



# Bay Area UASI

## FY 2020 - 2021 Annual Report





A global pandemic, unprecedented wildfires, regional public safety power shut offs, poor air quality, countless federal, state, and local cyberattacks, election security concerns, and a rise in domestic terrorism all posed threats to our region last year. Despite these unforeseen conditions, the Bay Area UASI delivered several successful projects to enhance regional homeland security.

The Bay Area UASI Management Team adapted to the virtual environment and overcame challenges in grant performance monitoring, staff resourcing due to EOC activations, onboarding new employees, and the provision of virtual workshops, meetings, and trainings– all of which were accomplished effectively and expeditiously. The Management Team also negotiated a new office lease and coordinated the necessary tenant improvements. I am proud of the strength and resolve our team demonstrated under the compounded trials of this year.

In addition to leveraging Department of Homeland Security (DHS) grant funding to support local preparedness and prevention efforts, new grant awards were secured which diversified funding and increased revenue sources by 34% compared to last year. This year, the Bay Area UASI Management Team successfully:

1. supported the COVID-19 response by participating in the Disaster Service Worker (DSW) program, requiring a realignment of staffing and resources;
2. secured an additional year of grant funding under the Regional Catastrophic Preparedness Grant Program (FY2020 RCPGP) to support pandemic planning efforts;
3. secured new grant funding under the Securing the Cities (FY2020 STC) grant program, which supports radiological/nuclear preparedness efforts; and
4. secured new grant funding under the Targeted Violence and Terrorism Prevention (FY 2020 TVTP) grant program, supporting awareness trainings/campaigns.

Each of these DHS programs and initiatives, along with the UASI projects, are described in more detail in the subsequent pages of this annual report along with an overview of our continued collaboration with and support of the Northern California Regional Intelligence Center and the Bay Area Regional Interoperable Communications System Joint Powers Authority.

In closing, I would like to honor the work of our essential workers and public safety personnel. Our hearts go out to those who suffered losses this past year. We remain committed to supporting the Bay Area community and our public safety partners through results-oriented planning, training, exercises, equipment, and organizational support.

Craig Dziedzic  
General Manager, Bay Area UASI

# Bay Area Urban Areas Security Initiative

The Bay Area Urban Areas Security Initiative (BAUASI) is the fiscal agent and managing body for all regional homeland security grants. These grant programs are part of a comprehensive set of initiatives focused on enhancing regional terrorism preparedness in major metropolitan areas by developing integrated systems for terrorism prevention, protection, response, and recovery.

## THIRA/SPR

DHS mandates that grant funded initiatives be allocated to gaps identified by the region's Threat and Hazard Identification and Risk Assessment (THIRA). The THIRA helps our region understand our risks and determine the level of capability needed to address those risks. The outputs from this process lay the foundation for determining the region's capability gaps during the Stakeholder Preparedness Review (SPR).

The SPR is an annual assessment of regional capability levels based on the capability targets identified in the THIRA. It follows a three-step process:

1. assess current capability levels and how capabilities changed over the last year,
2. identify capability gaps and intended approaches to addressing them, and
3. describe the impacts of funding sources on building or sustaining target capabilities.

## NEW REQUIREMENT NATIONAL PRIORITY PROJECTS

Given the evolving threat landscape, it is necessary that DHS/FEMA continuously evaluate the national risk profile and set funding priorities. The following are the four priority areas identified for FY 2020 and their corresponding projects:

1. **Enhancing Cybersecurity**  
Cyber Navigator Program— assists election authorities in detecting, defending against, and recovering from cyber attacks
2. **Enhancing the Protection of Soft Targets/ Crowded Places**  
Identity Access Management for Elections Security— establishes partnerships with local government entities to support the disabled community and people with access and functional needs during the voting process.
3. **Enhancing Information and Intelligence Sharing**  
Chem-Bio/Public Health Information & Sharing Analysts— supports staffing to gather data and archive information for the fusion center and funds the procurement and installation of the most up-to-date equipment and software to ensure streamlined data sharing with federal/state agencies.
4. **Addressing Emergent Threats**  
Chem-Bio Consequence Management Planning— coordinates intelligence on emerging Chem-Bio threats across law enforcement and other first responder and public health agencies including consequence management of unmapped viral strains.

## APPROVAL AUTHORITY

An eleven-member Approval Authority directs the BAUASI through a multi-year master agreement. This Brown-Acted body includes representation from each of the three major cities (San Francisco, Oakland, and San José) and the twelve counties located within the BAUASI footprint. This group provides policy direction and is responsible for final decisions regarding projects and funding.

<p><b>Mary Ellen Carroll (Chair)</b> Executive Director San Francisco Dept. of Emergency Management</p>	<p><b>Richard T. Lucia (Vice Chair)</b> Undersheriff Alameda County Sheriff's Office</p>
<p><b>Erica Arteseros</b> Assistant Deputy Chief San Francisco Fire Dept.</p>	<p><b>Mike Casten</b> Undersheriff Contra Costa County Sheriff's Office</p>
<p><b>Jessica Feil</b> Manager, Emergency Services City of Oakland</p>	<p><b>Christopher Godley</b> Director, Sonoma County Dept. of Emergency Management</p>
<p><b>Dana Reed</b> Director, Office of Emergency Services Santa Clara County</p>	<p><b>Ray Riordan</b> Director, Office of Emergency Management City of San José</p>
<p><b>Robert Doyle</b> Sheriff Marin County Sheriff's Office</p>	<p><b>Gerry Malais</b> Manager, Emergency Services Monterey County</p>
<p><b>Mark Robbins</b> Undersheriff San Mateo County Sheriff's Office</p>	





# Cybersecurity

The BAUASI region has over 650 municipalities that are vigilant in safeguarding a variety of critical infrastructure sites vulnerable to cyberattacks. To build capabilities in protecting these sites, the BAUASI grant supports the Northern California Regional Intelligence Center (NCRIC) which continuously collaborates to share cyber threat intelligence, improve understanding of cyber-attacks, and develop models to counter cyberattacks.

In 2020, The BAUASI Cyber Resilience Work Group and the NCRIC Cyber Team produced the Cyber Incident Response Framework to address both OES and IT objectives to support county-wide cyber incident response efforts. A Cyber Toolkit was also produced which includes tools and templates created to assist individual organizations/jurisdictions in strengthening their cyber planning, response, and recovery.

Find to our Technology Recovery Plan Template and Cyber Incident Response Plan Template at <http://www.bayareauasi.org/CyberSecurityResponseandRecoveryPlanning>

## NOTABLE ACHIEVEMENTS

- ▶ Election Security - To ensure the security of the 2020 election cycle, the NCRIC participated in 400 cyber briefings for regional partners to explain potential threats. Although several cyberattacks from foreign actors occurred in the days leading up to the election, there was no impact on the election process itself. By all government reports, the 2020 election was the most secure in history.
- ▶ Ransomware - The Cyber Team delivered key cyber incident support to 15 ransomware attacks in the region. Support included information triage, case building for federal partners, and sharing threat information with stakeholders so that other potential victims could be protected.



# Training and Exercise

In July of 2020, the BAUASI launched the re-envisioned Bay Area Training and Exercise Program (BATEP) which combines innovative training and realistic exercises to build public safety and preparedness capabilities through the following program components:

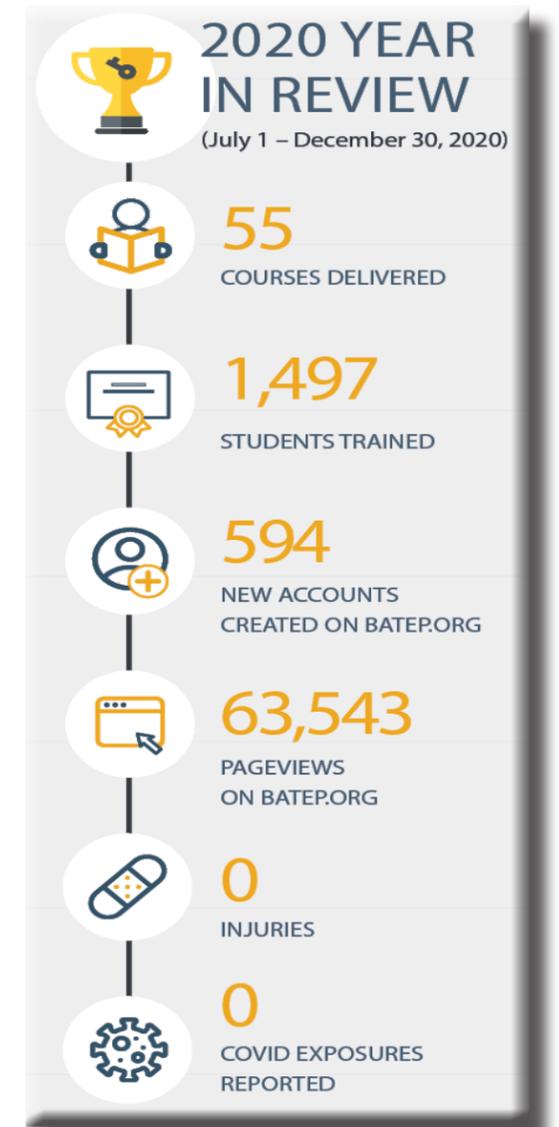
1. multi-discipline training course for local government public safety staff,
2. regionwide multi-discipline exercises; and
3. community preparedness activities specifically geared toward community-based organizations throughout the Bay Area.

**Golden Eagle, a regional, multi-jurisdictional, multi-discipline exercise focused on critical transportation and logistics operations will be held on November 3, 2021.**

## IN 2020, THE BATEP SUCCESSFULLY:

- ▶ launched BATEP.org, a “One-Stop Shop” of government-provided and grant-funded training opportunities,
- ▶ created the three-year Regional Integrated Preparedness Plan and the BATEP program manual, and
- ▶ delivered **40** virtual community preparedness activities in BATEP’s first year of operation. Community preparedness training is new to BATEP and wasn’t included in the prior regional training and exercise program. Courses include Volunteer Management, Community Organizations and GOvernment Coordination, and Continuity of Operations Planning for Non-Profits.

Bay Area agencies are encouraged to participate in BATEP offerings. Create an account at [www.BATEP.org](http://www.BATEP.org) and register for training! Questions may be directed to [contact@BATEP.org](mailto:contact@BATEP.org).



# Disaster Service Worker Integration

In response to COVID-19, Disaster Service Workers (DSWs) supported a variety of emergency operations roles including contact tracing, testing and vaccination, communications, and sheltering operations. The scope and scale of 2020 DSW operations was unprecedented. The BAUASI Management Team coordinated across all Bay Area jurisdictions to document best practices and compile lessons learned to improve local DSW programs. The below listed tools were developed as a result of that coordination.

## TOOLS AND TEMPLATES:

- ▶ Regional Analysis: Compiles best practices and lessons learned in effective collaboration, communications, planning, and training for DSW programs.
- ▶ Skills Inventory Tool: Supports the identification of skills such as language proficiency, medically related certifications, and other relevant licenses to aid in the pre-planning of DSW assignments.
- ▶ DSW Program Toolkit: provides DSW activity descriptions, guidance on establishing essential functions, messaging templates for department leadership, and other resources to support local DSW programs.

## TOGETHER WE HEAL:

Lead by the San Francisco African American Arts and Cultural District (SFAAACD) and coordinated by the JIC DSW Lloyd Shand, Together We Heal celebrates the heroism of African American frontline health workers.

The campaign uses art to reflect the vibrancy of the African American community. Creating and celebrating art made as a community propels members to choose safer behaviors amidst the COVID-19 pandemic. It's one thing to hear health orders. It's another to take action to honor the very people they are there to protect.

When we work together, we can heal together. "Together We Heal."

# Bay Area Joint Information System



The Bay Area Joint Information System (Bay Area JIS) is a network of individuals with emergency public information and warning responsibilities from multiple agencies, disciplines, and jurisdictions throughout the Bay Area. The mission of the Bay Area JIS is to facilitate the sharing of information, situational awareness, and resources among communicators who coordinate, collaborate and deliver timely and accurate life-saving public messages.

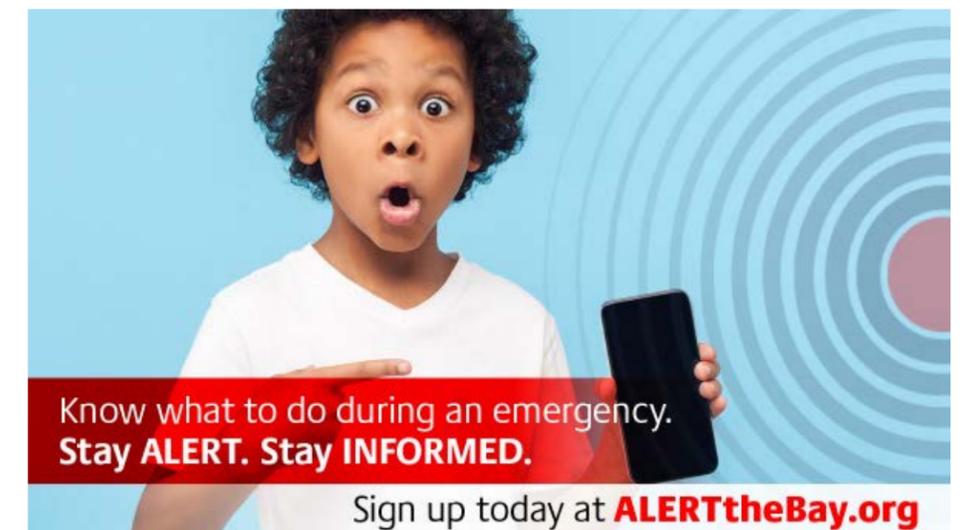
## IN 2020, THE BAY AREA JIS:

- ▶ sustained and expanded a network of public information officers (PIOs) across jurisdictions to share resources and support coordinated public messaging in direct response to COVID-19,
- ▶ evaluated its response activation operations, identifying lessons learned and recommendations for improvements,
- ▶ developed a website (ALERTtheBay.org) providing easy access to local and partner agency alert & warning systems, and
- ▶ launched a regional digital campaign to promote public registration with local alert & warning systems.

## ALERTTHEBAY.ORG

ALERTtheBay.org— a website which links to local mass notification systems— helps closes the gap in our ability to deliver prompt, emergency information to the public.

The pilot media campaign validated the outreach approach generating a Click-Through-Rate of 2.6% on social media ads compared to a national average of 0.9% in similar type campaigns. The Bay Area JIS is continuing the digital media campaign to promote ALERTtheBay.org in advance of fire season and investing in locally customized campaigns to communities across the Bay Area this fall.



# Interoperable Communications

Regional interoperability is a multi-dimensional challenge and requires coordination across five interdependent elements which must be considered together to foster true regional inter-operable communications: Governance, SOPs, Technology, Usage, and Training & Exercise.

The Bay Area Regional Inter-operable Communications System Joint Powers Authority (BayRICS) ensures progress across each of these elements and oversees advanced public safety communications projects such as the monitoring, testing, and implementing of FirstNet and other public safety broadband technologies.

## IN 2020 BAYRICS:

- ▶ developed and tested the mobile Tactical Interoperable Communications Plan, an app that puts key radio communications information into first responders' hands,
- ▶ hosted its Annual System Key Exchange, where 97 local system programming keys were exchanged among 6 Counties and 3 Federal-agency partners to better facilitate mutual aid responses,
- ▶ purchased P25 portable radios, EOC satellite phones, and a trunked radio system.
- ▶ developed the Standardized Regional Alias System, a coordinated way for local agencies to delineate between internal and out-of-system users,
- ▶ created the Regional Public Safety Broadband Work Group to advance the Bay Area's broadband communications capabilities through enhanced coordination, governance structures, planning, training, and equipment, and

Participation in the BayRICS' stakeholder group is open to all jurisdictions and agencies in the Bay Area UASI footprint. For more information or to join, contact Corey Reynolds, BayRICS General Manager, [corey.reynolds@bayrics.net](mailto:corey.reynolds@bayrics.net).

# Equipment Purchases

Specialized technology and equipment ensure our regional partners are able to effectively prepare for and respond to emergencies. In 2020, BAUASI partners purchased a variety of operational equipment including the following:

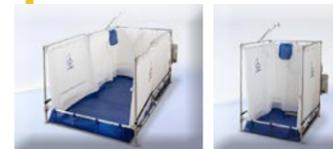
**OAKLAND** purchased a Gator Utility Vehicle which has already been used in multiple rescue missions. On Chaparral Trail, Fire Captain Brian Oftedal recalls:

***"without the gator it would have been a multi-agency rescue taking hours to get the injured individual out. We had him out, start to finish, in less than 45 min."***



**SONOMA COUNTY** purchased four travel trailers to transport cots, showers and other supplies as needed from their warehouses to shelters during an emergency. Supporting shelter residents during the 2017 wildfires was a challenge.

***"Now, each trailer carries enough supplies for 1,000 people" — Sam Wallis, Emergency Services Coordinator.***



Sonoma also increased its capacity to serve individuals with access and functional needs (AFN) by purchasing AFN showers and a braille printer for the blind.

## NAPA-SOLANO-YOLO-MARIN COUNTY

Public Health Laboratory purchased an ABI7500 Real-Time PCR. This amazingly fast piece of machinery allowed the Lab to test 600 – 700 specimens per day for COVID-19 and provided patients' test results within 24 hours. Laboratory Director Beatrix Kapusinsky expressed that this piece of equipment

***"turned out to be an absolute lifesaver during the pandemic."***



**SAN MATEO COUNTY** Self-contained breathing apparatuses were purchased by the San Mateo Sheriff's office.

***"The attachment ... is simple and easy to teach and learn for our new team members, is easy to put on by yourself, and is very comfortable to wear over our other PPE and tactical gear."***  
—Sgt. David Padilla





NEW GRANT INITIATIVE

# Regional Catastrophic Preparedness Grant Program

The Regional Catastrophic Preparedness Grant Program (RCPGP) C-POD Project improves the Bay Area’s ability to provide life-sustaining commodities—such as feeding, hydration, or medications—to impacted populations when a catastrophic disaster disrupts critical lifelines and services.

Over 70 Commodity Points of Distribution (C-POD) sites are being thoughtfully selected, taking into consideration size, accessibility, location, anticipated community needs, and other planned disaster response services.

## IN 2020:

- ▶ The RCPGP team assessed the existing planning landscape,
- ▶ drafted training curriculum for C-POD managers and disaster logistics practitioners, and
- ▶ developed recommendations for the Bay Area’s current C-POD planning process.

**The C-POD Project** utilizes an integrated and holistic approach to enhancing capabilities through planning, training, and exercising. The project will provide logistics planning guidance, pre-scripted resource requests, agreement templates, and more in a downloadable toolkit.



NEW GRANT INITIATIVE

# Targeted Violence and Terrorism Prevention Program

The Targeted Violence and Terrorism Prevention (TVTP) program seeks to prevent targeted violence through the development and delivery of training at high schools and houses of worship. The Program will educate communities on behaviors that indicate an individual may be mobilizing to violence, provide an avenue for reporting, connect those at risk with resources, and provide support to those affected.

## SUPPORTS THREE INITIATIVES:

**1 COMMUNITY AWARENESS BRIEFINGS**

**2 THREAT ASSESSMENT PROTOCOLS AND PORTAL DEVELOPMENT**

**3 BEHAVIORAL ANALYSIS TRAINING**

## 2020 PROGRAM ADVANCEMENT:

- ▶ selected schools for program delivery,
- ▶ reviewed Threat Assessment Protocols,
- ▶ developed Awareness Briefings and Analysis Training which will be offered to those who interact with students on campus including cafeteria workers, bus drivers, parents, faculty, and school safety officers, and
- ▶ identified county mental health, high school, and juvenile public safety individuals to serve on the threat management team. Members will participate in the threat assessment protocol review and portal development project.



## NEW GRANT INITIATIVE

# Securing the Cities

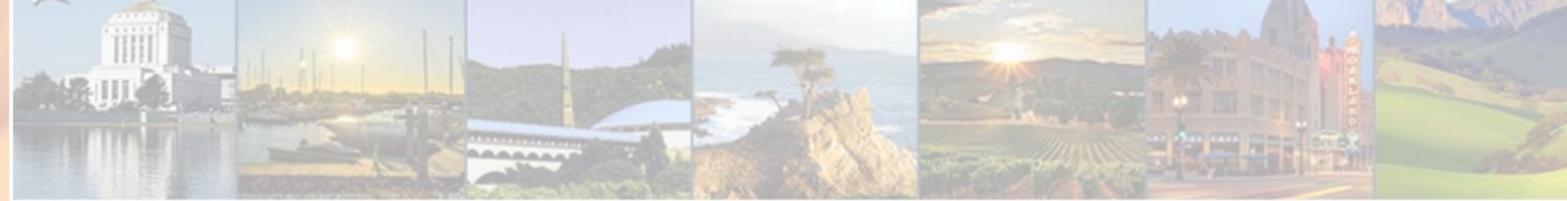
The BAUASI received \$5 million dollars in Securing the Cities (STC) grant funding to detect and deter terrorism events including those that involve nuclear, chemical, biological, and explosive weapons. By assisting state and partner agencies, STC programming builds capabilities in the detection, analysis, and reporting of chemical, biological, radiological, nuclear, and high yield explosive weapons (CBRNE). The program footprint includes the 14 BAUASI jurisdictions, Sacramento, Fresno, and Washoe counties.

### IN 2020, SECURING THE CITIES BAY AREA:

- ▶ established the governance and administrative structure and identified strategic partners,
- ▶ established the STC Program Management Office to build Preventive Radiological/ Nuclear Detection (PRND) operations, information sharing, equipment, and training capabilities,
- ▶ integrated STC and CBRNE which will provide more comprehensive protection leading up to and after a WMD event. This integration expanded working groups to include representatives from chemical-biological warfare and high yield explosives subcommittees, and
- ▶ conducted a region-wide gap analysis and procurement planning for additional PRND equipment needs.



The San Francisco Sherrif's Office is excited to welcome its newest team member — K-9 Paco, a one-year-old Belgian Malinois. Paco will climb, crawl, and sniff out danger, protecting public buildings and public safety. K-9 Paco was purchased with UASI funds in FY2020 and supports STC programming.



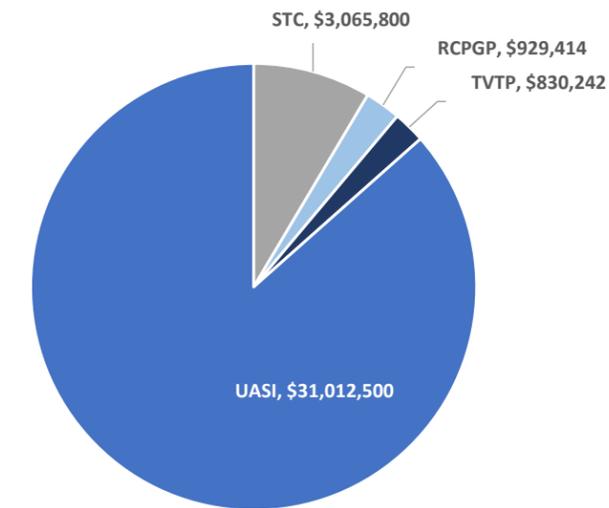
# Financials

Once again, our fiscal staff performed efficiently and professionally as they adapted to new COVID-19 restrictions and shifted from onsite monitoring review to desk audits to ensure subrecipient compliance with federal and state laws, policies, and procedures. Twenty-one separate desk reviews were conducted resulting in four monitoring reports with various recommendations. Overall, the jurisdictions showed substantial compliance with grant requirements.

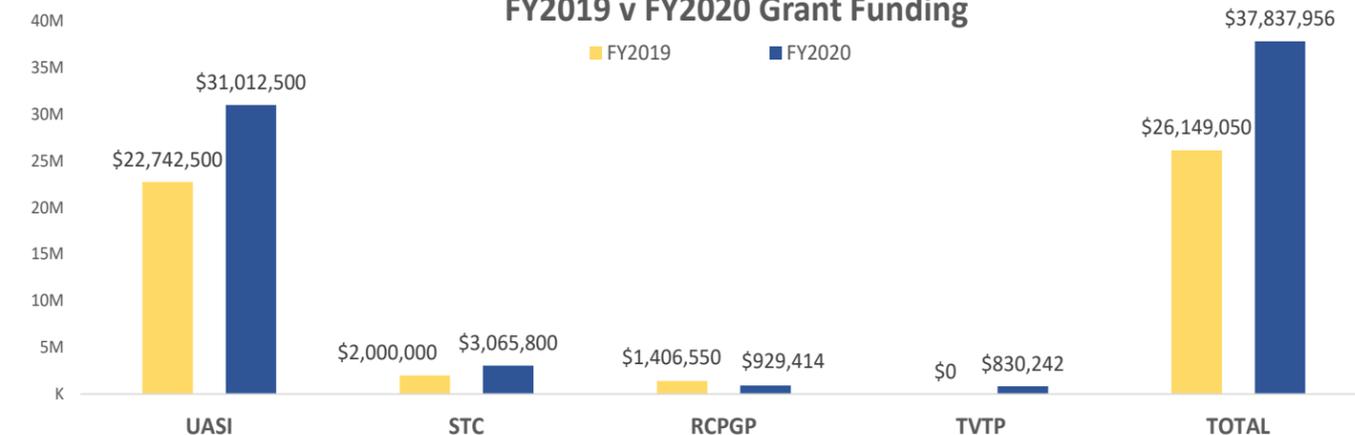
In FY 20, UASI sustainment projects were funded in the amount of \$8,812,873 and other proposed regional projects, including four National Priority Projects, were funded in the amount of \$6,537,800. The amount for all UASI regional funding for FY20 totaled \$15,350,673. Of the 146 proposals submitted in FY2020, the four hubs awarded funding to 55 projects.

Due to program expansion, the BAUASI fiscal team increased from four to six full-time positions. Newly added staff are financial analysts, responsible for providing fiscal support for the Securing the Cities and the Bay Area Training and Exercise programs. Increased funding also generated an additional number of contracts totaling approximately \$10 million.

FY20 Awards



FY2019 v FY2020 Grant Funding





Sec's CANDIES

WE ARE SF

nuveen

Chirard

TOYOTA

National

SF