

# BAY AREA

**U A S I**



## ANNUAL REPORT FY 2011-12

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## A MESSAGE FROM GENERAL MANAGER CRAIG DZIEDZIC

I am pleased to present to you the fiscal year 2011-2012 Bay Area Urban Areas Security Initiative (UASI) Annual Report highlighting our major accomplishments and vision for the future. This year was a major transition for the Bay Area UASI beginning with my appointment as the new General Manager. It's a privilege to serve in this capacity, and I look forward to continuing the cutting edge homeland security policies and programs for which the Bay Area UASI has become nationally renowned. This includes our risk management program, regional homeland security strategy, our full-scale homeland security exercise, "Urban Shield," and our first-in-the-nation UASI program effectiveness report.

In the past year we added five new jurisdictions to the Bay Area UASI, nearly doubling size. At the same time we've increased efficiency of our coordination and communication by streamlining technical working groups and documenting policies and procedures – including grants management, travel policy, and Management Team staffing, personnel, and administration. Most importantly, we continue to increase our impact by better alignment of our funded projects with local and national homeland security strategy.

We have an outstanding team of professionals working as part of our UASI Management Team. At any given moment, the UASI Management Team is responsible for tens of millions of dollars in federal grant funds ranging from the UASI to the Regional Catastrophic Preparedness Grant Program to the Emergency Interoperable Communications Grant Program and more. These dedicated public servants come from local agencies across our region and use their expertise to help all the jurisdictions in the Bay Area effectively collaborate on a regional basis.

This past year was a tumultuous one for the UASI program at the national level. Congress imposed a nearly 19% cut to the program as part of the federal fiscal year (FFY) 2011 budget. Fortunately, the Bay Area UASI did not suffer any direct cuts in UASI funding under FFY 2011. However, in FFY 2012 we were not so fortunate. The 2012 budget saw additional reductions in overall funding to the UASI program. These cuts had a significant impact on the Bay Area resulting in a massive 39% reduction compared to FFY 2011. Our UASI grant allocation went from \$42.8 million in FFY 2011 to \$26.4 million in FFY 2012.

Our local elected officials are working aggressively to make our case known in Washington, DC. The Mayors of San Francisco, San Jose and Oakland all signed a letter in February to Secretary of Homeland Security Janet Napolitano outlining our risks and needs, and expressing our region's dismay over these cuts to UASI funding. This was followed up by a similar letter from House Minority Leader Nancy Pelosi. Our region's leaders will continue these and other efforts as we approach FFY 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*

## ABOUT THE BAY AREA UASI

The U.S. Department of Homeland Security's (DHS) Urban Areas Security Initiative (UASI) program provides financial assistance to address the unique multi-jurisdictional and multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas. The program assists those urban areas with supplemental funding to build and sustain capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism and other major hazards. In 2006, DHS combined the three previously independent jurisdictions of San Francisco, Oakland, and San Jose under the UASI grant program into the current Bay Area UASI.

### BAY AREA UASI MISSION

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

### BAY AREA UASI GEOGRAPHY

The Bay Area UASI region is comprised of twelve counties (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Monterey and San Benito) and the three major cities of San Francisco, Oakland, and San Jose. The region is inclusive of over 100 incorporated cities and a combined total population exceeding 8.7 million people. The Bay Area is also one of the most culturally diverse regions in the nation. In addition to the 8.7 million residents, it attracts 16 million visitors annually who spend more than \$16.6 million per day in the region. 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 is the third largest city in California. The City of Oakland is the eighth largest in the State.



## BAY AREA UASI GOVERNANCE

The Bay Area UASI is governed by a multi-year Memorandum of Understanding between the participants and is managed through a three-tiered governance structure. This structure includes 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. The Bay Area's collaborative and regional governance structure is a groundbreaking approach recognized throughout the State of California and across the country as a homeland security best practice.

## BAY AREA RISK PROFILE

In addition to its large and densely populated areas, the Bay Area region is also home to high profile critical infrastructure including the Golden Gate Bridge, Silicon Valley, professional sports stadiums, commercial buildings such as the Pyramid Tower, and much more. Through our cutting edge risk management program, the region has identified both terrorism and natural hazard incidents that pose a significant risk to our population and infrastructure. These include terrorist use of explosives, cyber-attacks, biological agents, terrorist assault teams, floods, wildfires, and of course, earthquakes.

## BAY AREA HOMELAND SECURITY GOALS

Our risk management system allows the region and all of its stakeholders to use risk information to help shape and drive public safety planning and the Bay Area Homeland Security Strategy. Stakeholders include first responders, regional planners, public health and medical personnel, emergency managers, and others. Today, the Bay Area Homeland Security Strategy is the region's overarching plan to strengthen its ability to prevent, protect against, mitigate, respond to, and recover from threats and act of terrorism and other catastrophic incidents. To do so, the Homeland Security Strategy is centered on achieving eight primary goals, listed below.

### Bay Area Homeland Security Strategy Goals



## GRANTS MANAGEMENT

In fiscal year 2011-12, the UASI Management Team oversaw the expenditure of approximately \$35 million from the UASI and Regional Catastrophic Preparedness Grant Program (RCPGP).<sup>1</sup> With the City and County of San Francisco serving as the region's fiscal agent for both grants, the Bay Area UASI also provided reimbursements to 14 sub-grantees (local agencies in the region) with federal fiscal year 2010 funding and 22 sub-grantees with federal fiscal year 2009 funds.

The allocation of funding spent over the past year aligns with the region's homeland security goals. A breakdown of the \$35 million spent over the past year by homeland security goal, as well as management and administration, is set forth in the table below.

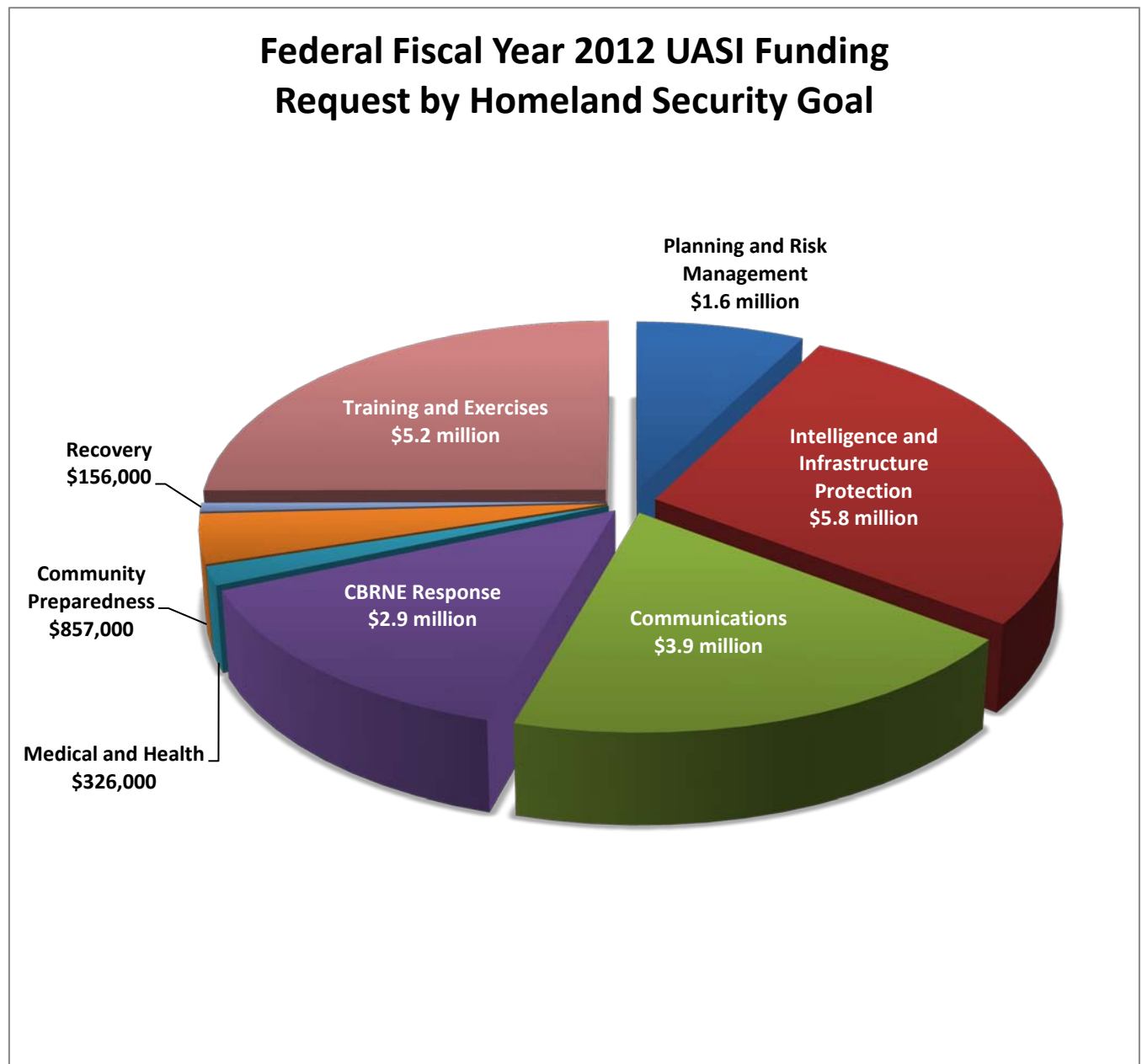
### Bay Area Expenditure of Homeland Security Funds Fiscal Year 2011-12

Bay Area Homeland Security Goal	Total Spent
Risk Management and Planning	\$4,199,954
Information Analysis and Infrastructure Protection	\$5,076,134
Interoperable Communications	\$13,736,601
Chemical Biological Radiological Nuclear and Explosive (CBRNE) Detection and Incident Response	\$3,240,009
Medical, Health, and Mass Care Preparedness	\$1,291,616
Community Preparedness	\$2,394,296
Recovery	\$327,833
Regional Training and Exercises	\$3,305,340
Management and Administration	\$1,411,469
<b>Total</b>	<b>\$34,983,252</b>

<sup>1</sup>Local fiscal year runs July 1-June 30. Expenditures referenced in this report are current as of June 1, 2012. Funds spent in fiscal year 2011-12 include federal fiscal year 2009 and 2010 UASI and RCPGP funds.

## FUTURE FUNDING REQUEST BY HOMELAND SECURITY GOAL

In addition to managing prior funding awards, in May 2012 the Bay Area UASI submitted a UASI funding request for federal fiscal year 2012 to the Department of Homeland Security. The request totaled \$26.4 million, \$25.1 million of which was for projects and \$1.3 million (or 5%) was for management and administration.<sup>2</sup> The request covered each goal in the Bay Area's Homeland Security Strategy. The funding will be crucial for the region to build and sustain the capabilities needed to secure the Bay Area from threats and acts of terrorism and all other hazards. A breakdown of the funding request by homeland security goal is outlined below.



<sup>2</sup> The amount listed in the chart does not account for the 17% withheld (from the total \$26.4 million allocation) by the state.



## MAJOR ACCOMPLISHMENTS

### INFORMATION ANALYSIS AND COLLABORATION



The Northern California Regional Intelligence Center (NCRIC) is the Bay Area's nationally renowned "All Crimes Fusion Center" owned and operated by the local public safety agencies in the region. The NCRIC helps safeguard the community by disseminating intelligence and facilitating communications between federal, state, and local agencies and private sector partners to help them take action against terrorism, gangs, drug trafficking organizations, and serial crimes. Today, the NCRIC includes 8,388 public and private sector members and reviewed 2,631 new applications for membership during fiscal year 2011-12. Over the past year, the Bay Area UASI provided over \$5 million to support the NCRIC's homeland security efforts.

*In FY 2011, NCRIC personnel submitted 153 reports to the FBI – Joint Terrorism Task Force that had a potential nexus to terrorism.*

### COUNTER TERRORISM SUPPORT

In fiscal year 2011-12, the NCRIC:

- Submitted 153 reports to the Federal Bureau of Investigation (FBI) – Joint Terrorism Task Force that had a potential nexus to terrorism
- Disseminated 220 bulletins, reports, and activity summaries to the region's homeland security partners
- Provided analytical support for 449 criminal cases across the region
- Referred 170 leads to other agencies for additional investigation
- Supported the seizure of illegal drugs and other assets with a combined value of over \$2.7 billion
- With direct NCRIC support, 25 drug trafficking and money laundering organizations were dismantled or disrupted in the region, with 18 completely dismantled



## RISK MANAGEMENT

The NCRIC also helps manage the Bay Area's core risk management tool which calculates the threats, vulnerabilities, and potential consequences the region faces in an all hazards environment. To date, the region has trained 50 people on the use of the risk management software system. Within the software system, there are now over 7,000 infrastructure assets, 5,000 of which were added over the last year alone. These infrastructure assets include major bridges, sports stadiums, commercial office buildings, and transportation systems. With these assets in the software system the region has a better understanding of the risks to those assets and what measures and capabilities are needed to better protect the assets and the people who frequent them.

## TRAINING

The NCRIC provided broad training support across the region in fiscal year 2011-12. This included 109 classes to over 4,600 federal, state, and local students who received nearly 48,000 hours of training on topics ranging from intelligence collection and analysis, prevention and deterrence of terrorist acts, improvised explosive device (IED) awareness, terrorism liaison officer training, surveillance detection, and much more.

## PROTECTING CIVIL LIBERTIES

The NCRIC was one of the first fusion centers in the Nation to acquire a U.S. Department of Justice and Department of Homeland Security-

approved privacy policy. Today, compared to all other regional public safety programs, the NCRIC provides the greatest amount of regional privacy, civil rights, and civil liberties training to law enforcement personnel in the Bay Area.

In fiscal year 2011-12, the NCRIC met for three days to discuss fostering trust among law enforcement and the communities they serve in partnership with the San Francisco, Oakland, and San Jose police chiefs; the United States Attorney's Office; the United States Department of Justice Bureau of Justice Assistance (BJA); the American Civil Liberties Union; the Council on American Islamic Relations; the Asian Law Caucus; and other community groups. The Bay Area meetings were held in San Francisco, Oakland, and San Jose and helped develop a pamphlet, "Building Communities of Trust – A Guidance for Community Leaders," produced by the BJA, Department of Homeland Security, and the International Association of Chiefs of Police.

## RECOGNITION AND AWARDS

The NCRIC received a score of 92.7% as part of the annual 2011 National Fusion Center Assessment Process managed by the U.S. Departments of Justice and Homeland Security. This placed the NCRIC among the top-scored fusion centers in the country. In April 2012, two members of the NCRIC management team received the top fusion center awards from Department of Homeland Security Secretary Janet Napolitano at the National Fusion Center Training Event. NCRIC Director Ronald E. Brooks received the highest individual State and Major Urban Area Fusion Center Award as the Representative of the Year, and NCRIC Supervising Lead Analyst Jim Paterson was awarded the Michael Schooler Award for Excellence in the Field of Infrastructure Protection.

## REGIONAL CATASTROPHIC INCIDENT PLANNING

Fiscal year 2011-12 saw the culmination of nearly two years of regional planning involving each of the region's twelve operational areas and the cities of San Jose and Oakland to address a potential catastrophic earthquake in the Bay Area. To support the region's regional catastrophic planning efforts, the Bay Area UASI allocated over \$3 million in Regional Catastrophic Preparedness Grant Program (RCPGP) funds this past year.

Unlike conventional incidents or disasters, a catastrophic disaster causes major damage and requires resources on a scale beyond the capability of a single jurisdiction or even several jurisdictions. Effective response to a catastrophic incident requires resources and coordination involving every level of government and the private sector. The United States Geological Survey has indicated a 63% probability of a 6.7 magnitude earthquake in the San Francisco Bay Area within the next 30 years. The seven new regional response plans, based on a scenario event that assumes an earthquake on the San Andreas Fault with a catastrophic magnitude of 7.9, will serve as annexes to the overall Regional Emergency Coordination Plan. With these new plans, the Bay Area is now in a better position to respond with our state and federal partners when the inevitable catastrophic earthquake does impact our region.

### 2011 Bay Area

#### Regional Catastrophic Incident Response Plans

- **Mass Evacuation/Transportation Plan** - A guide to using mass transportation resources in an evacuation process and to help move emergency service workers into the affected area.
- **Debris Removal/Management Plan** - A guide for debris removal operations, including establishing debris clearance priorities and assessing the safety of buildings and infrastructure.
- **Mass Care and Sheltering Plans** - These guides describe how to provide food, shelter, and care for those displaced by a catastrophic event, including those with access and functional needs.
- **Interim Housing Plan** - A road map for establishing interim housing for displaced residents in the region.
- **Regional Volunteer Management Plan** - Advances and standardizes planning across the Bay Area for the effective coordination of both spontaneous and affiliated volunteer resources.
- **Mass Fatality Plan** - A guide on the recovery, transport, storage, and processing of human remains and personal effects following a mass fatality incident.
- **Donations Management Plan** - A guide for the management of both financial/monetary donations, as well as all types of in-kind donations of goods and services and provides a coordination structure linking public and private entities responding and providing donated resources to recovery operations.

## EQUIPMENT FOR FIRST RESPONDERS

Over the years, the UASI grant program has been instrumental in ensuring that our region's responders have the equipment necessary to save lives and property during an emergency incident. For example, specialized teams such as SWAT are provided with gas masks, Kevlar helmets, and ballistic shields. Fire fighters and hazardous materials teams received personal protective equipment including swift water dry suits for water rescue. In fiscal year 2011, the region spent \$3.2 million for all hazards response equipment. The region has or will soon see numerous equipment items come on-line including:

Breaching Pneumatic Hammers  
Thermal Imaging Cameras  
Chemical Detection Devices  
Large Vehicle Bomb Counter Measures  
Bomb Suits  
CBRNE Chemical Detection Devices  
Regional Mobile Incident Command Vehicles  
Tactical Robots  
Search and Rescue Support Vehicles

Terrorism Response Vehicles  
Sheltering Systems  
Portable Illumination  
Ballistic Shields  
Hostage Negotiating Recording Systems  
Command Vehicles  
Portable Water Supply Systems  
Rescue Boat Enhancements  
Mass Spectrometers

This past year saw the Bay Area's first responder equipment put to good use in order to save lives.

### ACTIVE SHOOTER INCIDENT

During the second week of May in 2012, the San Francisco Police Department deployed its UASI-funded bearcat vehicle to a heavily populated area in downtown San Francisco where an individual had set fire to a building and was firing a gun at officers from his apartment. This highly dangerous situation was brought under control as officers arrived on scene protected by the bearcat vehicle and were ultimately able to end the situation without any harm to the public.



*San Francisco Police Department's Bearcat Vehicle*

*The QinetiQ DR-20 Bomb Robot*



## EXPLOSIVES ORDINANCE DISPOSAL

On September 13, 2011, the San Jose Police Department Bomb Squad responded to a call involving four Improvised Explosive Devices (IEDs), along with several firearms and ammunition inside a home in downtown San Jose. After further investigation, it was discovered that these four IEDs were “live.” Investigators and bomb technicians determined the safest way to dispose of the material was to detonate it. The squad members utilized the UASI-funded QinetiQ Dragon Runner™ 20 robot to safely remove the four devices remotely. Before obtaining this robot, the San Jose bomb technicians would have been required to render safe these devices in person.

## ‘GAME CHANGING’ EQUIPMENT

The Oakland Police Department has identified pieces of equipment that can be called ‘game changers’ – this equipment is now the industry norm and without funding from UASI, the Department would be at a tactical disadvantage. For example, the Robotex robot is a remotely controlled, highly maneuverable machine that can be operated in a hostile environment from a position of safety. It has drastically changed the tactics that the department previously utilized in resolving critical incidents. In planning for an operation, this equipment is considered a ‘must have’ on scene of any incident.

The main concern is always officer safety and the safety of the public. With the use of this equipment, the Department is confident that they can provide the utmost in safety for all involved in any incident. This UASI-funded equipment has made it possible for the safe resolution of dozens of critical incidents in the City of Oakland and for the region as a whole.



*Robotex Robot*



## TRAINING AND EXERCISE

On July 15, 2011, the Bay Area UASI formally awarded management of its regional training and exercise program to the Alameda County Sheriff's Office. This was a change from prior years as the region was looking for a more efficient and effective program than had been managed in the past by private contractors. By handing management of the program to a local agency, the Bay Area can better draw upon the expertise of local responders in the development and delivery of training and exercises for their peers. Today, the regional training and exercise program is focused on the development and testing of regional prevention, protection, mitigation, response, and recovery capabilities among our public health and safety responders for all hazards.

### TRAINING

In fiscal year 2011-12 the Bay Area UASI spent approximately \$3.3 million on training and exercises. The region trained approximately 1200 responders (as compared to approximately 500 responders in prior years) across a range of disciplines including emergency management, emergency medical services, fire fighters, law enforcement, and hazardous materials response.



*Urban Search and Rescue Team Training and Exercising*

This training is invaluable to building regional capacity to better protect the lives and property of all Bay Area residents from all hazards. The Bay Area's Training and Exercise website is now available to regional stakeholders. The site is fully functional and allows subject matter experts to submit training proposals, register students, and produce basic statistical reports.



### URBAN SHIELD EXERCISE

The Bay Area UASI is also responsible for the internationally-recognized, annual, and full-scale exercise, "Urban Shield." Urban Shield 2011 was a 48-hour continuous exercise conducted throughout the Bay Area UASI region in Alameda, San Francisco, and San Mateo Counties. First responders were mobilized and deployed to 38 different exercise scenarios hosted by 23 various agencies. These scenarios addressed the core competencies and response capabilities of law enforcement tactical teams, emergency medical services providers, hazardous materials/urban search and rescue teams, explosive ordnance disposal teams, as well as addressed intelligence and critical infrastructure protection.

As a result of this exercise, 3,349 people received crucial training and exercise experience. In addition to the regional entities, a number of state and federal agencies participated including the California Emergency Management Agency, the Federal Emergency Management Agency, the U.S. Coast Guard, National Guard, the Federal Bureau of Investigation, U.S. Marshals, and the Lawrence Berkeley National Laboratory. International involvement included the Kingdom of Jordan and the State of Israel, among others.

### REGIONAL MULTI-YEAR TRAINING AND EXERCISE PLAN

Finally, the Bay Area UASI will soon contract with a firm to assist in the development of the Regional Multi-Year Planning and Exercise Plan. The new plan will outline the regional training and exercise needs and goals as defined by the latest risk and capabilities assessment information and the Bay Area Homeland Security Strategy. The development of this plan will be led by the Alameda County Sheriff's Department. It will involve multiple public health and safety stakeholders from across the region to include the Bay Area's Chemical Biological Radiological Nuclear Explosive/Training and Exercise Workgroup and the Regional Catastrophic Planning Team.

**Fiscal Year 2011-12  
Bay Area Training and Exercise  
Highlights**

- Delivered training to approximately 1200 responders in areas including bomb squads, hazardous materials response teams, urban search and rescue, and incident command
- Conducted Urban Shield 2011, which included 3,349 local, state, federal, and international partners in a full-scale three day exercise.
- Produced new regional training and exercise website
- Developing a new regional training and exercise multi-year plan



## INTEROPERABLE COMMUNICATIONS

Being able to communicate during an incident is crucial to saving lives. As with many major metropolitan areas across the country, the Bay Area has been striving to enhance interoperable communications among its first responders for any incident. To help achieve this, in 2008, the Bay Area developed a detailed interoperable communications plan and vision and has been implementing that plan ever since. In fiscal year 2011-12, the Bay Area spent nearly \$14 million to enhance interoperable communications across the region. Given the size and complexity of the Bay Area, the region has divided itself into four sub-regions for strengthening communications capabilities: the Silicon Valley Regional Communications System (SVRCS), the West Bay Regional Communications System (WBRCS), the East Bay Regional Communications Systems Authority (EBRCSA), and the North Bay Regional Communications System (NBRCS).



*A San Francisco firefighter uses a hand-held radio to communicate across jurisdictions*

## EAST BAY REGIONAL COMMUNICATIONS ENHANCEMENTS

In 2011 the East Bay Regional Communications Systems Authority (EBRCSA) achieved a major milestone towards the completion of their system when police departments from the cities of Richmond, San Pablo, Hercules, El Cerrito, Pinole, and Kensington migrated to the West Contra Costa County simulcast cell. The simulcast allows the same signal to be broadcast from multiple sites. These six police departments account for over 900 mobile and handheld radios. The next major milestone scheduled for July 2012 will be the migration of the police departments from the cities of Pleasanton, Livermore, and Dublin to the simulcast cell located in East Alameda County. The remaining four simulcast cells are nearing completion and their users will begin migrating during the fourth quarter 2012. Once all 40 participating agencies have moved to the EBRCSA, there will be over 12,000 subscriber radios operational on the same system. This will solve an interoperable communications problem that has existed for decades and enhance the public safety of the 2.5 million people who reside in the East Bay.

### **Bay Area Interoperable Communications Vision:**

A region wide, standards-based communication system that will enable first responders to communicate on demand, when authorized, across disciplines and jurisdictions, during day-to-day operations and major incidents



## MEDICAL AND HEALTH RESPONSE

In addition to supporting law enforcement and emergency responders, the Bay Area UASI is also committed to strengthening the medical and health community. Health and medical preparedness is a fundamental component of homeland security. This fact is evidenced by the 2001 anthrax attacks, the outbreak of Severe Acute Respiratory Syndrome (SARS), and the 2009 H1N1 influenza outbreak. In fiscal year 2011-12, the Bay Area spent over \$1.3 million to support medical and health preparedness and related activities. Below are two examples of projects.



*The Mobile Medical Center*

## LABORATORY ENHANCEMENT

In 2012 the Bay Area will acquire its second state-of-the-art DNA sequencer that will enable lab technicians to more quickly and accurately identify bacteria isolates that are not viable or easily identified. This will allow for a wider range of possible agents to be rapidly detected and characterized, facilitating a more effective medical response.

The lab equipment will be deployed in the West Bay in the City and County of San Francisco and will complement similar equipment in the East Bay in Richmond. With this additional capability, the Bay Area will have full regional coverage to detect all bacterial pathogens through either the San Francisco or Richmond labs, well beyond the standard scope of bio-terror or infectious disease emergencies for Bay Area counties.



*A lab technician uses the DNA sequencer*

## MOBILE MEDICAL CENTERS

The Bay Area will also soon obtain medical equipment for two 40 foot bus-style mobile medical centers (MMCs) for coordinated strategic medical response operations in the Bay Area. The two MMCs will be managed by the Contra Costa Department of Health Services. Each center can be rapidly outfitted with modular medical equipment and supplies to provide 24/7 on-call support for coordinated strategic medical responses across the Bay Area. The mobile units can serve as forward-deployed field treatment sites, hospital surge support, and medical command as the need arises. The equipment for the MMCs includes first aid kits, triage supplies, biohazard response equipment, splints, patient movement equipment, and much more.

## COMMUNITY PREPAREDNESS



The Bay Area's award winning<sup>3</sup> community preparedness initiatives remain critical to ensuring our region is prepared for any disaster, whatever the cause. In 2007-2008, the region developed a community preparedness program guide to help identify local best practices concerning community preparedness social marketing programs. The guide also outlined methods to determine national best practices for citizen preparedness programs and the means to assess the effectiveness of community preparedness programs available in the Bay Area. To this day, the guide helps inform the Bay Area's community preparedness efforts. This past year saw the Bay Area build upon its considerable achievements in the areas of community preparedness. In fiscal year 2011-12 the Bay Area UASI spent \$2.4 million on community preparedness programs.

### COMMUNITY EMERGENCY RESPONSE TEAM EQUIPMENT

Community Emergency Response Teams (CERTs) consist of community members trained to take care of their community in the aftermath of a major disaster, when first responders are

overwhelmed or unable to respond. During training, CERT members learn to:

- Extinguish small fires
- Identify hazardous materials situations
- Triage and treat victims
- Set up a medical treatment area
- Conduct searches and rescues in lightly and moderately damaged structures

To support these efforts, in 2011, the Bay Area provided CERT teams with personal protective equipment and other response equipment needed to achieve their mission.

### PUBLIC AWARENESS AND EDUCATION CAMPAIGN

The Bay Area also invested in community outreach materials such as printed brochures and website enhancements to engage and educate the community on the need to prepare for potential disasters. This included investment in programs such as [72hours.org](http://72hours.org) which informs the community of the need to have an individual or family or business disaster response plan, corresponding emergency supply kit, as well "go-bags" in the event an evacuation is required.

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<sup>3</sup> San Francisco and Contra Costa each received an award for Collaborative Preparedness Planning in 2009 as part of the Federal Emergency Management Agency National Citizen Corps Achievement Awards Program.

## STRATEGIC PLANNING AND EVALUATION

### STRATEGIC PLANNING

In 2011 the Bay Area once again used the latest risk and capabilities assessment information to update its regional homeland security strategy. The Northern California Regional Intelligence Center (NCRIC) used the risk management system to conduct an update to the region's risk profile. This included the addition of thousands of infrastructure assets and inputs from the latest terrorism threat information generated at the local, state, and federal levels. Following the risk analysis, capabilities assessments covering all 37 of the Department of Homeland Security's Target Capabilities List were conducted across all twelve counties in the region. Assessments for the cities of San Jose and Oakland along with a single regional assessment were also conducted. The assessments involved workshops with subject matter experts from law enforcement, public health, emergency management, fire service, and medical service providers.

The region used the data from the risk analysis and capabilities assessments to update the goals and objectives in the homeland security strategy. This provided a roadmap for closing capability gaps and for sustaining capability levels to address the region's risks. These updates formed the basis for the federal fiscal year 2012 UASI grant request. The Bay Area spent approximately \$1 million on these and other planning activities in fiscal year 2011-12.

### UASI GRANT EFFECTIVENESS REPORT

In addition to updating its homeland security strategy, the Bay Area also produced a first-in-the-nation *Preliminary UASI Effectiveness Report*. The *Effectiveness Report* integrated findings from prior risk, capability, and investment data into a broader evaluation of the impact that UASI investments have had on regional preparedness in the Bay Area from federal fiscal year 2006 through 2010. The report evaluated improvements that have occurred because of grant funds; how the investments better positioned the region to prevent, protect against, respond to, and recover from acts of terrorism and other hazards; and the extent to which the region can now demonstrate progress made toward achieving the goals and objectives in its homeland security strategy.

The *UASI Grant Effectiveness Report* allows the Bay Area to demonstrate to policy makers at all levels of government the impact of UASI grant investments. It also builds the foundation for developing future reports including the next iteration of the effectiveness report planned for by the end of calendar year 2012. Since issuing the Bay Area report, several other Urban Areas around the country have also begun to develop or have developed similar effectiveness reports.

Key findings from the Effectiveness Report include:

- Since 2006, the Bay Area has been investing in capabilities that are directly relevant to its risk profile.

The 15 capabilities of highest priority to the Bay Area (based on the latest risk and capabilities analysis available at the time) received nearly 80 percent of UASI federal fiscal year 2006–2010 funds. Those capabilities broken out by the homeland security protection, prevention, common, and response mission areas include:

### 15 Capabilities List of Highest Priority

Protection	Prevention	Common	Response
Critical Infrastructure Protection	Counter-Terror Investigation and Law Enforcement	Communications	Chemical Biological Radiological Nuclear Explosive Detection
	Information Gathering and Recognition of Indicators and Warnings	Risk Management	Emergency Operations Center Management
	Intelligence Analysis and Production	Planning	Fatality Management
			Medical Surge
			On-Site Incident Management
			Emergency Public Information and Warning
			Responder Safety and Health

- The Bay Area’s investments have enhanced operational capabilities.

This includes information sharing between the Bay Area’s intelligence fusion center and the Federal Bureau of Investigation as well as incident response involving pipeline explosions in San Bruno and oil spills in the San Francisco Bay.

- The Bay Area is demonstrating the dual-use nature of investments that stretch beyond terrorism preparedness.

Across the 15 priority capabilities, 67 percent are relevant to addressing floods, 77 percent can be used to prepare for wildfires, 50 percent can be applied to earthquakes, and 71 percent are relevant to terrorism. The table below outlines the capabilities needed to address the hazards that pose a significant risk to the region with the 15 priority capabilities in italics.

### Bay Area 2011 Prioritized Capabilities Relevant to Each Threat

Floods	Wildfires	Earthquake	Terrorism
<i>Planning</i>	<i>Planning</i>	<i>Planning</i>	<i>Planning</i>
<i>Communications</i>	<i>Communications</i>	<i>Communications</i>	<i>Communications</i>
Community Preparedness and Participation	Community Preparedness and Participation	Community Preparedness and Participation	Community Preparedness and Participation
<i>Risk Management</i>	<i>Risk Management</i>	<i>Risk Management</i>	<i>Risk Management</i>
Intelligence and Information Sharing and Dissemination	Intelligence and Information Sharing and Dissemination	Intelligence and Information Sharing and Dissemination	Intelligence and Information Sharing and Dissemination
<i>Information Gathering and Recognition of Indicators and Warning</i>	<i>Information Gathering and Recognition of Indicators and Warning</i>	<i>Information Gathering and Recognition of Indicators and Warning</i>	<i>Information Gathering and Recognition of Indicators and Warning</i>
<i>Critical Infrastructure Protection</i>	<i>Critical Infrastructure Protection</i>	<i>Counter-Terror Investigation and Law Enforcement</i>	<i>Intelligence Analysis and Production</i>
<i>EOC Management</i>	<i>On-Site Incident Management</i>	<i>Critical Infrastructure Protection</i>	<i>Counter-Terror Investigation and Law Enforcement</i>
Critical Resource Logistics and Distribution	<i>EOC Management</i>	<i>EOC Management</i>	<i>CBRNE Detection</i>
Citizen Evacuation and Shelter-in-Place	Critical Resource Logistics and Distribution	Critical Resource Logistics and Distribution	<i>Critical Infrastructure Protection</i>
<i>Emergency Public Information and Warning</i>	<i>Responder Safety and Health</i>	Volunteer Management and Donations	<i>Emergency Operations Center Management</i>
Mass Care (Sheltering, Feeding, and Related Services)	Fire Incident Response Support	Fire Incident Response Support	Critical Resource Logistics and Distribution
	<i>Emergency Public Information and Warning</i>	Citizen Evacuation and Shelter-in-Place	Emergency Public Safety and Security
		Search and Rescue (Land-Based)	Explosive Device Response Operations
		<i>Emergency Public Information and Warning</i>	Fire Incident Response Support
		Mass Care (Sheltering, Feeding, and Related Services)	<i>WMD and Hazardous Materials Response and Decontamination</i>
		Structural Damage Assessment	<i>Emergency Public Information and Warning</i>
		Restoration of Lifelines	



## VISION FOR THE FUTURE



The Bay Area remains committed to building regional capability and capacity to strengthen homeland security. We will continue to move forward with innovative homeland security solutions built on the principles of regional collaboration, transparency, accountability, and effectiveness.

Much has been achieved over the past year, but more work remains to be done. The threat of terrorism is constantly evolving and the risk of a natural disaster striking our region, such as a catastrophic earthquake, remains constant. The Bay Area UASI will continue to use scarce federal grant funding to enhance and sustain our region's ability to prevent, protect against, mitigate, respond to, and recover from terrorism and natural hazards. We will achieve this by providing the best available planning, organization, equipment, training, and exercises to all of our public health and safety disciplines and personnel across the region.

