APPENDIX B

Bay Area UASI
FY 2020
Guidance for Writing Your
Grant Application

July 2019

INTRODUCTION

The purpose of this guidance is to assist in developing and writing project proposals (investment justifications), and aligning them with the correct investment areas, core capability, and capability target.

Define and Develop Your Project

The budget elements of a project must include one of the following POETE categories:

- Planning/Plans/Personnel
- Organization/People/Teams
- Equipment
- Training
- Exercises

Project Development Principles

When developing a project, the following principles should apply:

- **Be descriptive, but brief.** A project description should be no more than two to three sentences. Do not include unnecessary information that doesn't describe what the project is truly about.

- **Give the project a clear name.** Directly link the name to the project description and provide a clear indication of the focus of the project. For example, "public information officer (PIO) Training", "HazMat Team Equipment", or "Cybersecurity Assessment of City's Networks" are all valid project names. Project names such as "Exercises" or "Data Sharing" are too vague.

Remember, all project must have a nexus to terrorism preparedness, even if it will also address natural hazards preparedness.

Describe the Project

Please include the following information when developing and describing a project:
- **Who** the project is for, e.g., your city/county's HazMat team, bomb squad, or emergency operations center (EOC), etc.?
- **What** the project entails, e.g., develop plans, purchase equipment, conduct training, etc.?
- **When** will you be working on this project?
- **Where** is your jurisdiction?
- Describe **why** the project is necessary, or the intended benefit/outcome.

The following is an example of effective project description:

- *Install fencing, lighting, and gates, at the Water Treatment Plant, in Alameda County,*

> *in 2020, to protect the plant from unauthorized intrusion.*

Using the "why" element of these projects is the best way to help determine which is the most appropriate Core Capability. If your project describes improving emergency communications capabilities, then you will use "Operational Communications" as your Core Capability.

The following are examples of insufficient project descriptions.

- Incident Command System (ICS) 300 and 400 training
- Encryption Hardware/Software
- HazMat response team training, CERT training, PIO training

None of the above projects provides enough detail to understand what the projects entail. In the third example, multiple types of training are grouped together but each has a different Core Capability.

SIX STEPS TO DEVELOPING YOUR PROJECT:

STEP ONE
Determine the appropriate IJ number. Below is the list of Investment Justifications (IJs) or projects with a brief description. Please review them to assist in determining which description is the best fit. Each IJ has a few sample examples to guide you in your selection.

IJ 1: Strengthen Fusion Center Capabilities

DHS/FEMA requires that each UASI must submit a "fusion center IJ". This means only projects with a **direct nexus** to the NCRIC and to Terrorism Liaison Officers (TLO) will use this IJ. Any project assigned to this IJ must have a direct link to a fusion center:

- Fusion center analyst salaries
- Cybersecurity unit operating within a fusion center
- Fusion center equipment
- TLO training

IJ 2: Protect Critical Infrastructure and Key Resources

IJ 2 covers critical infrastructure activities with no direct nexus to a fusion center. Per Cal OES, food/agriculture preparedness activities will also fall under this IJ. The CBRNE/PRND work group is responsible for reviewing these projects. IJ 2 projects **may** include examples such as:

- Cameras, lighting, gates, bollards, fencing, etc., at critical infrastructure sites
- **Non-fusion center** staff costs
- Livestock trailer for evacuation

IJ 3: Enhance Cybersecurity
IJ 3 covers cybersecurity activities outside the direct nexus to a fusion center. The UASI's cyber resiliency work group covers this type of project. Examples of projects that **may** fit under IJ 3

include:

- Information security systems
- Software upgrades for information system and network security
- Cybersecurity related training
- Cybersecurity analyst

IJ 4: Strengthen Emergency Communications Capabilities

IJ 4 covers two broad categories – emergency responder communications, and public information and warning. Two work groups- Public Information and Warning and BayRICS cover these projects. Projects that **may** fall under IJ 4 include these examples:

- Radio purchases
- 911 dispatch systems
- Public alert and warning systems
- Joint information center exercises

IJ 5: Enhance Medical and Public Health Preparedness

IJ 5 covers public health, hospital, and emergency medical based projects. The Health and Medical work group covers these types of projects. Sample projects that **may** fall under IJ 5 include:

- Public health laboratory equipment
- Medical supplies
- Isolation and quarantine planning
- Emergency Medical Services (EMS) equipment and training

IJ 6: Preventing Violent Extremism

PVE programs are community-led efforts aimed at improving coordination and collaboration among stakeholders to raise awareness for the indicators of homegrown violent extremism, or domestic terrorism through training and education initiatives. The Public Safety and Information Sharing work group is assigned to projects affiliated with the IJ.

IJ 7: Enhance Community Resilience

IJ 7 is the project designed for community programs to assist residents prepare for a disaster or emergency. The Emergency Management work group covers these types of projects. Projects that **may** fit under IJ 7 include these examples:

- Community Emergency Response Team (CERT) programs
- Volunteer or donations management planning
- Ready campaigns, such as public service announcements, websites, brochures, etc.

IJ 8: Strengthen Information Sharing and Collaboration

This is the UASI's non-fusion center information sharing investment project. The Public Information and Sharing work group covers these types of projects. Sample project areas covered here should include any information sharing activities **NOT** covered by a fusion center, such as:

- ALPR equipment
- Specialized equipment to track suspects

IJ 9: Enhance Multi-Jurisdictional/Inter-Jurisdictional All Hazards Incident Planning, Response & Recovery Capabilities

IJ 9 is the investment with the largest number of total projects, as it covers the broadest scope of potential projects in both the response and recovery areas. In short, IJ 9 may be the default home for projects that have no other clear IJ under which they fit. Potential types of sample projects that may fall under IJ 9 include:

- EOC upgrades or exercises
- WebEOC projects
- Fire incident response equipment
- Mass evacuation plans
- HazMat team training
- Mass care plans
- Search and rescue team equipment
- Bomb squad equipment
- Special Weapons and Tactics (SWAT) team training
- Recovery planning

IJ 10: Homeland Security Exercise, Evaluation, and Training Programs

This investment area covers training and exercise **infrastructure**, and not specific trainings and exercises. This approach treats training and exercise activities as supporting capability building that falls within any one of the other IJ areas and is consistent with the purpose of training and exercises. The Training and Exercise work group will assist with determining the submission of classes as well as which IJ they may fall under. Projects that **may** fit under IJ 10 include these examples:

- Training and exercise program staff
- Equipment for multi-purpose training and exercise facilities
- Multi-year training and exercise plan updates and/or conferences

STEP TWO:

Once you select the appropriate goal for your project, review the Core Capabilities associated with them. These core capabilities will be in the form of a drop down menu on the application in WebGrants.

STEP THREE:

Once you have selected the Investment Justification number and the correct core capability, please select the appropriate Capability Target (listed in the table below). Capability targets indicate a measurement of success- either describing the impact of the project or the measureable outcome of the project. These Capability Targets will also appear in the form of a drop down menu on the application in WebGrants.

STEP FOUR:

Next, select the nexus to terrorism using the drop down menu and then briefly describe this nexus. To complete this section, please describe your project using the criteria described on page 2 of this guidance.

STEP FIVE:

Fill out the timeline and milestone sections. The **timeline** begins on 11/1/20 and ends on 12/31/21. In filling out the **milestone** section, select appropriate milestones from the drop down menu. Remember to keep the milestone dates within the grant performance period. Finally, **e**verything takes longer than you think, so **BE REALISTIC**!

STEP SIX:

Answer the compliance questions and complete the budget using the POETE categories described on page 2. Once you have completed this section, your application is ready to submit!

Aligning Proposals to the Bay Area UASI's Goal Area, Core Capabilities, and Capability Target

Once you have determined which Investment Justification you plan to use for your project, you must align it with the most appropriate core capability and capability target.

The Table below indicates the Investment Justification Number, the UASI Goal Name, the Core Capability(ies) associated with the Goal Area, and the Capability Targets associated with each investment. Please use this guide to complete your application.

Table 1: IJ Goals, Core Capabilities, and Capability Target Alignment

IJ #	UASI Goal Name	UASI Core Capability	Capability Target
1	Strengthen Fusion Center Capabilities	Intelligence and Information Sharing	Review ability to effectively execute intelligence cycle: identify/analyze local context of the threat/facilitate the sharing of threat information with priority intelligence stakeholder agencies/entities.
		Threat and Hazard Identification	Assess realistic threats and hazards that would significantly impact your communities
2	Protect Critical Infrastructure and Key Resources	Risk Management for Protection Programs & Activities	Conduct review of relevant physical and cyber threats & hazards, vulnerabilities, & strategies for risk management covering publicly managed and/or regulated critical infrastructure facilities
		Physical Protective Measures	Review & update physical security plans covering publicly managed and/or regulated critical infrastructure facilities.
		Access Control & Identity Verification	Be prepared to accept credentials from partner organizations involved in incident management.
		Long-term Vulnerability Reduction	Review building codes, enact /update risk-appropriate, disaster resilient building codes.
		Infrastructure Systems	Restoration of service to customers without water/wastewater service service/power service.
			Restoration of service to customers without communication service.
			Restoration of service to customers without power service.
3	Enhance Cybersecurity	Cybersecurity	Review & update cyber incident plans/annexes based on evolving threats covering publicly managed and/or regulated critical infrastructure facilities.
4	Strengthen Emergency	Operational Communications	Establish & maintain interoperable communications with partner organizations involved in incident management.

	Communications Capabilities	Public Information and Warning	Upon notice of an incident, deliver reliable and actionable information to people affected, including people with access and functional needs and people with limited English proficiency.
5	Enhance Medical and Public Health Preparedness	Public Health, Healthcare, and Emergency Medical Services	For people requiring medical care, complete triage, begin definitive medical treatment, and transfer to an appropriate facility.
		Fatality Management	For fatalities, complete the recovery, identification, and mortuary services, including temporary storage services.
		Environmental Response/Health Safety	Assess, contain, & begin cleaning up hazardous material releases from hazmat release sites.
			Complete decontamination procedures for exposed individuals due to a hazmat-related incident.
6	Preventing Violent Extremism	Planning	Update all emergency operations plans; define roles and responsibilities of partner organizations involved in incident management; define sequence & scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.
7	Enhance Community Resilience	Community Resilience	Encourage households to acquire risk-appropriate insurance coverage, including homeowners, flood, windstorm, and seismic.
8	Strengthen Information Sharing and Collaboration	Intelligence and Information Sharing	Review ability to effectively execute intelligence cycle: identify/analyze local context of the threat/facilitate the sharing of threat information with priority intelligence stakeholder agencies/entities.
		Risk and Disaster Resiliency Assessment	Identify threats and hazards of concern and model the impacts of threat and hazard scenarios to incorporate into planning efforts.
		Threats and Hazards Identification	Assess the threats and hazards that are realistic and would significantly impact your communities.
9	Enhance Multi-Jurisdictional /Inter-Jurisdictional All-Hazards Incident Planning, Response & Recovery Capabilities	Situational Assessment	Provide notification to leadership and partner organizations involved in incident management of the current and projected situation.
		Operational Coordination	Establish and maintain a unified and coordinated operational structure & process across with partner organizations involved in incident management.
		Planning	Update all emergency operations plans; define roles and responsibilities of partner organizations involved in incident management; define sequence & scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.
		Forensics and Attribution	After a terrorist attack, conduct outreach to fusion center & Joint Terrorism Task Force (JTTF); identify personnel assigned to support follow up information sharing, intelligence analysis, and/or investigative actions (i.e.

			the collection, examination, and analysis of evidence, & identification of perpetrators).
		Screening, Search, and Detection	Conduct screening, search, and detection operations for people requiring screening.
		Interdiction and Disruption	Upon identification or notification of a credible threat, conduct outreach to the fusion center and Joint Terrorism Task Force (JTTF) in the community; identify personnel assigned to support follow up interdiction & disruption activities that may be undertaken against identified suspects and/or contraband.
		Supply Chain Security and Integrity	Promote awareness of threats, dependencies, vulnerabilities, and strategies to support restoration of private sector supply chains.
		Environmental Response/Health & Safety	Assess, contain, & begin cleaning up hazardous material releases from hazmat release sites.
			Complete decontamination procedures for exposed individuals due to a hazmat-related incident.
		Mass Care Services	Provide emergency sheltering, food, and water for people and animals.
			Move people requiring temporary, non-congregate housing, including people with access and functional needs from congregate care to temporary housing.
		Mass Search and Rescue Operations	Conduct search and rescue operations for people requiring rescue.
		Logistics & Supply Chain Management	Identify, mobilize, and maintain life-sustaining commodities, resources, and services to people requiring shelter and people requiring food and water.
		On-scene Security Protection/Law Enforcement	Provide security and law enforcement services to protect emergency responders and people affected.
		Fire Management and Suppression	Conduct fire-fighting operations to suppress and extinguish structure fires.
		Natural and Cultural Resources	Restore damaged natural and cultural resources and historic properties registered in the jurisdiction.
		Health and Social Services	Restore functions at affected healthcare facilities and social service organizations.
		Critical Transportation	Complete the evacuation of people requiring evacuation.
			Clear roads affected, to enable access for public, private, and non-profit emergency responders.
		Economic Recovery	Reopen businesses closed due to the incident.
		Housing	Assist people requiring long-term housing, including people with access and functional needs, find and secure long-term housing.

10	Homeland Security Exercise, Evaluation, and Training Programs	Planning	Update all emergency operations plans; define roles and responsibilities of partner organizations involved in incident management; define sequence & scope of tasks needed to prevent, protect, mitigate, respond to, and recover from events.