNICATIONS GRANT (IECGP)

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

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

VIEW FROM HAWKINS PEAK

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

SOLAR POWER FACILITY

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

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

REGIONAL CATASTROPHIC PREPAREDNESS GRANT PROGRAM (RCPGP)

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

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

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

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

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

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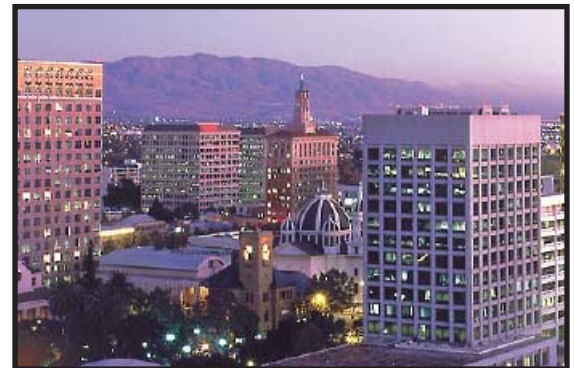
GRANTS MANAGEMENT

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

GRANT AWARD HISTORY

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

GRANT COMPLIANCE

Once MOUs have been signed by jurisdictions, the grants management staff ensures that all funds are spent in accordance with federal regulations and grant guidelines. This includes working with Project Managers to track expenditures, reviewing reimbursement requests for proper documentation, and submitting modification and reimbursement requests to the funding agency.
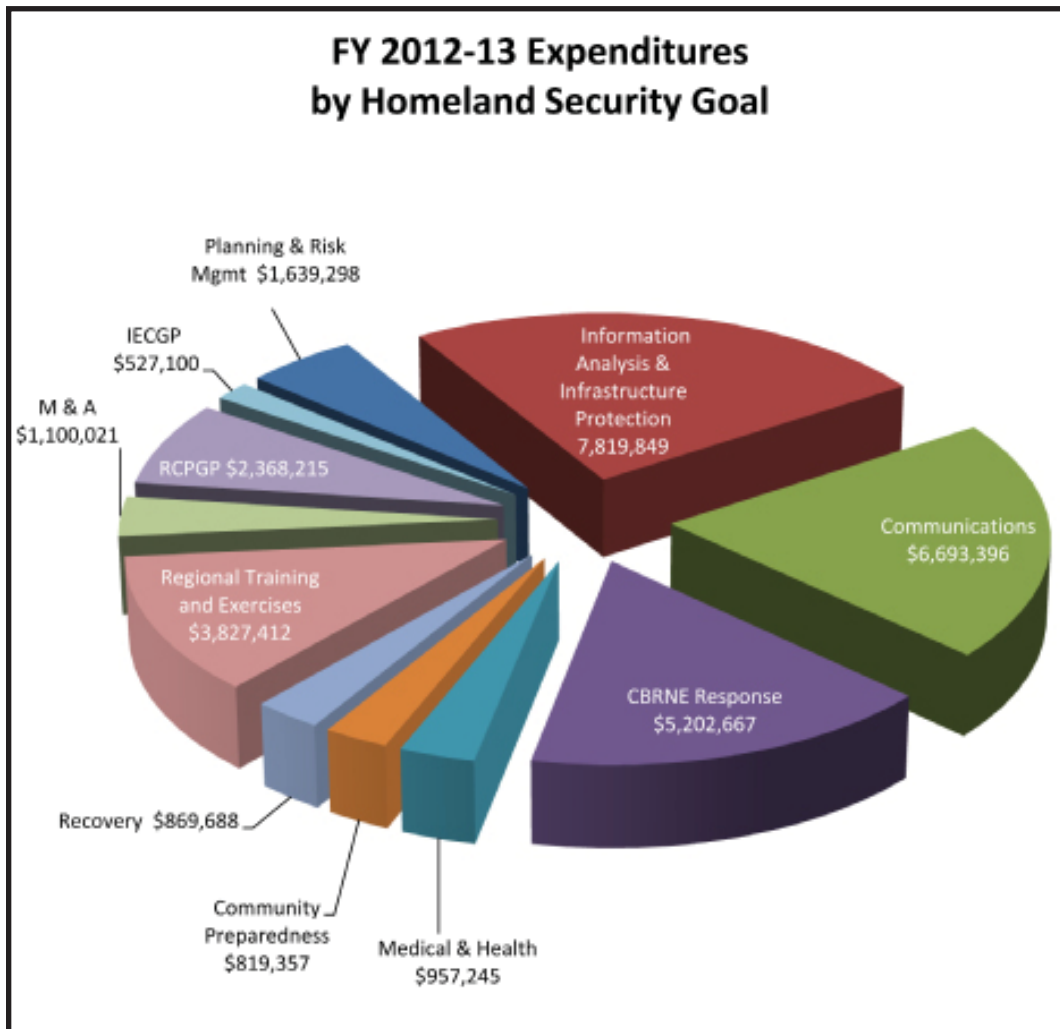
FY	UASI	IECGP	BZPP	COPS	PSIC	RCPGP	TOTAL
2006	$22,656,000						$22,656,000
2007	$27,304,000			$5,733,986	$14,941,976		$47,979,962
2008	$29,724,000	$1,425,427	$579,090			$7,500,000	$39,228,517
2009	$32,510,600	$1,370,063	$282,506			$3,617,000	$37,780,169
2010	$34,262,131	$1,227,632	$585,000	$750,000		$3,570,000	$40,394,763
2011	$35,546,960					$1,281,976	$36,828,936
2012	$21,931,312						$21,931,312
TOTAL	$203,935,003	$4,023,122	$1,446,596	$6,483,986	$14,941,976	$15,968,976	$246,799,659

GRANTS MANAGEMENT

GRANT EXPENDITURES

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

FY 2012-13 Expenditures by Homeland Security Goal

Planning & Risk Mgmt $1,639,298
IECGP $527,100
M & A $1,100,021
RCPGP $2,368,215
Regional Training and Exercises $3,827,412
Recovery $869,688
Community Preparedness $819,357
Medical & Health $957,245
Information Analysis & Infrastructure Protection 7,819,849
Communications $6,693,396
CBRNE Response $5,202,667

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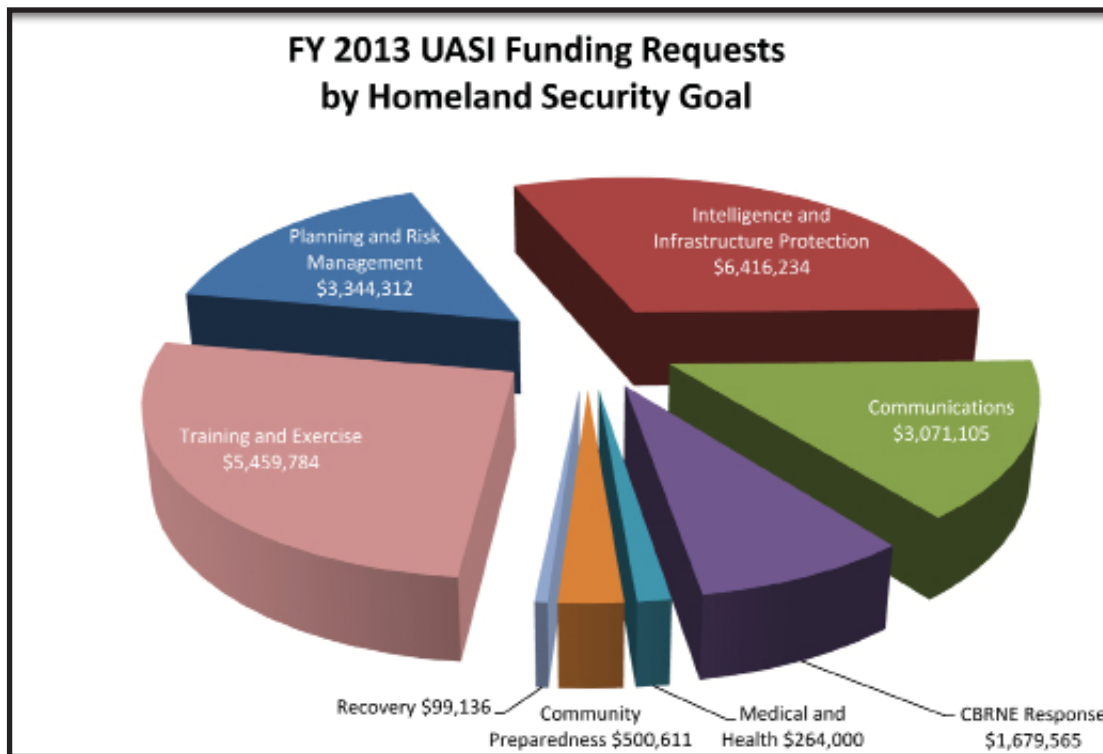
2013 PROCESS

PROJECT IDENTIFICATION AND SELECTION

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

PROJECT SELECTIONS

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

FY 2013 UASI Funding Requests by Homeland Security Goal

- Planning and Risk Management $3,344,312
- Intelligence and Infrastructure Protection $6,416,234
- Training and Exercise $5,459,784
- Communications $3,071,105
- Recovery $99,136
- Community Preparedness $500,611
- Medical and Health $264,000
- CBRNE Response $1,679,565

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