

FY 2023 UASI								
GOAL 1 INVESTMENT: ENHANCE THE REGIONAL RISK MANAGEMENT AND PLANNING PROGRAM								
<u>Project</u>	<u>Category</u>	<u>Discip.</u>	<u>Item Description</u>		<u>Cost</u>	<u>Source</u>	<u>Receiving Agency</u>	<u>Contact</u>
001	P	FS	San Diego Urban Area Incident Management Team - Program Manager	\$ 389,865				
			San Diego Urban Area Incident Management Team Program Manager		\$ 389,865	Personnel	SDFD	David Allen
002	P	EM	Regional Readiness - EOC Tool Kit	\$ 147,485				
			Project contractor -average of 3 cost estimates		\$ 137,048	Quote	County OES	Barbara Ayers
	P	EM	100 EOC Toolkit notebooks estimated printing, based on Connect Consulting balllpark		\$ 5,700	Quote	County OES	Barbara Ayers
	P	EM	estimate + 120 USB drives		\$ 4,295	Estimate	County OES	Barbara Ayers
	P	EM	Inflation		\$ 442	Estimate	County OES	Barbara Ayers
	P	EM	Sales Tax					
Goal 1 Training								
003	T	EM	Emergency Operations Center Skillsets courses	\$ 140,000				
			G191/G775 X2 (40 per class = total 80)		\$ 70,000	Quote	San Diego OES	Alan Franklin
	T	EM	G2300 X2 (40 per class = total 80)		\$ 70,000	Quote	San Diego OES	Alan Franklin
Total Amount Requested					\$ 677,350	P	\$ 537,350	
						O	\$ -	
						Eq	\$ -	
Total LETPA Funds					\$ -	T	\$ 140,000	
Total Personnel Costs that apply to the cap					\$ 389,865	Ex	\$ -	

## Goal 1 – Enhance Regional Risk Management and Planning

Goal 1 - Project 001			
Project Title	Total Cost	Project Type	Primary Core Capability
San Diego Urban Area Incident Management Team - Program Manager	\$389,865	Continuing Project	Planning
<b>Description of Project</b>			
The SDUA IMT requires a major commitment to developing and maintaining IMT SOP's, recruitment and roster maintenance, planning for and hosting IMT meeting and training, developing a long-term training and succession plan, developing agreements with multiple agencies, procuring and maintaining an equipment cache and other administrative duties. In accordance with the duty of developing a long-term training and succession plan, it is proposed that the program manager provide administrative support and guidance for the Operational Area CICC's committee and other all-hazard entities in order to help build resilience within the county. The AHIMT Program Manager is in the best position regionally to determine overall ICS and NIMS position specific training needs for the region, and as such will advise various training committees on regional needs.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
The SDUA IMT is a critical component in the regional response plan. Developing a more robust IMT will benefit response to, and recovery from, all hazards events and incidents across the San Diego region. The region currently has a critical shortage of trained responders to fulfill IMT positions. The project manager will continue to recruit new members and seek out training for new and current members in order to improve availability and response as well as continue improvement of SOP's, MOUs, and equipment procurement in order to improve response to events and incidents in the San Diego region.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
The San Diego Urban Area Incident Management Team (SDUA IMT) is an all-hazard, multi-jurisdictional team able to respond to and assist in the coordination, command and control of all emergency incident types as well as planned events. With members from multiple disciplines, the SDUA IMT can respond to terrorism, search and rescue, flooding, hazardous materials, transportation accidents, natural disasters, civil unrest, fires, large planned events, or any emergency requiring coordination over multiple operational periods. The IMT is capable of providing emergency plans, incident action plans, tracking of on-site resources to help coordinate planning, response, and recovery to all-hazards events in support of Objective 1.3.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Identify planning needs			
Develop draft plan		\$194,932	50%
Submit claim for reimbursement to OHS		\$194,932	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
The IMT Program Manager position is critical to maintaining preparedness and growth of the AHIMT at the regional level. It is vital for all regional agencies to maintain support for this position to best position the operational area to respond to all-hazards incidents. Without grant funding no single agency can afford to support the position, therefore the position will be eliminated or relegated to a secondary duty for an existing FTE.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
The primary goal of the AHIMT Program Manager position is to prepare the SDUA IMT to respond to all-hazards incidents, including terrorism response. Having an experienced and fully equipped AHIMT allows for a better coordinated regional response. Agencies will benefit from the training and experience provided by the AHIMT, even if full Incident Management Team response is not necessary.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
Yes. This project has been funded at approximately the same amount since FY17.			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes, the AHIMT is in a large growth period. Training and experience must be built over the course of several years. Simultaneously, a large cache of equipment must be built to work towards proposed USFA standards. This will require similar funding for at least the next five years.			

**Goal 1 - Project 002**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>Regional Readiness - EOC Tool Kit</b>	<b>\$147,485</b>	New Project	Operational Coordination
<b>Description of Project</b>			
<p>This regional best practice tool kit prepares EOC teams, comprised of city, county, volunteer and partner agency staffs, predominantly civilians that do not activate to serve in EOCs often, to ramp up quickly to support local communities when emergency services are overwhelmed, and unmet community needs escalate. The EOC Toolkit offers standardized checklists, how-to guides, just-in-time training templates and a road map for training and best practices implementation to help EOC responders rapidly activate the EOC, and ramp up services to address urgent City, County and local EOC objectives for EOCs across San Diego County.</p> <p>It also develops a training plan strategy addressing new FEMA NIMS Training Program training requirements and NQS (National Qualifications System) credentialing of EOC staffs, a FY 2022-2025 implementation requirement. This will expand our EOC staff capabilities, enhance our mutual aid capacity and help local agencies retain federal grant funding eligibility.</p> <p>The project would fund a primary contractor, to be managed by County OES staff, supporting OA partner agencies to leverage one project to serve multiple EOC needs and would fund a primary content contractor to generate and deploy the regional EOC Toolkit project.</p> <p><b>PROJECT DELIVERABLES:</b></p> <p>An EOC needs assessment would be developed first, into an actionable multi-phase plan. Projects would be triaged into priority phases to address highest EOC Tool Kit priorities first within budgetary limitations and stakeholder input, including:</p> <ul style="list-style-type: none"> <li>• EOC Tool Kits - content development of EOC notebooks, checklists, and job aids (digital and/or print copies)</li> <li>• EOC training module/s</li> <li>• Collaboration meetings / workshops to enhance regional implementation</li> <li>• A strategy roadmap for local agency implementation of SEMS/NIMS, and new FEMA NQS standards, a federal grant and mutual aid requirement FY 2022-2025 <ul style="list-style-type: none"> <li>o FEMA NQS training requirements are changing to new training standards and Task Books</li> <li>o Project will develop a template local Emergency Managers can use to monitor and implement new federal standards.</li> </ul> </li> </ul>			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
<p>Across public safety agencies and services, there has been significant turnover. New staff may have limited EOC experience and training was on hold during COVID restrictions. The region would benefit from best practices deployed across regional EOCs.</p> <p>Civil unrest, domestic and international terrorism and climate change have increased the severity of nearly all human-caused and natural hazards significantly, escalating the need to train and empower EOC responders to address unmet community needs, build regional capacity for catastrophic incident response, in support of agency needs, and augmenting Incident / Unified Command activities.</p> <p>This project enhances the capabilities and capacity of our SDUA network of EOCs, addressing the needs of many jurisdictions, such as San Diego County and City Emergency Managers Workgroup (18 incorporated cities, special districts, County OES and public safety partner agencies.)</p> <p>It expands EOC staff core capabilities in Situational Assessment and Common Operating Picture, Operational Coordination, Operational Communication, and regional planning, through shared best practices, standardized tool kits and training.</p> <p>The project offers the opportunity for San Diego regional EOC partners to address new FEMA training and credentialing standards that will be grant requirements by 2025.</p>			

**Scoring Criteria C2 – How does the project support the Investment Justification?**

The EOC Toolkit project would enhance the region's capacity and capabilities of City, County and local Emergency Operations Center (EOC) staffs to activate quickly in response to terrorism incidents, civil unrest, mass shootings, and catastrophic all-hazard emergencies. This multijurisdictional EOC improvement project will develop best practices, and expand planning and coordination across agencies, while enhancing SEMS and ICS implementation. EOC tool kits will increase EOC readiness, capacity, organizational communication, information sharing, resource management, internal functions, and external coordination with command posts, EOC/ICS interface, operations centers and partners to increase our disaster response capability.

How gaps were identified and how this project fills gaps in SDUA emergency management capabilities:

This project addresses identified gaps and recommendations from the SDUA MyTEP (Multi Year Training and Exercise Plan,) regional TTX and Full-Scale Exercises in 2018 and 2020, Countywide incident AARs, specifically "County stakeholders should establish formal resource needs assessments, leveraging existing information sharing networks and integrating tools to support a holistic perspective of community needs."

Post COVID, all local agencies have suffered significant staff and volunteer attrition and turnover – a new slate of EOC staffs need to be trained and onboarded with national and state best practices in EOC management. Additionally, COVID put on hold many traditional EOC functions beyond the scope of a public health emergency and a refocused terrorism and catastrophic all hazards approach is needed to re-center our EOC staffs, plans and activities. EOC Tool Kit offers actionable, scalable, sharable solutions.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Planning	6/30/24		
Initiate contract with consultant	10/31/24		
Develop draft plan	4/30/25		
Finalize planning deliverables	10/20/25		

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

This project benefits many regional agencies and leverages one project to support many partners. If it is not funded by UASI, future grant funding could be pursued. Once deployed, for sustainment, EOC Tool Kit assets would be used on a regular basis by EOC staffs and tested in EOC activations and exercises, and periodically updated as needed by local Emergency Management agencies to ensure continuous improvement through future lessons learned and new best practices, and addressing gaps as they are discovered.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

Civil unrest, domestic and international terrorism have significantly increased in recent years nationally, requiring enhanced readiness to expand our ability to respond and recover from these and other high-impact human-caused incidents.

Due to COVID dominating the emergency response community for several years, planning and readiness to address other hazards, such as terrorism, wildfires, earthquakes and other catastrophic incidents were minimized, and training was on hold due to pandemic restrictions. Concurrently, new FEMA training requirements and standards for EOCs expanded.

In addition, climate change has increased the severity of nearly all natural hazards, escalating significantly the need to train and empower a new generation of EOC responders to support Incident Command requests, address unmet community needs, and lifeline services to augment what our vital first responder partners tackle in the field.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

Not proposed for this project.

**Goal 1 - Project 003**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>Emergency Operations Center Skillsets courses</b>	<b>\$140,000</b>	Continuing Project	Community Resilience
<b>Description of Project</b>			
The Terrorism and Homeland Security Specialists Certificate consists of four core courses certifying personnel in the state of California. These personnel will learn to learn how to better prepare for and respond to emergencies in local jurisdictions as well as those that may impact the region, whether it is a natural disaster or act of terrorism. Instructors provide updates on new laws, systems and processes that impact readiness, response and recovery as well as provide tools, resources, and real-world expertise on best practices from major incidents throughout the United States. Our personnel will be better prepared for all-hazards incidents. There will be 40-55 seats available for each training event.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
Provides instruction for the Region EM and operations personnel to ensure all agencies and jurisdictions understands the National Incident Management System and the coordination associated with that system.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
This ongoing investment will strengthen the region's ability to detect, deter, response to, and mitigate all-hazards incidents through a robust program focusing on NIMS compliance, WMD and Terrorism Awareness, and other prioritized training and exercises identified in the region's Multi-Year Training and Exercise Plan (MTEP). Implementation and the Whole Community Approach to Coordination are supported through the continued training to improve and sustain regional capabilities. The Regional Training Program supports the delivery of multi-agency, multi-discipline training to mitigate gaps identified in the SDUA Multi-Year Training and Exercise Plan.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Develop management plan	10/1/24		10%
Issue PO	3/30/24		25%
Conduct Training courses	6/1/24		75%
Submit claim for reimbursement to OHS	12/1/24	\$140,000	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
We are constantly seeking training provided by the National Domestic Training Consortium for courses that will provide training for the region; this training is provided at no cost. If no courses are available, it will fall to the individual jurisdictions to train and fund their personnel.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Trains the region personnel in utilizing the ICS principles and standards by EMI and FEMA in all efforts and response procedures for coordination in disaster operations, recovery, incident management, planning and preparation.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
Yes, in 2018-\$75,000, 2019-\$130,000, 2020 -\$140,000, 2021-\$140,000			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes, each year we plan on bringing the L series - position specific training and EOC skillset courses to the region. Approximately \$140,000 each year			

## Goal 2 Investment: Enhance Information Analysis and Infrastructure Protection Capabilities

Project	Category	Discipline	Item Description	Cost	Source	Receiving Agency	Contact
004	P	LE	ARJIS- Regional Training Regional Systems Trainer	\$ 150,000	\$ 150,000	Staffing	ARJIS Cindy Anderson
005	E	LE	ARJIS - Cloud Transformation Consultant to supplement staff at \$200 per hour x 1,000 hours (\$200,000)	\$ 350,000	\$ 200,000	Quote	ARJIS Cindy Anderson
	T	LE	Microsoft Azure Administrator (AZ-104T00) x 5	\$ 12,975	Quote	ARJIS	Cindy Anderson
	T	LE	Microsoft Azure Fundamentals(AZ-900T00) x 10	\$ 7,950	Quote	ARJIS	Cindy Anderson
	T	LE	Microsoft Azure Security Technologies (AZ-500T00) x 5	\$ 12,975	Quote	ARJIS	Cindy Anderson
	T	LE	Developing Solutions for Microsoft Azure (AZ-204T00) x 5	\$ 14,975	Quote	ARJIS	Cindy Anderson
	T	LE	Designing and Implementing Microsoft DevOps Solutions (AZ-400T00) x 5	\$ 14,975	Quote	ARJIS	Cindy Anderson
	T	LE	Designing Microsoft Azure Infrastructure Solutions (AZ-305T00) x 5	\$ 12,975	Quote	ARJIS	Cindy Anderson
	T	LE	Administering Windows Server Hybrid Core Infrastructure (AZ-800T00) x 5	\$ 12,975	Quote	ARJIS	Cindy Anderson
	T	LE	Microsoft Identity and Access Administrator (SC-300T00) x 5	\$ 12,975	Quote	ARJIS	Cindy Anderson
	T	LE	Data Engineering on Microsoft Azure (DP-203T00) x 3	\$ 7,785	Quote	ARJIS	Cindy Anderson
	T	LE	Azure Stack HCI (WS-013T00) x 3	\$ 6,285	Quote	ARJIS	Cindy Anderson
	T	LE	Microsoft Azure AI Fundamentals (AI-900T00) x 3	\$ 2,385	Quote	ARJIS	Cindy Anderson
	T	LE	Administering Microsoft Azure SQL Solutions (DP-300T00) x 3	\$ 7,785	Quote	ARJIS	Cindy Anderson
	T	LE	Designing and Implementing Cloud-Native Applications Using Microsoft Azure Cosmos x 3	\$ 7,785	Quote	ARJIS	Cindy Anderson
	T	LE	Migrate SQL workloads to Azure (DP-050T00) x 3	\$ 4,635	Quote	ARJIS	Cindy Anderson
	T	LE	Migrate SQL workloads to Azure (DP-050T00) x 3	\$ 2,385	Quote	ARJIS	Cindy Anderson
	T	LE	Inflation	\$ 8,180	Estimate	ARJIS	Cindy Anderson
006	E	LE	ARJIS - Cyber Security Firewalls (4) next generation firewall devices	\$ 357,905	\$ 207,905	Quote	ARJIS Cindy Anderson
	E	LE	Consultant for installation and maintenance at \$150,000	\$ 150,000		ARJIS	Cindy Anderson
007	O	LE	LECC Fusion Center Staff Intelligence Analysts (7)	\$ 1,795,351	\$ 1,031,046	Staffing	SDLECC Leslie Gardner
	O	LE	Information Technology (IT) personnel (2)	\$ 311,902	Staffing	SDLECC	Leslie Gardner
	O	LE	Cyber Security Manager (1)	\$ 160,107	Staffing	SDLECC	Leslie Gardner
	O	LE	GIS Coordinator (1)	\$ 171,683	Staffing	SDLECC	Leslie Gardner
	O	LE	Program Assistants (1)	\$ 120,613	Staffing	SDLECC	Leslie Gardner
008	E	LE	Case Management and Analytical Software Case Management & Analytical Software	\$ 36,000	\$ 36,000	Quote	SDLECC Leslie Gardner
009	E	CS	San Diego Regional Cyber Innovation Center (SDRCIC) Sandbox/testing tool licenses for running simulated cyber scenarios	\$ 1,145,680	\$ 15,290	Quote	City of San Diego IT Darren Bennett
	E	CS	Collaborative and Data Sharing Website Subscriptions (1-year subscription)	\$ 1,188	Quote	City of San Diego IT	Darren Bennett
	E	CS	Threat Intelligence Feeds/Tools (Renewal)	\$ 273,667	Quote	City of San Diego IT	Darren Bennett
	E	CS	Cybersecurity Readiness Evaluation Software (Renewal)	\$ 2,500	Quote	City of San Diego IT	Darren Bennett
	E	CS	Cyber Response and Forensic Hardware (Renewal)	\$ 8,184	Quote	City of San Diego IT	Darren Bennett
	E	CS	Workstation/Collaboration Furniture (Training room chairs, Presentation table + Sales Tax)	\$ 2,809	Quote	City of San Diego IT	Darren Bennett
	P	CS	Public Safety Answering Point (PSAP) Vulnerability and Resilience Assessment	\$ 425,812	Estimate	City of San Diego IT	Darren Bennett
	P	CS	BIA for the region that includes risk analysis and prioritization of efforts	\$ 150,000	Estimate	City of San Diego IT	Darren Bennett
	P	CS	Project Management and deployment/implementation support	\$ 108,000	Quote	City of San Diego IT	Darren Bennett
	O	CS	Threat intelligence analyst - Full-Time threat intelligence analyst (Based on fully loaded City rate for a Senior Management analyst).	\$ 149,547	Staffing	City of San Diego IT	Darren Bennett
	E	CS	Inflation	\$ 8,684	Estimate	City of San Diego IT	Darren Bennett

			Goal 2 Training					
010			Cyber Intelligence and Counterterrorism Conference	\$ 18,480				
	T	LE	Participate-San Diego PD (5 personnel)		\$ 18,480	estimate	SDPD	John Steffen
011			Intranational Association of Law Enforcement Intelligence Analysts Confer	\$ 8,600				
	T	LE	Participate-Escondido PD (4 personnel)		\$ 8,600	estimate	Escondido PD	Barbara Martlett
			Total Amount Requested		\$ 3,862,016	P	\$ 833,812	
						O	\$ 1,944,898	
						Eq	\$ 906,226	
			Total LETPA Funds		\$ 2,566,336	T	\$ 177,080	
			Total Personnel Costs that apply to the cap		\$ 2,094,898	Ex	\$ -	



## Goal 2 – Enhance Information Analysis and Infrastructure Protection Capabilities

Goal 2 - Project 004			
Project Title	Total Cost	Project Type	Primary Core Capability
ARJIS- Regional Training	\$150,000	Continuing Project	Intelligence and Information Sharing
<b>Description of Project</b>			
The goal of the existing UASI grant funded ARJIS Training Program is to provide standardized, consistent, relevant training on a variety of systems and technologies at no cost to member agencies. The Training Program was launched in the summer of 2016 and has proven to be an invaluable tool for the region, resulting in significant economies of scale and interagency knowledge sharing. ARJIS will use the funding to train existing staff on conducting trainings for the region, as well as creating products such as webinars and instruction sheets to be published on the ARJIS page. Various ARJIS staff will conduct in-person training sessions on a regular basis. ARJIS is requesting to continue funding the Regional Trainer for \$150,000 to oversee this important program through for 18 months (SANDAG/ARJIS classifies this position as a Senior Technology Program Analyst).			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
There are many benefits to this regional approach of systems training and technical support to include leveraging the existing technical and communication infrastructures with less duplication of effort by agencies. In addition, the consistency and standardization aspects are vital – where users from multiple agencies can cover the same course material, learn the same skills and share experiences in a classroom setting. This will result in substantial economies of scale and promote interagency knowledge sharing. Once fully trained on the region's information sharing systems and data, officers will be able to use information within these systems to its fullest potential, which will result in greater operational efficiency and effectiveness.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
ARJIS is committed to enhancing the capabilities of public safety agencies throughout the region by providing a suite of tactical and investigative tools that assist users in solving crimes and identifying offenders. To ensure member agencies are able to take advantage of these tools, ARJIS has developed a Regional Training Program. The Program provides local, state and federal law enforcement entities with the skills needed to collect, analyze and share information to prevent terrorism and other criminal activities. This year's proposals include funding for private sector and media training to ensure the entire region is working together to prevent potential terrorist attacks and other criminal offenses.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Identify planning needs	1/1/24		15%
Develop draft plan	6/1/24	\$50,000	35%
Update draft plan based on feedback	1/1/25	\$50,000	65%
Submit claim for reimbursement to OES	6/1/25	\$50,000	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
If this project is not funded ARJIS will not be able to continue maintaining the Regional Training Program. As a result, crucial public safety information will not be used to the fullest potential, increasing officer safety concerns, and missed crime solving opportunities.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Ensuring officers are able to successfully utilize systems throughout the region to obtain critically needed data will strengthen their ability to identify and disrupt terrorists. Adding training for emerging mobile technologies will better equip officers in the field resulting in enhanced public safety. Training on new crime statistics reporting, new analytical, tactical and GIS tools in the region will greatly enhance their abilities to solve cases and prevent incidents.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
Previously awarded \$135,000 in UASI FY22.			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
ARJIS will continue to request funding for this Program until the region identifies funding for a designated systems trainer.			



**Goal 2 - Project 005**

Project Title		Total Cost	Project Type	Primary Core Capability
ARJIS - Cloud Transformation		\$350,000	New Project	Intelligence and Information Sharing
<b>Description of Project</b>				
Provide training to ARJIS staff to support Cloud Transformation = \$150,000 Obtain consulting services to supplement ARJIS staff in performing Cloud Transformation at \$200 per hour x 1000 hours = \$200,000				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
ARJIS is comprised of 60+ public safety agencies from across the county. The ARJIS technical platform allows the region to securely access and share data across jurisdictional and disciplinary lines. This transition will improve the cybersecurity defenses of ARJIS applications and data as well as provide a more resilient and dynamic platform for high availability and agility to new and changing requirements from our member agencies.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This project covers the second phase of the cloud transformation that was previously funded under UASI FY22 that will improve cybersecurity. Consulting services to supplement ARJIS in performing Cloud Transformation at \$200/hour x 1,000 hours = \$200,000 Provide training to ARJIS staff to support Cloud Transformation = \$150,000				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Deploy Equipment	1/1/24	\$75,000	10%	
Accept ownership of equipment	6/1/24	\$75,000	15%	
Pay final invoice	1/1/25	\$75,000	50%	
Submit claim for reimbursement to OHS	6/1/25	\$75,000	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
RJIS will seek grant funding from UASI and via general funds with a revised fee structure expected in FY24				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This project would assist the region in protecting critical public safety IT assets from denial of service, malware, theft of confidential data or credentials, defacement, disinformation through hacked accounts, and denial of service by international or domestic terrorism. International and domestic terrorist are increasingly targeting local public safety infrastructure in an effort to disrupt the region's capability to respond during critical events. The additional cyber security technical resources available through the cloud will enable the region to provide additional fortification of its cyber defenses against the devastating cyber activities of international and domestic terrorists				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Previously awarded \$665,000 for phase I under UASI FY22				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, this is likely a multi-phase project. Future costs per year will be approximately \$350,000				

**Goal 2 - Project 006**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>ARJIS - Cyber Security Firewalls</b>	<b>\$357,905</b>	New Project	Intelligence and Information Sharing
<b>Description of Project</b>			
Purchase four next generation firewall devices \$50,000 x 4 = \$200,000 + 5% CPI adjustment = \$210,000 Estimated consultant cost for installation and maintenance = \$150,000			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
ARJIS is comprised of 60+ public safety agencies from across the county. The ARJIS technical platform allows the region to securely access and share data across jurisdictional and disciplinary lines. This transition will improve the cybersecurity defenses of ARJIS applications and data as well as provide a more resilient and dynamic platform for high availability and agility to new and changing requirements from our member agencies.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
As cyber security attacks continue to impact agencies daily, there is a strong need for ARJIS member agencies to have the necessary technologies in place to protect the region's public safety data while still allowing real time data sharing. As the region's hub for public safety information sharing, ARJIS strives to ensure the security and resilience of our systems to safeguard the region's data, while meeting stringent security requirements established by the FBI's Criminal Justice Information Services (CJIS) department. These restrictions and regulations cover a variety of topics including but not limited to the latest security platform, conditional access, dynamic scaling to thwart DDoS attacks, and Azure site recovery. This project will replace firewall devices with the latest network protection to prevent unauthorized access and cyber-attacks. Firewalls are security systems designed to prevent unauthorized access into a computer network. This project will result in enhanced cyber security for more than 50 state, local and federal ARJIS public safety member agencies, as it will replace aging hardware with NEXT generation firewalls to prevent unauthorized access. Local and international cyber-attacks are an existing and growing threat at all levels of government.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Initiate procurement process	1/1/24		10%
Order Equipment	6/1/24	\$210,000	15%
Install Equipment	1/1/25		50%
Submit claim for reimbursement to OHS	6/1/25	\$150,000	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
ARJIS will seek grant funding from UASI and via general funds with a revised fee structure expected in FY24			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
This project would assist the region in protecting critical public safety IT assets from denial of service, malware, theft of confidential data or credentials, defacement, disinformation through hacked accounts, and denial of service by international or domestic terrorism. International and domestic terrorists are increasingly targeting local public safety infrastructure in an effort to disrupt the region's capability to respond during critical events. The additional cyber security technical resources available through the cloud will enable the region to provide additional fortification of its cyber defenses against the devastating cyber activities of international and domestic terrorists.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
No			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
No, this is a one-time project for this cyber security firewall however there may be future requests for other cyber security projects.			

**Goal 2 - Project 007**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>LECC Fusion Center Staff</b>	<b>\$1,795,351</b>	Continuing Project	Intelligence and Information Sharing

**Description of Project**

The SD-LECC is the San Diego region's designated fusion center. This investment will sustain and support the SD-LECC's functionality for 12 months through the continued funding of 7 - Intelligence Analysts (\$1,031,045), a GIS Analyst/Coordinator (\$171,683) and, a Program Assistant Supervisor (\$120,613) that will assist the analysts and sworn personnel with TLO and CIKR program support, database management, and training. The SD-LECC Intelligence Analysts and the GIS Analyst/Coordinator will gather, assess, and evaluate terrorism, criminal, and GIS intelligence data, respectively, and use it in a variety of intelligence products, briefings, and exercises. Sustaining existing capabilities will further enable and mature the SD-LECC to address emerging threats by building upon the fusion center's terrorism-focused analytic and information sharing capabilities to address terrorist threats, including transnational organized criminal activity, cyber threats, and natural hazards.

The SD-LECC fusion center organization personnel project supports existing capabilities which is part of the National Network of Fusion Centers and serves as a component of the terrorism related information sharing environment. Additionally, it enables the maturation of the fusion center's computer network by providing 12 months of continued funding for a qualified Cyber Security Manager (\$160,107) and 2-Network Systems Administrators (\$311,903) to ensure the system is secure, reliable, and enhances/improves overall technological capacity to access, analyze, and share information, including criminal intelligence and online/social media threat information.

**Scoring Criteria C1 – How does this project benefit the region?**

Sustained staffing continues the development of regional threat and vulnerability assessment information; sustains core capabilities to receive, analyze, disseminate, and gather terrorism related and homeland security threat information, to include the intake and processing of Suspicious Activity Reports (SARs); assists law enforcement in preventing and investigating crime and terrorism; and, continues Cyber preparedness/infrastructure protection, regional GIS coordination, and CIKR efforts for the region.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

Funding existing fusion center personnel salaries and benefits will increase tactical, strategic, and cyber intelligence support, Terrorism Liaison Officer (TLO ) and Infrastructure Liaison Officer ( ILO) training, Critical Infrastructure and Key Resources (CIKR) and Cyber threat assessments for all regional public safety agencies, all levels of the government, the private sector, as well as other field-based information sharing partners (High Intensity Drug Trafficking Areas (HIDTA), Regional Information Sharing Systems (RISS) and Joint Terrorism Task Force (JTTF)). Sustained analytical staffing will continue to effectively gather, analyze, and share timely information across federal, state, local, tribal, regional, and private sector entities which is in direct alignment with the SDUA Homeland Security Strategy, DHS Fusion Center Core Capabilities, and the Federal Framework for Support to the National Network of Fusion Centers. In addition, sustained funding would increase the number of threat intelligence reports that would be developed in coordination with DHS Office of Intelligence & Analysis and Cybersecurity Infrastructure & Security Agency

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Initiate Stakeholder Meetings	9/23/22		20%
Issue PO for consultant	1/1/24		40%
Conduct Law Enforcement Coordination Center Activities	1/1/24		80%
Submit claim for reimbursement to OHS	12/30/25		100%

<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>
The SD-LECC is a 100% grant funded entity. HSGP dollars are heavily leveraged to maintain operations to the fullest extent possible. HSGP budget adjustments require the SD-LECC to project the need for additional UASI dollars to fund existing salary positions which are required to reach all core capabilities as a designated fusion center.
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>
Staffing is partnered and designed to work in conjunction with the FBI's JTTF and Field Intelligence Groups; conduct tailored Cyber, CIKR, and threat briefings; and analyzes terrorism related suspicious activity reporting for JTTF assessments and ongoing investigations. Staffing will directly sustain the SD-LECC's current capabilities and performance and directly aligns with the performance measures for 2023.
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>
FY2021 UASI \$1,714,343; FY2020 UASI \$1,705,331
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>
Yes, \$1,795,351 with 2% Projected COLA. On-going project.

**Goal 2 - Project 008**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>LECC - Case Management and Analytical Software</b>	<b>\$36,000</b>	New Project	Intelligence and Information Sharing
<b>Description of Project</b>			
<p>Case Management and Analytical Software System and services - Annual Subscription for approximately 30-35 full user licenses that will be assigned to SD-LECC intelligence analysts and Tips/Leads unit detectives; approximately 5 concurrent licenses for the social.net platform; all required one-time setup and implementation fees; all maintenance and server costs; basic forms and customization for intelligence collection/intake; integration of other regional networks to include ARJIS and SDLAW; customer service and technical assistance; mobile application for use in the field; and all applicable training for users and supervisors. This analytic tool will enhance and streamline case and intelligence analysis by providing capabilities to collate large data sets, produce illustrative graphics (e.g. link charts), reconcile/merge matching data, create customizable profile sheets, create custom workflows, import/export large data sets, provide supervisor dashboards, assign unique tasks, create usage reports, provide a platform that can integrate and share information with other Fusion Centers, HDTAs, and LEAs using the same product, RISSintel, ESRI integration, public SAR intake, real time alert and tracking of SARs, analysis of SARs, direct submission of SARs into FBI's eGuardian, and cyber/critical infrastructure capabilities for intrusion reporting and related threat assessment tools. Software will adhere to CFR 28 Part 23 standards. CJIS compliant for cloud storage.</p>			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
<p>New Case Management and Analytical Software provides fusion center staff the ability to not only sustain but enhance information and intelligence sharing for the region, particularly in the area of SAR intake and reporting, while providing a cost savings to the region. The off-premises software removes the need for additional/recurring server maintenance costs while still providing the improved/streamlined capabilities of integrating/sharing with other platforms for real time analytical efficiency. The new case management software will enable the SD-LECC to improve and build upon integrated data sources while enhancing the processing of over 1,300+ annual SARs in support of JTTF and local law enforcement investigations.</p>			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
<p>Case Management and Analytical Software is essential for the SD-LECC to effectively meet Goal 2: Enhancing Information Analysis, Infrastructure and Protection, and Cybersecurity Capabilities and the follow-on primary objective 2.1 of Enhancing Intelligence Collection, Analysis and Sharing. Case Management and analytical software will be used by SD-LECC Intelligence Analysts, Critical Infrastructure Protection Intelligence Analysts, Cybersecurity Program Manager, and Tips/Leads Detectives to effectively collect/gather raw information in an organized manner, process the information for it to be usable, and analyze the information into finished intelligence that can be further disseminated to regional partners to help guide decision making and resource allocation at the executive/strategic level as well as help support on-going cases and investigations towards prosecution at the tactical level. Information sharing and analysis is a core fusion center function and this software provides the SD-LECC with the ability to further sustain and enhance this function in all intelligence discipline areas for our region: strategic intelligence focusing on International and Domestic Terrorist Threats, to include cross border threats (drug smuggling, DTOs, etc.), tactical intelligence focusing on investigative and case support to partner agencies (suspicious activity reports (SAR) intake, coordination with JTTF and local LE agencies, school threat reports, etc.), threats to critical infrastructure, cybersecurity threats/incidents/reporting in our region and election infrastructure, and geospatial intelligence analysis to support all disciplines to include natural hazards such as the man-made fire threat.</p>			

<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Identify equipment needs	11/1/23		20%
Initiate procurement process	1/1/24		40%
Issue PO	4/1/24		80%
Pay final invoice	4/1/25		100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
Funding is required to procure this case management and analytical software. Continued grant funding will be needed on an annual basis to sustain/renew licensing for continued use of the software. If not funded, the SD-LECC will not be able to procure the software which will severely diminish the SD-LECC's core functions and ability to effectively meet and support Goal 2 and Objective 2.1 for the San Diego Region. The SD-LECC serves as the main hub of regional information/intelligence sharing where the primary customers are all law enforcement agencies and emergency services departments of the San Diego Region.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Case Management and Analytical Software will enable SD-LECC Tips/Leads Detectives and Intelligence Analysts to intake and receive real-time alerts of SARs/tips and leads for enhanced coordination with JTTF Threat Squad; accesses and integrates existing data sources; enhances association analysis and conducts tactical case support capabilities for JTTF investigations and other local law enforcement investigations.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
No			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes. \$37,800 On-going project.			

**Goal 2 - Project 009**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>San Diego Regional Cyber Innovation Center (SDRCIC)</b>	<b>\$1,145,680</b>	Continuing Project	Cybersecurity

**Description of Project**

The mission of the San Diego Regional Cyber Lab (SDRCL) is to provide the greater San Diego region with coordinated cybersecurity through collaborative access to tools, intelligence, and a trained and capable workforce. This will be accomplished through:

1. Establishment and organization of a regional cyber steering committee comprised of public, private, and academic sector participants.
2. Information sharing, professional development, incident briefs, a cyber range, development of a regional cyber security resource center, specialized cyber tools, and access to commercial cyber intelligence threat feeds.
3. Region-wide cyber security gap analysis and risk and resilience assessments.
4. Offering regional agencies the opportunity to engage and collaborate with a trained and capable workforce who specialize in cyber security. This includes cyber forensic professionals, engineers, and certified experts. The lab will create and maintain a growing catalog of skilled individuals throughout the region based on their area of expertise.

**Scoring Criteria C1 – How does this project benefit the region?**

The SDRCL is a regional asset that will be available for use by all partner entities within the San Diego urban area (SDUA). Local agencies in the region (including 17 cities, water districts, and many other regional entities) were surveyed, and the survey results demonstrated that the resources being provided by the SDRCL are not currently available to agencies in the region and there were unanimous high levels of interest in the Cyber Lab and its resources. This investment is continuing to move forward with the development and implementation of the SDRCL. It supports the San Diego regional priorities by maintaining the flow of critical information among multi-jurisdictional and multi-disciplinary responders, command posts, agencies, and government officials in preparation for emergency response and during critical incidents. It will mitigate the impact of major incidents by improving regional awareness, knowledge, regional communications, and optimizing their effectiveness through daily use. The region will benefit by leveraging resources throughout the county, local peers, and having a region-wide system.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

The San Diego Regional Cyber Lab (SDRCL) continues to enhance the cybersecurity of the region by providing centralized strategic alignment of the region's cybersecurity posture. This will be accomplished through the organization of regional cybersecurity Executive and Technical Steering Committees comprised of public, private and academic sector members. The SDRCL will facilitate regional cyber threat detection, countermeasures and resilience activities through timely sharing of unclassified information, analytic products, and products for cybersecurity and information technology professionals. The SDRCL will also facilitate regional critical infrastructure protection through the organization of a regional Public Safety Answering Point (PSAP) vulnerability assessment and a regional Business Impact Analysis (BIA) of San Diego regional systems and networks. The SDRCL will also provide collaborative resources for use by cybersecurity, law enforcement as well as election officials throughout the region. The SDRCL will also be providing project management, information sharing, professional development, incident briefs, a cyber range, and specialized cyber tools for use by agencies in the region.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Order Equipment	2/1/24	\$303,435	100%
Facilitate community outreach	12/1/23	\$683,812	100%
Initiate hiring process and select candidate	12/1/23	\$175,000	100%



**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

The need for this regional community asset has been identified and acknowledged by the majority of agencies in our region as shown by a survey conducted by the City of San Diego cybersecurity team. As with any technology initiative, this environment will be most effective and provide maximum benefit to the stakeholders who requested it if it is maintained and updated. The sustainment model has been developed, utilizing the existing project manager dedicated to this project and funded by the FY19 and FY20 UASI fund grant as well as input from the Cyber Lab's steering committees. In the event that UASI funding is not available, the project intends to continue Cyber Lab operations and plans to request funding from other sources. Potential sources include grants from partner vendors and commitments from stakeholders in the region (City of San Diego has committed to provide physical space and resources to initially host the physical lab space). We will continue to develop and adjust the sustainment plan as the SDRCL grows and opportunities present themselves.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

The SDRCL is needed to protect the region from the increasing threat of cyber terrorism. DHS has conducted studies and exercises on the impact of a major cybersecurity attack on critical infrastructure such as water systems, electrical systems, and emergency response systems. This SDRCL will help to protect citizens, residents, visitors, and assets against the greatest threats and hazards related to acts of terrorism. This will also help preserve lives and the environment through swift response, reducing the chance and preventing the likelihood of related incidents while mitigating the impacts of a massive cyber incident. Additionally, the presence of the SDRCL in the region will support cyber investigations and provide a training center, collect data, and analyze for information sharing. This will strengthen the region's capacity to communicate effectively with outside resources (local, state, and federal) to protect and mitigate disasters both before and during an attack.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

FY19 SD UASI \$250,000  
FY20 SD UASI \$677,068

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

We do anticipate requesting future grant funds for potential additional technologies and resources. Specific amounts are unknown at this time. As the program continues to evolve and grow, additional regional needs are likely to be identified and will thus be requested in future years.

**Goal 2 - Project 010**

Project Title		Total Cost	Project Type	Primary Core Capability
Cyber Intelligence and Counterterrorism Conference		\$18,480	New Project	Cybersecurity
<b>Description of Project</b>				
The total costs for 5 attendees are calculated at approximately \$12,500. The calculated cost covers Tuition, Lodging, Meals, and Travel. Backfill or overtime are not requested.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Training obtained at the conference increases knowledge and improves our region's ability to respond to, detect, prevent, and mitigate terrorist attacks.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
By attending the Cyber Intelligence Conference, investigators will learn about and further their knowledge of cyber security and intelligence in order to mitigate, detect, prevent and respond to terrorist activities and criminal networks.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	8/1/24		33%	
Conduct Training courses	11/15/24		67%	
Submit claim for reimbursement to OHS	12/15/24		100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
There is no need for sustainment, the request is for attendance to a conference.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Attending the conference will educate, train and further the knowledge and standards of cyber security and intelligence in order to increase security and decrease terrorism related activities within the region.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, 2018, 2019, 2020 and 2021 \$16,800				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, we will seek funding as long as the grant will allow				

**Goal 2 - Project 011**

Project Title		Total Cost	Project Type	Primary Core Capability
Intranational Association of Law Enforcement Intelligence Analysts Conference		\$8,600	New Project	Cybersecurity
<b>Description of Project</b>				
Conference will include training to enhance capabilities and understanding of trends and potential criminal activities. The classes offered at the conference include: Threat Profiling and Mapping; Reactive to Proactive Intelligence; The Importance of Social Media Search Warrant Data in Today's Cases; Understanding the Dark Web for Law Enforcement.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
The knowledge attained through information gathered will be shared throughout the region, allowing for preparedness throughout the entire region.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
By keeping up with the latest trends in intelligence gathering and sharing, the attendees can effectively contribute to the collection, analyzing, and sharing of information to achieve awareness of, prevention of, protection against, mitigation of, and response to potential terrorist attack or emergency. The conference offers training to build upon the knowledge of the criminal investigations unit's ability to detect suspicious activities, including terrorist or criminal activities by utilizing the information network on the internet.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Identify Training needs				
Schedule training courses				
Conduct Training courses				
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
The training would potentially be added to requested general fund budget in future years.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
The ability to utilize the internet to detect and perceive potential terrorist plans and have an understanding of that element allows for a proactive response. The potential to prevent a major threat is a tremendous asset.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Not for Escondido PD.				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes. Approximately \$8,000 per year for an additional 2 years.				

FY 2023 UASI									
Goal 3 Investment: CBRNE/WMD and All-Hazards Response									
<u>Project</u>	<u>Category</u>	<u>Discipline</u>	<u>Item Description</u>		<u>Cost</u>	<u>Cost Source</u>	<u>Receiving Agency</u>	<u>Point of Contact</u>	
012			<b>SDFD Bomb Squad Large Platform Robot Upgrade</b>	<b>\$373,485</b>					
	E	FS	Remotec F6 Robot Spartan Upgrade		\$ 350,809	Quote	SDFD	Jeff Ring	
	E	FS	Inflation		\$ 22,676	Quote	SDFD	Jeff Ring	
013			<b>SDFD Lifeguard Mission Bay Camera System Upgrade</b>	<b>\$240,234</b>					
	E	FS	Rugged Cameras and digital storage		\$ 220,398	Quote	SDFD	James Gartland	
	E	FS	Inflation		\$ 19,836	Estimate	SDFD	James Gartland	
014			<b>SDFD HazMat Equipment</b>	<b>\$344,153</b>					
	E	FS	Mobile Satellite phone		\$ 21,756	Quote	SDFD	Robert Rezende	
	E	FS	Draeger X-site Live Area Monitor with		\$ 290,611	Quote	SDFD	Robert Rezende	
	E	FS	Fuel Tanker Rollover - Stinger Kit w/Vapor Recovery (x2 Kits)		\$ 3,370	Quote	SDFD	Robert Rezende	
	E	FS	Inflation		\$ 28,416	Estimate	SDFD	Robert Rezende	
015			<b>DEH HIRT Equipment</b>	<b>\$582,501</b>					
	E	HM	Chemical Protective Suits Certified to NFPA 1994 Class 1 & 2 Certified for CBRN (Example Kappler		\$ 41,981	Quote	DEH HIRT	Brad Long	
	E	HM	Hands Free Communications Compatible with both 800 MHz Radios and Scott Masks (10 devices ).		\$ 21,001	Quote	DEH HIRT	Brad Long	
	E	HM	CWA, TIC, TIM Gas Detection FTIR (Toxic Gases) Hot zone use, (Example Red Wave xplor-IR )		\$ 174,495	Quote	DEH HIRT	Brad Long	
	E	HM	WMD, TIC, TIM Solid Liquid Identification using FTIR ( Example Redwave Threat ID)		\$ 183,330	Quote	DEH HIRT	Brad Long	
	E	HM	Handheld 800 Mhz Radios, (APX 6000 or compatible)		\$ 62,554	Quote	DEH HIRT	Brad Long	
	E	HM	Sales Tax		\$ 17,597	Estimate	DEH HIRT	Brad Long	
	E	HM	Inflation		\$ 46,643	Estimate	DEH HIRT	Brad Long	
	T	HM	EMERGING THREATS		\$ 9,900	Quote	DEH HIRT	Brad Long	
	T	HM	Compressed Gas Cylinder Training		\$ 11,500	Quote	DEH HIRT	Brad Long	
	T	HM	WMD Class		\$ 13,500	Quote	DEH HIRT	Brad Long	
016			<b>SDPD Aircraft Video Monitor Upgrades</b>	<b>\$ 252,504</b>					
	E	LE	Monitor Enhancement x 3		\$ 252,504	Quote	SDPD	Carla Sottile	
017			<b>SDPD Dive Response Vehicle</b>	<b>\$ 698,777</b>					
	E	LE	Dive Response Vehicle		\$ 698,777	Quote	SDPD	Carla Sottile	
018			<b>SDPD Mobile Command Vehicle</b>	<b>\$ 1,658,708</b>					
	E	LE	Mobile Command Vehicle		\$ 1,658,708	Quote	SDPD	Carla Sottile	
019			<b>SDPD Narcotic Detection Vehicle</b>	<b>\$ 281,564</b>					
	E	LE	Narcotic Detection Unmarked Vehicles - 4		\$ 254,479	Quote	SDPD	Carla Sottile	
	E	LE	Performance Bond		\$ 8,000	Estimate	SDPD	Carla Sottile	
	E	LE	Inflation		\$ 19,085	Estimate	SDPD	Carla Sottile	
020			<b>SDSO High-Pressure Breathing Air Recharging System and Equipmen!</b>	<b>\$ 344,361</b>					
	E	LE	High-Pressure Mobile Breathing Air Recharging System		\$ 122,213		SDSO	Tom Bennett	
	E	LE	PAPRS		\$ 47,849	Quote	SDSO	Tom Bennett	
	E	LE	SCBA Systems		\$ 80,599	Quote	SDSO	Tom Bennett	
	E	LE	60 min Air Tanks		\$ 20,515	Quote	SDSO	Tom Bennett	
	E	LE	30 min Air Tanks		\$ 7,397	Quote	SDSO	Tom Bennett	
	E	LE	XRT Chem Bio HazMat Suit		\$ 11,696	Quote	SDSO	Tom Bennett	
	E	LE	RC3 Chem Bio Ensemble HazMat Suit		\$ 24,982	Quote	SDSO	Tom Bennett	
	E	LE	Filters		\$ 1,834	Quote	SDSO	Tom Bennett	
	E	LE	10 Foot Hose Attachment for Bomb Cat		\$ 392	Quote	SDSO	Tom Bennett	
	E	LE	HazProof Boot		\$ 745	Quote	SDSO	Tom Bennett	
	E	LE	Haz Mat Gloves (sold by one dozen)		\$ 42	Quote	SDSO	Tom Bennett	
	E	LE	Inflation		\$ 26,097	Estimate	SDSO	Tom Bennett	

FY 2023 UASI								
Goal 3 Investment: CBRNE/WMD and All-Hazards Response								
021			SDSO Tracked Armored Vehicle	\$ 497,796				
	E	LE	Compact Armored Track Vehicle (1)		\$ 439,750	Quote	SDSO	Chris Galve
	E	LE	Performance Bond		\$ 21,987	Estimate	SDSO	Chris Galve
	E	LE	Inflation		\$ 36,059	Estimate	SDSO	Chris Galve
022			SDSO Mobile Command Vehicle	\$ 641,164				
	E	LE	One (1) Critical Incident Command Vehicle which offers command and control platform with redundant communications systems (radio/satellite).		\$ 571,864	Quote	SDSO	Robert Smith
	E	LE	Performance Bond		\$ 26,250	Estimate	SDSO	Robert Smith
	E	LE	Inflation		\$ 43,050	Estimate	SDSO	Robert Smith
023			SDSO Force Option Simulator	\$ 292,267				
	E	LE	Force Option Simulator		\$ 260,537	Quote	SDSO	Michael Cruz
	E	LE	Performance Bond		\$ 12,019	Estimate	SDSO	Michael Cruz
	E	LE	Inflation		\$ 19,711	Estimate	SDSO	Michael Cruz
024			SDSO Spot Multiplatform Robot	\$ 322,378				
	E	LE	Robot "Spot"		\$ 287,379	Quote	SDSO	Chris Galve
	E	LE	Performance Bond		\$ 13,257	Estimate	SDSO	Chris Galve
	E	LE	Inflation		\$ 21,742	Estimate	SDSO	Chris Galve
025			UCSD Surveillance Camera Program Enhancement	\$ 102,725				
	E	LE	1-Hanwha 8K thermal camera w/PTRZ multi sensor camera		\$ 47,753	Quote	UCSD	Lamine Secka
	E	LE	6-Quick Deploy LPR Cameras w/solar kits		\$ 15,566	Quote	UCSD	Lamine Secka
	E	LE	1-0PTZ600x Camera Kit w/SiteCloud Service		\$ 39,406	Quote	UCSD	Lamine Secka
026			UCSD Explosive Detection K9 Program	\$ 149,000				
	E	LE	Explosive Detection K9s		\$ 23,000		UCSD	Lamine Secka
	E	LE	K9-specific emergency equipped vehicles		\$ 90,000		UCSD	Lamine Secka
	E	LE	Emergency equipment for K9 vehicles		\$ 36,000		UCSD	Lamine Secka
027			UCSD Beach Response Vehicle - UTV	\$ 38,530				
	E	LE	Polaris Ranger XP 1000 Crew 4x4 Utility Vehicle		\$ 38,530	Quote	UCSD	Lamine Secka

FY 2023 UASI									
Goal 3 Investment: CBRNE/WMD and All-Hazards Response									
			Goal 3 Training						
028			Advanced Close Quarters Clearance Course		\$ 160,000				
	T	LE	Participate-Chula Vista Police (24 personnel)			\$ 40,000	Quote	Chula Vista PD	Tim Biffle
	T	LE	Participate-Harbor Police (24 personnel)			\$ 40,000	Quote	Harbor Police	Raul Munoz
	T	LE	Participate-La Mesa Police (24 personnel)			\$ 40,000	Quote	La Mesa PD	Jose Gaytan
	T	LE	Participate-San Diego Police (24 personnel)			\$ 40,000	Quote	SDPD	John Steffen
029			Advanced Law Enforcement Sniper Operations		\$ 38,500				
	T	LE	Participate-Oceanside PD (9 personnel)			\$ 7,500	quote	Oceanside PD	Janessa James
	T	LE	Conduct -SDPD (18 personnel)			\$ 15,500	quote	SDPD	John Steffen
	T	LE	Conduct-SDSO (18 personnel)			\$ 15,500		SDSO	Nick Arvanitis
030			AHIMT L952 Public Information Officer		\$ 88,600				Dave Allen
	T	FD/LE/EM	Conduct - San Diego FD- L952 Public Information Officer (24 personnel)			\$ 12,500	Quote	SDFD	Dave Allen
	T	FD/LE/EM	Conduct - San Diego FD -L962 Planning Section Chief (24 personnel)			\$ 13,500	Quote	SDFD	Dave Allen
	T	FD/LE/EM	Conduct - San Diego FD -L964 Situation Unit Leader (24 personnel)			\$ 12,100	Quote	SDFD	Dave Allen
	T	FD/LE/EM	Conduct-SDFD-L965 Resources Unit Leader (24 personnel)			\$ 12,500	Quote	SDFD	Dave Allen
	T	FD/LE/EM	Conduct-SDFD-O305 Type 3 AHIMT (24 personnel)			\$ 38,000	Quote	SDFD	Dave Allen
031			Basic Close Quarter Clearance (SWAT Training)		\$ 126,000				
	T	LE	Conduct-National City Police (16 personnel)			\$ 42,000	Quote	National City	Salvador Gil
	T	LE	Conduct- San Diego Police Department (16 personnel)			\$ 42,000	Quote	SDPD	John Steffen
	T	LE	Conduct-SDSO (16 personnel)			\$ 42,000	Quote	SDSO	Nick Arvanitis
032			California Association of Tactical Officers Conference		\$ 3,800				
	T	LE	Participate-La Mesa PD (8 personnel)			\$ 3,800	Estimate	La Mesa PD	Jose Gaytan
033			California Fire Emergency Disaster Conference (CFED)		\$ 85,368				
	T	FS	Participate - Bonita Fire (6 personnel)			\$ 4,500	estimate	Bonita Fire	Mike Smith
	T	FS	Participate-Del Mar Fire (6 personnel)			\$ 4,280	estimate	Del Mar Fire	Jorge Sanchez
	T	FS	Participate-Encinitas Fire (9 personnel)			\$ 6,500	estimate	Encinitas Fire	Jorge Sanchez
	T	FS	Participate-Escondido Fire (9 personnel)			\$ 6,000	estimate	Escondido Fire	Art Holcomb
	T	FS	Participate-Lakeside Fire (8 personnel)			\$ 7,500	estimate	Lakeside Fire	Eric Stamm
	T	FS	Participate-Oceanside Fire (12 personnel)			\$ 11,600	estimate	Oceanside Fire	Scott Stein
	T	FS	Participate-Pala Fire (6 personnel)			\$ 6,115	estimate	Pala Fire	Jason King
	T	FS	Participate-Rancho Santa Fe Fire (12 personnel)			\$ 11,493	estimate	Rancho Santa Fe Fire	Luke Bennett
	T	FS	Participate-San Marcos Fire (15 personnel)			\$ 15,000	estimate	San Marcos Fire	John Brooks
	T	FS	Participate-Solano Beach Fire (4 personnel)			\$ 4,280	estimate	Solana Beach Fire	Jorge Sanchez
	T	FS	Participate-Valley Center Fire (6 personnel)			\$ 7,000	estimate	Valley Center Fire	Scott Duncan
	T	FS	Participate-Vista Fire (1 personnel)			\$ 1,100	estimate	Vista Fire	Sam Craig

FY 2023 UASI								
Goal 3 Investment: CBRNE/WMD and All-Hazards Response								
034			California Narcotics Canine Association Conference	\$ 21,854				
	T	LE	Participate-Chula Vista PD (9 personnel)		\$ 17,681	estimate	CVPD	Tim Biffle
	T	LE	Participate-SDPD (4 personnel)		\$ 4,173	estimate	SDPD	John Steffen
035	EX	FS	County Rescue Exercise 2024	\$ 300,000				
			Participate-SDFD		\$ 300,000	estimate	SDFD	Aide Barbat
036	EX	LE	County Wildland Drill	\$ 40,000				
			Participate-SDPD		\$ 40,000	estimate	SDPD	John Steffen
037			Confined Space Rescue Tech	\$ 104,458				
	T	FS	Participate - Carlsbad FD (5 personnel)		\$ 10,000	estimate	Carlsbad FD	Scott Tucker
	T	FS	Participate-Del Mar Fire (2 personnel)		\$ 6,300	estimate	Del Mar Fire	Jorge Sanchez
	T	FS	Participate-Encinitas Fire (3 personnel)		\$ 7,500	estimate	Encinitas Fire	Jorge Sanchez
	T	FS	Participate-Escondido Fire (10 personnel)		\$ 10,000	estimate	Escondido Fire	Art Holcomb
	T	FS	Participate-Rancho Santa Fe Fire (2 personnel)		\$ 5,894	estimate	Rancho Santa Fe	Luke Bennett
	T	FS	Participate-SDFD (60 personnel)		\$ 58,464	estimate	SDFD	Willy Melendez
	T	FS	Participate-Solana Beach Fire (2 personnel)		\$ 6,300	estimate	Solano Beach FD	Jorge Sanchez
038			Field Force Extrication	\$ 43,200				
	T	FS	Participate - SDFD		\$ 43,200	estimate	SDFD	Willy Melendez
039			Fresno Training Symposium	\$ 92,184				John Brooks
	T	FS	Participate-Alpine (3 personnel)		\$ 3,900	estimate	Alpine	Brian Boggeln
	T	FS	Participate-Del Mar Fire (2 personnel)		\$ 2,600	estimate	Del Mar Fire	Jorge Sanchez
	T	FS	Participate-Encinitas Fire (4 personnel)		\$ 7,400	estimate	Encinitas Fire	Jorge Sanchez
	T	FS	Participate-National City Fire (2 personnel)		\$ 3,684	estimate	National City Fire	James Stiles
	T	FS	Participate-Poway Fire (13 personnel)		\$ 30,000	estimate	Poway Fire	Chuy Ramierez
	T	FS	Participate-Rancho Santa Fe Fire (6 personnel)		\$ 14,500	estimate	Rancho Santa Fe	Luke Bennett
	T	FS	Participate-San Marcos Fire (6 personnel)		\$ 15,000	estimate	San Marcos Fire	John Brooks
	T	FS	Participate-Solano Beach Fire (2 personnel)		\$ 2,600	estimate	Solano Beach Fire	Jorge Sanchez
	T	FS	Participate-Valley Center Fire (5 personnel)		\$ 11,000	estimate	Valley Center Fire	Scott Duncan
	T	FS	Participate-Vista Fire (1 personnel)		\$ 1,500	estimate	Vista Fire	Sam Craig
040			K9 Handler Instruction and Training Seminar	\$ 5,189				
	T	LE	Participate-San Diego PD (3 personnel)		\$ 5,189	estimate	SDPD	John Steffen
041			Large Animal Rescue	\$ 93,564				
	T	FS	Participate-Rancho Santa Fe Fire (96 personnel)		\$ 25,500	Quote	Rancho Santa Fe Fire	Luke Bennett
	T	FS	Participate-SDFD (36 personnel)		\$ 68,064	estimate	SDFD	Willy Melendez



FY 2023 UASI								
Goal 3 Investment: CBRNE/WMD and All-Hazards Response								
042			Low Angle Rope Recue Operations(LARRO)/Rope Rescue Awareness/Ops	\$ 203,945				Sean Lowery
	T	FS	Participate-Carlsbad Fire (11 personnel)		\$ 16,000	Quote	Carlsbad Fire	Scott Tucker
	T	FS	Participate-Del Mar Fire (3 personnel)		\$ 5,500	Quote	Del Mar Fire	Jorge Sanchez
	T	FS	Participate-El Cajon Fire (11 personnel)		\$ 28,800	Quote	El Cajon Fire	Brent Baum
	T	FS	Participate-Encinitas Fire (4 personnel)		\$ 7,550	Quote	Encinitas Fire	Jorge Sanchez
	T	FS	Participate-Escondido Fire (6 personnel)		\$ 4,000	Quote	Escondido Fire	Art Holcomb
	T	FS	Participate-La Mesa Fire (8 personnel)		\$ 21,600	Quote	La Mesa Fire	Brent Baum
	T	FS	Participate-Lemon Grove (6 personnel)		\$ 13,440	Quote	Lemon Grove	Brent Baum
	T	FS	Participate-National City Fire (2 personnel)		\$ 4,350	Quote	National City Fire	James Stiles
	T	FS	Participate-North County Fire (8 personnel)		\$ 13,500	quote	North County Fire	Scott Duncan
	T	FS	Participate-Poway Fire (8 personnel)		\$ 19,625	Quote	Poway Fire	Chuy Ramirez
	T	FS	Participate-San Marcos Fire (7 personnel)		\$ 15,000	Quote	San Marcos Fire	John Brooks
	T	FS	Participate-San Miguel Fire (5 personnel)		\$ 10,000	Quote	San Miguel Fire	Ron Quinlan
	T	FS	Participate-Santee Fire (12 personnel)		\$ 26,400	quote	Santee Fire	Harley Wallace
	T	FS	Participate-Solana Beach Fire (2 personnel)		\$ 5,500	quote	Solana Beach Fire	Jorge Sanchez
	T	FS	Participate-Vista Fire (6 personnel)		\$ 12,680	quote	Vista Fire	Sam Craig
043			Machinery Rescue	\$ 62,304				
	T	LE	Participate-San Diego Fire (96 personnel)		\$ 62,304	Quote	SDFD	Aide Barbat
044			National Homeland Security Conference	\$ 27,984				
	T	LE	Participate-Chula Vista PD (6 personnel)		\$ 10,992	estimate	CVPD	Tim Biffle
	T	LE	Participate-Oceanside PD (3 personnel)		\$ 6,000	estimate	Oceanside PD	Janess James
	T	LE	Participate-San Diego PD (3 personnl)		\$ 5,496	estimate	SDPD	John Steffen
	T	LE	Participate-SDSO (3 personnel)		\$ 5,496	estimate	SDSO	Nick Arvanitis
045			National Tactical Officers Association Law Enforcement Operations	\$ 2,847				
	T	LE	Participate-SDSO (2 personnel)		\$ 2,847	estimate	SDSO	Nick Arvanitis
046			NYPD Sentry Conference	\$ 8,250				
	T	LE	Participate-San Diego PD (5 personnel)		\$ 8,250	estimate	SDPD	John Steffen
047			PER901 Threat Hazard Recognition and Emergency Actions Training for CBRNE	\$ 29,978				
	T	LE	Participate-Chula Vista PD (240 personnel)		\$ 29,978	estimate	CVPD	Elman Gashymov
048			Pistol Mounted Optics Course	\$ 11,260				
	T	LE	San Diego PD (14 personnel)		\$ 9,000	Quote	SDPD	John Steffen
	T	LE	La Mesa PD (4 personnel)		\$ 2,260	Quote	La Mesa PD	Jose Gaytan
049			Rescue EXERCISE	\$ 80,000				
	EX	FS	Participate-SDFD Lifeguards		\$ 80,000	estimate	SDFD Lifeguards	James Gartland
050			Rescue Systems 1 / Structural Collapse Specialists SCS1	\$ 344,140				
	T	FS	Participate - Carlsbad FD (8 personnel)		\$ 16,000	Quote	Carlsbad FD	Scott Tucker
	T	FS	Participate - Del Mar Fire (4 personnel)		\$ 5,500	Quote	Del Mar FD	Jorge Sanchez
	T	FS	Participate-El Cajon Fire (18 personnel)		\$ 32,800	Quote	El Cajon Fire	Brent Baum
	T	FS	Participate-Encinitas Fire (5 personnel)		\$ 7,550	Quote	Encinitas FD	Jorge Sanchez
	T	FS	Participate-Escondido Fire (8 personnel)		\$ 10,000	Quote	Escondido Fire	Art Holcomb
	T	FS	Participate-La Mesa Fire (18 personnel)		\$ 32,800	Quote	La Mesa Fire	Brent Baum
	T	FS	Participate-Lemon Grove Fire (8 personnel)		\$ 15,440	Quote	Lemon Grove Fire	Brent Baum
	T	FS	Participate-Oceanside Fire (10 personnel)		\$ 23,000	Quote	Oceanside Fire	Scott Stein
	T	FS	Participate-Pala Fire (6 personnel)		\$ 22,250	Quote	Pala Fire	Jason King
	T	FS	Participate-Rancho Santa Fe (8 personnel)		\$ 12,988	Quote	Rancho Santa Fe	Luke Bennett
	T	FS	Participate-San Diego Fire (96 personnel)		\$ 90,432	Quote	SDFD	Aide Barbat
	T	FS	Participate-San Marcos Fire (10 personnel)		\$ 15,000	Quote	San Marcos FD	John Brooks
	T	FS	Participate-San Miguel Fire 7 personnel)		\$ 10,000	Quote	San Miguel FD	Ron Quinlan
	T	FS	Participate-Santee Fire (15 personnel)		\$ 26,400	Quote	Santee Fire	Harley Wallace
	T	FS	Participate-Solana Beach Fire (4 personnel)		\$ 5,500	Quote	Solana Beach Fire	Jorge Sanchez
	T	FS	Participate - Valley Center FD (3 personnel)		\$ 6,000	Quote	Valley Center Fire	Scott Duncan
	T	FS	Participate - Vista FD (8 personnel)		\$ 12,480	Quote	Vista FD	Diane Collier

FY 2023 UASI								
Goal 3 Investment: CBRNE/WMD and All-Hazards Response								
051			Rescue Systems 2/3 Structural Collapse Specialists SCS2	\$ 250,970				
	T	FS	Participate - Carlsbad FD (8 personnel)		\$ 16,000	Quote	Carlsbad FD	Scott Tucker
	T	FS	Participate-Del Mar Fire (3 personnel)		\$ 2,750	Quote	Del Mar Fire	Jorge Sanchez
	T	FS	Participate-El Cajon Fire (18 personnel)		\$ 32,800	Quote	El Cajon Fire	Brent Baum
	T	FS	Participate-Encinitas Fire (8 personnel)		\$ 12,600	Quote	Encinitas Fire	Jorge Sanchez
	T	FS	Participate-La Mesa Fire (18 personnel)		\$ 32,800	Quote	La Mesa Fire	Brent Baum
	T	FS	Participate-Lemon Grove Fire (10 personnel)		\$ 15,440	Quote	Lemon Grove Fire	Brent Baum
	T	FS	Participate - San Diego FD (96 personnel)		\$ 105,600	Quote	SDFD	Willy Melendez
	T	FS	Participate-San Marcos Fire (8 personnel)		\$ 15,000	quote	San Marcos Fire	John Brooks
	T	FS	Participate-Solana Beach Fire (4 personnel)		\$ 5,500	quote	Solana Beach Fire	Jorge Sanchez
	T	FS	Participate-Vista Fire (7 personnel)		\$ 12,480	Quote	Vista Fire	Sam Craig
052			Rope Rescue Tech	\$ 191,506				
	T	FS	Participate - Carlsbad FD		\$ 16,000	Quote	Carlsbad FD	Scott Tucker
	T	FS	Participate-Chula Vista Fire		\$ 32,500	Quote	CVFD	Sean Lowery
	T	FS	Participate-Encinitas Fire		\$ 1,250	Quote	Encinitas Fire	Jorge Sanchez
	T	FS	Participate - Escondido FD		\$ 10,000	Quote	Escondido Fire	Art Holcomb
	T	FS	Participate - National City FD		\$ 3,418	Quote	National City	James Stiles
	T	FS	Participate - Oceanside FD		\$ 11,500	Quote	Oceanside	Scott Stein
	T	FS	Participate-Pala Fire		\$ 22,250	Quote	Pala Fire	Jason King
	T	FS	Participate-Rancho Santa Fe Fire		\$ 7,156	Quote	Rancho Santa Fe	Luke Bennett
	T	FS	Participate-San Diego Fire		\$ 66,432	Quote	SDFD	Willy Melendez
	T	FS	Participate-San Marcos Fire		\$ 15,000	Quote	San Marcos Fire	John Brooks
	T	FS	Participate-Valley Center Fire		\$ 6,000	quote	Valley Center Fire	Scott Duncan
053			National Gang Conference	\$ 1,000				
	T	LE	Participate-La Mesa PD (4 personnel)		\$ 1,000	Estimate	La Mesa PD	Jose Gaytan
054			Swiftwater Technician	\$ 148,347				
	T	FS	Participate-Carlsbad FD (8 personnel)		\$ 8,000	Quote	Carlsbad Fire	Scott Tucker
	T	FS	Participate-Del Mar Fire (2 personnel)		\$ 2,700	Quote	Del Mar Fire	Jorge Sanchez
	T	FS	Participate-Encinitas Fire (6 personnel)		\$ 9,350	Quote	Encinitas Fire	Jorge Sanchez
	T	FS	Participate-Escondido Fire (3 personnel)		\$ 4,000	Quote	Escondido Fire	Art Holcomb
	T	FS	Participate-Rancho Santa Fe Fire (3 personnel)		\$ 3,697	Quote	Rancho Santa Fe	Luke Bennett
	T	FS	Participate-San Diego Fire (96 personnel)		\$ 115,200	Quote	SDFD	Willy Melendez
	T	FS	Participate-Solana Beach Fire (4 personnel)		\$ 5,400	Quote	Solana Beach Fire	Jorge Sanchez
055			Tactical Medicine Technician	\$ 6,400				
	T	FS	Escondido Fire (3 personnel)		\$ 6,400	Quote	Escondido FD	Art Holcomb
056			Tactical Rope Access Course	\$ 6,578				
	T	LE	Conduct-San Diego Police (12 personnel)		\$ 6,578	Quote	SDPD	John Steffen
058			Trench Rescue Tech	\$ 87,514				
	T	FS	Participate - Carlsbad FD (4 personnel)		\$ 8,000	Quote	Carlsbad FD	Scott Tucker
	T	FS	Participate-Pala Fire (7 personnel)		\$ 13,040	Quote	Pala Fire	Jason King
	T	FS	Participate-Rancho Santa Fe Fire (2 personnel)		\$ 6,494	Quote	Rancho Santa Fe	Luke Bennett
	T	FS	Participate-San Diego Fire (60 personnel)		\$ 54,240	Quote	SDFD	Willy Melendez
	T	FS	Participate-Vista Fire (3 personnel)		\$ 5,740	Quote	Vista Fire	Sam Craig
059			UAS Advanced Operators Course	\$ 8,240				
	T	LE	Participate-Chula Vista Police (4 personnel)		\$ 8,240	Quote	Chula Vista PD	Tim Biffle
060			UAS Nighttime Operators Course	\$ 5,420				
	T	LE	Participate-Chula Vista Police (4 personnel)		\$ 5,420	Quote	Chula Vista PD	Tim Biffle

FY 2023 UASI								
Goal 3 Investment: CBRNE/WMD and All-Hazards Response								
061			Vehicle Extrication	\$ 42,490				
	T	FS	Participate-Del Mar Fire (3 personnel)		\$ 3,000	Quote	Del Mar Fire	Jorge Sanchez
	T	FS	Participate-Encinitas Fire (3 personnel)		\$ 3,000	Quote	Encinitas Fire	Jorge Sanchez
	T	FS	Participate-Poway Fire (12 personnel)		\$ 13,490	Quote	Poway Fire	Chuy Ramirez
	T	FS	Participate-San Marcos Fire (18 personnel)		\$ 20,000	Quote	San Marcos Fire	John Brooks
	T	FS	Participate-Solana Beach Fire (3 personnel)		\$ 3,000	Quote	Solana Beach Fire	Jorge Sanchez
062			Vehicle Extrication-Heavy	\$ 80,000				
	T	FS	Participate-SDFD (96 personnel)		\$ 80,000	Quote	SDFD	Aide Barbat
063			Western States Association of Canine Police Conference	\$ 25,391				
	T	LE	Participate-Chula Vista Police		\$ 18,491		CVPD	Tim Biffle
	T	LE	Participate-Escondido Police		\$ 6,900		Escondido Police	Barbara Martlett
064			RAD EXERCISE	\$ 80,000				
	EX	FS	Participate-SDFD Lifeguard		\$ 80,000	Estimate	SDFD Lifeguard	James Gartland
065			Swiftwater Technician Advanced	\$ 12,100				
	T	FS	Participate-Encinitas Fire		\$ 12,100	Quote	Encinitas Fire	Jorge Sanchez
066			Swiftwater Boating Technician	\$ 9,500				
	T	FS	Participate-Encinitas Fire		\$ 9,500	Quote	Encinitas Fire	Jorge Sanchez
067			Technical Animal Rescue in Swiftwater	\$ 6,500				
	T	FS	Participate-Encinitas Fire		\$ 6,500	Quote	Encinitas Fire	Jorge Sanchez
			Total Amount Requested		\$ 9,755,528	P	\$ -	
						O	\$ -	
						Eq	\$ 6,820,147	
			Total LETPA Funds		\$ 5,372,554	T	\$ 2,435,381	
			Total Personnel Costs that apply to the cap		\$ -	Ex	\$ 500,000	

### Goal 3 – CBRNE/WMD and All-Hazards Response

Goal 3 - Project 012			
Project Title	Total Cost	Project Type	Primary Core Capability
<b>SDFD Bomb Squad Large Platform Robot Upgrade</b>	<b>\$373,485</b>	Continuing Project	Threats and Hazard Identification
<b>Description of Project</b>			
The F6 large platform robot is the gold standard for bomb squads throughout the United States. SDFD has been using the F6 platform for approximately 15 years. As technology has advanced, upgrades have become available to improve performance and functionality. The requested upgrade will significantly improve how the robot arm operates and increase its usefulness for our bomb technicians. Using the existing chassis and some components will save approximately 40% versus buying a new F6 model. This upgrade will replace the manipulator arm, cameras, radio communications and internal circuitry.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
This robot is a regional asset that will be deployed to assist other agencies and work with other local bomb squads.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
This project supports terrorism preparedness by providing equipment necessary for respectively: Vehicle Born Improvised Explosive Devices (VBIED), radiation responses (IND, RDD and Nuclear), Person Borne Improvised Explosive Devices (PBIED), school shootings where explosives are used, and CBRNE detection responses. The use of ground robots can enhance safety, detect secondary devices and render safe IEDs.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Identify equipment needs	1/1/23		25%
Initiate procurement process	5/1/24		50%
Issue PO	7/1/24		75%
Pay final invoice	11/1/24	\$373,485	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
All maintenance and operational costs will be covered by San Diego Fire-Rescue Department. If this project is not funded, our large platform robot will continue to be limited in its visual detection and ability to manipulate IEDs.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Many terrorist events will have an IED component. The use of ground robots allows for the detection and render safe operations at a safe standoff distance for involved personnel. Ground robots play an integral role in the render safe operations of IED's, preventing them from functioning as designed.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
Yes. This robot received a previous upgrade funded by FY13 UASI for \$50,000.			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
No			

**Goal 3 - Project 013**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
SDFD Lifeguard Mission Bay Camera System Upgrade		\$242,438	New Project	Response/Health and Safety
<b>Description of Project</b>				
This project will replace the current Mission Bay camera system that was rendered inoperable with the recent mesh network upgrade. The data from this camera system is protected, controlled and only accessed by The City of San Diego Office of Emergency Services (at the EOC at Ridgehaven), The SDFD (Lifeguard Communications Center at Quivira, The Joint Harbors Operations Center (JHOC).				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
The information provided by this system is accessible in real time for local, regional, and federal agencies in San Diego.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This system will provide heightened situational awareness during emergencies and smuggling operations in Mission Bay and some parts of the Pacific Ocean. This system will provide information and intelligence in vulnerable maritime environment.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Initiate procurement process	5/15/24		25%	
Issue PO	11/1/24		50%	
Install Equipment	1/30/24		75%	
Pay final invoice	5/15/25	\$242,438	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
The system will not be upgraded until funds are available.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This system provides direct real time information of the maritime environment.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
No				

**Goal 3 - Project 014**

Project Title		Total Cost	Project Type	Primary Core Capability
<b>SDFD HazMat Equipment</b>		<b>\$344,153</b>	Continuing Project	Environmental
<b>Description of Project</b>				
Ongoing investment in preparing the Hazardous Incident Response Team to respond to WMD incidents. The equipment requested is to replace existing equipment previously purchased with either UASI or SHSG funding.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
As the regional Hazmat Team for San Diego County and City of San Diego, the investment will better prepare HIRT when responding to WMD, CBRNE, and All Hazard Response throughout the region.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Ongoing investment in preparing the Hazardous Incident Response Team to respond to WMD incidents. The equipment requested is to replace existing equipment previously purchased with either UASI or SHSG funding.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Identify equipment needs	11/4/22		25%	
Issue PO	4/28/24		50%	
Order Equipment	5/26/24	\$244,153	75%	
Deploy Equipment	9/29/24		100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
HIRT will request for sustainment funding from the UDC under the HIRT contract for consumables, calibration, and maintenance of UASI purchased equipment.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This investment enhances the San Diego Urban Area (SDUA) CBRNE / WMD and All Hazards Response capabilities through the procurement of equipment and enhanced capabilities for the region's specialized response teams, including bomb squads, search and rescue teams, SWAT teams' Hazardous Incident Response Team (HIRT) and tactical medics.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, grant funds to be determined for future project years dependent on needs, changes in technology, and capabilities.				

**Goal 3 - Project 015**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>DEH HIRT Equipment</b>	<b>\$582,501</b>	New Project	Response/Health and Safety

**Description of Project**

The County of San Diego DEH is partnered with SDFD to provide hazardous incident response services throughout the county. Together we make up the regional Hazardous Incident Response Team (HIRT). It is critical that our team maintains communications during a CBRNE or WMD event. This investment enhances the San Diego Urban Area (SDUA) CBRNE / WMD and All Hazards Response capabilities through the procurement of equipment that represent emerging technologies in detection and monitoring. This equipment will be accessible as an all-hazards response with the region's specialized response teams, including bomb squads, search and rescue teams, SWAT teams, Hazardous Incident Response Team (HIRT), EMS and tactical medics. The quantities, and specific items being requested are detailed on the Equipment Tab of the Project Workbook.

**Scoring Criteria C1 – How does this project benefit the region?**

As the regional Hazmat Team for San Diego County the investment will better prepare HIRT when responding to WMD, CBRNE, and All Hazard Responses throughout the region. A stated security Strategy for the San Diego Urban Area is The Strategy is designed primarily to address terrorism risk.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

This investment represents an ongoing investment in emerging technologies for detection, identification, and quantification of Chemical Hazards: WMD based and Toxic Industrial Chemicals/Materials (TICs & TIMs), Explosives, Home Made Explosives (HME), Explosive and HME precursors, Drugs, and related precursors. The investment will be able to function across multiple physical states; Solid, Liquid and Gases. The purposed investment has a clear "nexus to terrorism response" by detecting WMDs, TIC, and TIM. As the Hazmat Team for all of San Diego County the investment Directly benefit the region. The investment directly supports strategy Goal 3 "Strengthen Capabilities to Detect Threats from CBRNE Materials and WMD, and to Effectively Implement all Hazards Response". The investment is an allowable expense under UASI grant guidelines, each item is readily identified on the FEMA Authorized Equipment List. The investment does not replace (supplant) existing funds that have been appropriated for the same purpose

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Identify equipment needs	10/21/22		25%
Initiate procurement process	4/30/24		50%
Issue PO	6/30/24		75%
Accept ownership of equipment	9/30/24	\$541,983	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

The equipment operation sustainment: calibration, maintenance and purchase of consumables will be funded by the HIRT Contract.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

The primary goal of the Hazardous Incident response Team is to respond quickly anywhere in the region. A primary task of HIRT is the timely detection, and identification of CBRN hazards, WMDs, TIC, and TIMS is essential to protect the lives and safety of the public and responders. By having this capability deployed to the hazmat team it will increase our preparedness to terrorism related invents.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

Yes, Radios have been previously funded on Grants: 2017 UASI ~ \$80K, SHSGP 2008, \$36K & No, for non-radio/non communications equipment are new emerging technologies for detection and identification of CBRN, WMD, TICs, TIMs, in Gas, Liquid, and Solid States of Matter.

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No, no additional grant funds are anticipated to be requested for the requested equipment purchases.



**Goal 3 - Project 016**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>SDPD Aircraft Video Monitor Upgrades</b>	<b>\$252,504</b>	New Project	Interdiction and Disruption

**Description of Project**

ASU is requesting funding for the purchase and installation of enhanced video monitors for three (3) department aircraft. Each aircraft would receive two monitors, one for the color/infrared camera and one for the mapping system. The equipment will be maintained by our contact mechanics.

**Scoring Criteria C1 – How does this project benefit the region?**

The region is limited to two agencies with helicopter units prepared to respond to calls for service (SDPD & SDSO). ASU has a long history of serving as a regional asset. Enhanced equipment will only benefit our service to the county and the protection of human life.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

This project will enhance ASU's ability to detect threats, which will aid first responders throughout the region. The upgraded monitors will allow our crew members an enhanced larger platform to view activity on the ground. The enhanced monitors will aid the crew's ability to view the picture from the on-board camera and the mapping systems. These will provide better real-time information for ground units as they provide security or respond to terrorist related incidents

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Initiate procurement process	5/1/24		25%
Issue Performance Bond	7/1/24		50%
Install Equipment	10/1/24		75%
Pay final invoice	12/1/24		100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

There is no sustainment on this item.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

This project will enhance our ability to view activities/subjects on the ground, thus the ability to provide better intelligence to first responders. An aerial perspective on critical/terrorists events gives responding units and incident commanders' vital real-time information. This is key to the protection of human life and assets.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No

**Goal 3 - Project 017**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>SDPD Dive Response Vehicle</b>	<b>\$698,777</b>	New Project	On-scene Security and Protection

**Description of Project**

A specially equipped one-ton 4x4 diesel chassis with an 18ft all aluminum van body designed for dive rescue and recovery.

**Scoring Criteria C1 – How does this project benefit the region?**

City of San Diego is responsible for 9 drinking water reservoirs in San Diego County that are part of the Municipal Water-supply System. These Reservoirs are widely recognized as multiple uses to include recreation. This vehicle will be utilized as a response vehicle for enhancement of on scene security & protections, strengthening mass search and rescue, screening, and detection along with interdiction and disruption capabilities through the use of Law Enforcement Operations.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

City of San Diego is responsible for 9 drinking water reservoirs in San Diego County that are part of the Municipal Water-supply System. These Reservoirs are widely recognized as multiple uses to include recreation. This vehicle will be utilized as a response vehicle for enhancement of on scene security & protections, strengthening mass search and rescue, screening, and detection along with interdiction and disruption capabilities through the use of Law Enforcement Operations.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Initiate procurement process	3/1/24		25%
Issue Performance Bond	4/1/24		50%
Install Equipment	5/1/24		75%
Pay final invoice	5/15/24		100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

Our Vehicle Fleet maintenance will maintain and service all vehicles purchased

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

Response to Mass Casualty / Terrorist Events in and around San Diego's, dams and waterways. Ability for organized rapid response (planned and unplanned events) to county water reservoirs, lakes and bays. Response to rescue and recovery dive operations county wide.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No

**Goal 3 - Project 018**

Project Title		Total Cost	Project Type	Primary Core Capability
SDPD Mobile Command Vehicle		\$1,658,708	New Project	Intelligence and Information Sharing
<b>Description of Project</b>				
1 Mobile command vehicle, which would contain; workstations, conference area, multiple types of communications equipment, on-board generator, lighting, among other things to assist in commanding a large, protracted incident or event.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
The vehicle will aid the region by providing onsite tools to prevent, or respond to, terrorism related all-hazard incidents during a multi-agency coordinated response during a terrorist related incident or during a multi-agency coordinated command post for a special event.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This project supports the goal and objective by: 3.1 Enhancing on-scene security, protection, and law enforcement through emergency public safety and security response 3.2 Strengthens Mass Search and rescue capabilities. 3.3 Strengthen on-scene security protection, and law enforcement through explosive device response operations 3.4 Enhance Environmental Response/Health and Safety through WMD.HazMat response and decontamination capabilities 3.6 Enhance interdiction and Disruption Capabilities through law enforcement tactical operations				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Initiate procurement process	3/1/24		25%	
Issue Performance Bond	4/1/24		50%	
Install Equipment	5/1/24		75%	
Pay final invoice	5/1/25	\$1,658,708	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
This is a one-time procurement; our Vehicle Fleet services will maintain and service the mechanical maintenance of this vehicle. Our IT department will assist with IT related equipment and radio shops will maintain our radio/communications equipment				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
A mobile command vehicle provides an on-scene command post with tools for an incident commander to coordinate personnel in order to prevent, protect, mitigate, respond, and recover from a terrorist incident.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
No				

**Goal 3 - Project 019**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>SDPD Narcotic Detection Vehicle</b>	<b>\$375,000</b>	New Project	Interdiction and Disruption

**Description of Project**

Funding Details: \$84,000 per vehicle  
 This includes: K9 Kennel  
 Locking Bed Cover  
 Secure Weapon retention and Storage boxes  
 Secure Narcotic Transport Boxes

We are requesting 3 vehicles to outfit our Narcotics Detection Team and 1 additional vehicle to be procured for our Mobile Odor Detection Team for a total cost of \$350,000

**Scoring Criteria C1 – How does this project benefit the region?**

Team 8 is a Narcotic Task force comprised of all different agencies in the region and responds through the region.  
 Enhance On Scene Security, Protection, and Law Enforcement through Emergency Public Safety and Security Response.  
 Enhance Environmental Response/Health and Safety through WMD/HazMat Response and Decontamination Capabilities  
 Strengthen Screening, Search, and Detection Capabilities.  
 Enhance interdiction and Disruption Capabilities through Law Enforcement Tactical Operations

**Scoring Criteria C2 – How does the project support the Investment Justification?**

This project Strengthens our search and screening detection capabilities and enhances interdiction and disruption capabilities through law enforcement tactical operations. It also provides enhanced environmental response /health and safety through WMD/HazMat Response and decontamination capabilities. and strengthens on scene security.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Initiate procurement process	3/1/24		25%
Issue Performance Bond	4/1/24		50%
Accept ownership of equipment	11/1/23		75%
Pay final invoice	12/1/24	\$375,000	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

Our Fleet Maintenance will provide maintenance for our vehicle's

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

In recent years there has been a large increase in seizures of fentanyl and fentanyl laced narcotics. These fentanyl seizures can be directly linked to Mexican Drug Trafficking Organization (DTO's). These organizations have been known to fund terrorist activities.  
 Respond to narcotic related call throughout the region in a timely manner and assist multiple agencies in a continued law enforcement partnership.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No

**Goal 3 - Project 020**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>SDSO High-Pressure Breathing Air Recharging System and Equipment</b>	<b>\$344,361</b>	New Project	Threats and Hazard Identification

**Description of Project**

This request is for a High-Pressure Breathing Air Compressor System, 8 - Complete SCBA systems, 10-foot hose attachment for Bomb Cat, 8 - Powered Air Purifying Respirators, 24 - NFPA Rated Chemical Suits, 24 - Air Tanks, 8 - Chemical Boots, and 24 - pairs of Chemical Gloves.

**Scoring Criteria C1 – How does this project benefit the region?**

The SDSD Bomb Arson Unit is a regional asset and routinely responds to all areas of the county including every city in the county. This equipment would allow the Bomb Arson Unit to respond to a greater number of missions when needed.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

The requested items will allow the San Diego Sheriff's Department (SDSD) Bomb Arson Unit to respond to CBRNE (Chemical, Biological, Radiological, Nuclear, and Explosive) devices and incidents with the appropriate protective equipment. The current equipment is not compatible with all equipment, making it difficult to respond or train for certain scenarios. The SDSD's Bomb Arson Unit seeks to purchase ruggedized protective suits to also respond to situations including armed assailants or human threats. This would allow the unit to refill Self-contained Breathing Apparatus (SCBA), dive tanks, and the Bomb Cat (an armored vehicle) in any CBRNE situation. With this system the SDSD's Bomb Arson Unit could rapidly and repeatedly deliver air to operators in hot and warm zones.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Initiate procurement process	7/1/24		25%
Issue PO	12/1/24		50%
Order Equipment	1/1/25		75%
Submit claim for reimbursement to OES	12/15/25	\$344,361	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

This is a one-time transition cost.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

The appropriate personal protective equipment is essential in the event of a CBRNE attack. Without this protective equipment, bomb technicians are unable to perform their basic duties and have severely limited options in mitigating CBRNE threats.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No

**Goal 3 - Project 021**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>Tracked Armored Vehicle</b>	<b>\$497,796</b>	New Project	Operational Coordination

**Description of Project**

The SDSD is looking to build upon and enhance our law enforcement response to soft targets/crowded places with a small and versatile Compact Armored Track Vehicle (CATV). This is a critical response vehicle that can provide armored protection, enter large buildings like school gyms and malls, traverse rugged terrain and fit in small areas that traditional armored vehicles cannot access. These vehicles are operated by one person and have 360-degree armor plated coverage. The vehicle itself is small enough to operate between residences in suburban neighborhoods. This project supports the investment justification because we do not currently have the capability to enter a mall or stadium with our large traditional wheeled armored rescue vehicles. Our current plan to enter large soft public venues entails officers entering on foot without mobile armored protection. With a CATV profile vehicle we can enter large double doors and supply loading docks which may give us greater access to the interior of the structure. Also, because they are on tracks, they are much more versatile and operate on a variety of surfaces such as snow, mud, soft surfaces etc. The CATV also has a variety of different attachments which allow it to remove obstacles such as trees, fences, vehicles, and structures. The CATV also has attachments to push open doors and deliver chemical agents through walls. In addition, some of the attachments include cameras to view inside structures. There are also other attachments that allow for lifting first responders to second story locations for rescue or lifting and towing vehicles out of the way. Our current fleet of armored vehicles do not have the capability to remove trees, fences, move rubble, take down walls, and access or maneuver in confined spaces.

**Scoring Criteria C1 – How does this project benefit the region?**

The SDSD is the regional mutual aid coordinator and is responsible for law enforcement and related services to the unincorporated areas of the county as well as contract cities. The SDSD is often called upon to provide tactical support to independent municipalities and other law enforcement agencies including state and federal agencies. A compact armored track vehicle would have rapid deployment capability to any part of the county for use by any qualified agency. Many areas of the county are inaccessible to current armored vehicles due to their large size and maneuverability or terrain. With this specialty vehicle as a regional asset, San Diego law enforcement agencies would have options and safety during high-risk incidents that they've never had before. This would undoubtedly be a valuable tool to save lives and bring critical incidents to a safe resolution. Currently, none of the law enforcement agencies in the County of San Diego have this equipment. If a need was identified and mutual aid was granted, it could take up to 2 hours to have one delivered from an out of county agency if it was even available for use.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

The San Diego Sheriff's Department (SDSD) is the regional mutual aid coordinator and is responsible for law enforcement and related services to the unincorporated areas of the county as well as contract cities. The SDSD is often called upon to provide tactical support to independent municipalities and other law enforcement agencies including state and federal agencies. A Compact Armored Track Vehicle would have rapid deployment capability to any part of the county for use by any qualified agency. The purpose and benefit to the acquisition and use of this type of vehicle is public safety and the safety of first responders in the County of San Diego. This piece of equipment is meant to expand on the response capabilities of the armored vehicles currently available for use in the County of San Diego. There is no other piece of equipment in the County of San Diego that allows for the mobility, agility, safety, and multi-mission ability that this vehicle offers.

<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Identify equipment needs	7/1/24		25%
Initiate Stakeholder Meetings	12/1/24		50%
Initiate procurement process	1/1/25		75%
Submit claim for reimbursement to OHS	12/15/25		100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
Following initial purchase of equipment, the SDSD will incur the costs for operation and maintenance of the vehicle.			
The SDSD will create their own training programs per their policies and procedures.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
This vehicle is a critical part of a response package for SDSD and multi-agency tactical and rescue operations. The mobility, armored protection, and multi-mission capabilities will facilitate operations in the pursuit of terrorist operations and those that would support such operations through illicit activities. This vehicle will be especially effective in operating in densely populated urban areas that large, armored vehicles cannot access, areas of the international border with Mexico, where roads are inadequate at best and in rural areas where infrastructure such as dams, electrical grids, etc. may be located. This vehicle builds upon our current ability to mitigate our response to rescue victims stuck or injured due to threats from terrorists or criminal actors. This item is rated to withstand explosives as well as multiple large caliber rifle rounds. This item can also move building debris to access downed victims as a result of gunfire and/or collapsed buildings.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
No			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
No			



**Goal 3 - Project 022**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>SDSO Mobile Command Vehicle</b>	<b>\$641,164</b>	New Project	Operation Coordination

**Description of Project**

This request is for a Critical Incident Command Vehicle capable of operating in urban and rural environments. The vehicle is to have an off grid electrical power source and redundant communications technology to include RCS radio compatibility, terrestrial, and satellite communication and data capability. The chosen vehicle shall be of sufficient size and capability to be used for extended operations during natural, man-made disasters, and preplanned events. The vehicle should not require special licensing to operate. The vehicle should be capable of transporting sufficient operational personnel. Technology provided by the manufacturer is to include an RCS compatible radio and antenna set on an elevated, retractable mast. Telephone and data service must be terrestrial and satellite capable with a seamless transition between services. All installed technology is to be expandable and the manufacturer will provide continuous support to ensure mission ready status at all times.

**Scoring Criteria C1 – How does this project benefit the region?**

The SDSD is the regional mutual aid coordinator and is responsible for law enforcement and related services to the unincorporated areas of the county as well as contract cities. SDSD is often called upon to provide operational and logistical support to independent municipalities and other law enforcement agencies including state and federal agencies. A self-contained command vehicle would have rapid deployment capability to any part of the county for use by any qualified agency. Many areas of the county are inaccessible to current command vehicles due to their configuration.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

The San Diego County Sheriff's Department (SDSD) is the regional mutual aid coordinator and is responsible for law enforcement and related services to the unincorporated areas of the county as well as contract cities. SDSD is often called upon to provide support to independent municipalities and other law enforcement agencies including state and federal agencies. A self-contained command vehicle would have rapid deployment capability to any part of the county for use by any qualified agency. This vehicle would provide a multi-discipline command and control platform available for use by field commanders and support staff. The vehicle can be operated without special licensing.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Initiate procurement process	4/1/24		25%
Order Equipment	5/1/24		50%
Accept ownership of equipment	8/15/25		75%
Submit claim for reimbursement to OHS	12/1/25	\$641,164	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

The cost for this Critical Incident Command Vehicle exceeds the budget for the Emergency Services Division of the SDSD. The purchase could not be made without grant funding. Once purchased, SDSD will provide regular maintenance and repair.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

This vehicle would be a critical part of a response package for the SDSD and multi-agency operations. The mobility and connectivity capabilities will facilitate operations in the pursuit of terrorist operations and those that would support such operations through illicit activities. This vehicle will be especially effective in operating in the area of the international border with Mexico where communications are inadequate in rural areas where infrastructure such as dams, electrical grids, etc., may be located.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No, SDSD will incur any continued upkeep and maintenance.

**Goal 3 - Project 023**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>SDSO Force Option Simulator</b>	<b>\$292,267</b>	New Project	Threats and Hazard Identification

**Description of Project**

This request is for one Force Option Simulator system with every training library included along with the appropriate simulated weapons used by San Diego law enforcement agencies.

**Scoring Criteria C1 – How does this project benefit the region?**

All law enforcement agencies in San Diego send their recruits to the Regional Public Safety Academy at Miramar College, therefore, all agencies will be able to utilize the Force Option Simulator and will benefit from this enhanced training. Agencies who send their In-Service staff through the Sheriff's Department Continuing Professional Training Program, for the required state training, will also be able to benefit from this simulator.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

The San Diego County Sheriff's Department (SDSD) is a regional training partner responsible for regional law enforcement training. The SDSD not only provides active shooter training for agencies that send recruits to the Regional Public Safety Training Institute but are also called upon to provide other specialized training to state and federal agencies. To better prevent domestic terrorist events, a Force Option Simulator will enable the SDSD to provide better enhanced Active Shooter Training, along with other specialized trainings, to all recruits from various law enforcement agencies and to In-Service staff to better prevent domestic terror events. This simulator will plan students when responding to multiple threats and would enhance the application of proper tactics simultaneously.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Initiate procurement process	7/1/24		25%
Issue PO	12/1/24		50%
Order Equipment	1/1/25		75%
Submit claim for reimbursement to OHS	12/15/25	\$292,267	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

There are currently no funds available in the San Diego County Sheriff's Department budget to cover the purchase of a new force option simulator. However, the department's Training Division can maintain all costs related to routine maintenance and repair for the life of the system.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

The Force Option Simulator system will enhance active shooter and mass casualty training for law enforcement regionally and will better prepare them when responding to a terrorist event.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No, this will be a one-time grant funded purchase.

**Goal 3 - Project 024**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>Spot Multiplatform Robot</b>	<b>\$322,378</b>	New Project	Operational Coordination

**Description of Project**

The SDSD is looking to build upon and enhance our law enforcement response to soft targets/crowded places with a multi-platform robot. The SDSD Emergency Services Division has identified a new type of robot that operates on four legs and would provide enhanced search/rescue capabilities as well as support during critical incidents. "Spot" the robot, developed by the company Boston Dynamics, is an agile mobile robot that navigates terrain with unprecedented mobility. "Spot" has the ability to use 360-degree perception to map terrain and avoid obstacles, can balance itself in uncertain surroundings and cruise over gravel, grass, curbs, and stairs with ease. This robot also has an articulating arm that can be used to open doors, move items, and inspect suspicious packages.

In addition to its enhanced mobility, "Spot" is a multiplatform robot; it can be outfitted with various pieces of hardware to safely accomplish its mission. "Spot" can be outfitted with a mechanical arm that allows it to grasp and pick up objects; open doors; twist, turn, and pull objects; and drag objects. "Spot" can be outfitted with a thermal camera, video camera, and speaker, reliable communications equipment, and quick charging. This robot can also be outfitted with specialized sensors that detect radiological and nuclear material, toxic gases, and other hazardous materials. These sensors can help first responders safely identify and assess chemical, biological, radiological, nuclear, and explosives (CBRNE) threats. This robot can also be used to help de-escalate hostage scenarios by facilitating remote negotiations. In active shooter or other critical incidents, this robot can help first responders establish visual and two-way communications to gather information needed to de-escalate the situation.

**Scoring Criteria C1 – How does this project benefit the region?**

The SDSD is the regional mutual aid coordinator and is responsible for law enforcement and related services to the unincorporated areas of the county as well as contract cities. The SDSD is often called upon to provide support to independent municipalities and other law enforcement agencies including state and federal agencies. A versatile agile remote robot will have rapid deployment capability to any part of the county for use by any qualified agency. Many remote robots currently in use in the County of San Diego are either near end of life, have limitations with traversing rugged terrain, or are complicated to use. With this robot as a regional asset, San Diego law enforcement agencies will have options and safety during high-risk incidents that they've never had before. This would undoubtedly be a valuable tool for public safety and help bring critical incidents to a safe resolution. Currently, no law enforcement agencies in the County of San Diego have this piece of equipment.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

The San Diego County Sheriff's Department (SDSD) is the regional mutual aid coordinator responsible for law enforcement and related services to the unincorporated areas of the county as well as contract cities. The SDSD is often called upon to provide support to independent municipalities and other law enforcement agencies including state and federal agencies. This robot will have rapid deployment capability to any part of the county for use by any qualified agency. The purpose and benefit to the acquisition and use of this robot is public safety and the safety of first responders in the County of San Diego. This piece of equipment is meant to expand on the response capabilities of the remote robot systems currently available for use in the County. The SDSD currently has several remote-controlled robots used for various missions. These robots all have their individual abilities and limitations. One common limitation among all our robot platforms is their inability to traverse rugged terrain and unconventional obstacles. Our current inventory of robots operates on a tracked and tread base which can make it difficult or impossible to overcome obstacles such as rubble, stairs, doors, piles of clothing or other non-rigid debris. If a robot becomes disabled due to terrain or other obstacles, first responders are left with limited options to safely resolve an incident. The benefit to this robot is that it is not on tracks, operates on legs, and has collision avoidance sensors making it much more capable and versatile in all threat environments. It also has intuitive operating software and equipment making it easily usable by many people.

The SDSD typically uses robots during Bomb/Arson incidents, critical/tactical incidents and search and rescue operations. These robots are almost exclusively used for inspection and/or rescue in areas that are deemed too dangerous for humans to enter.

Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach			
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Initiate procurement process	7/1/24		25%
Issue PO	12/1/24		50%
Order Equipment	1/1/25		75%
Submit claim for reimbursement to OHS	12/15/25	\$322,378	100%
Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project			
Following initial purchase of equipment, the SDSD will incur the costs for operation and maintenance of the robot and will create its own training programs in compliance with SDSD policies and procedures.			
Scoring Criteria C5 – How does this project support terrorism preparedness?			
This robot will be a critical part of a response package for SDSD and multi-agency tactical and rescue operations. The mobility, two-way communications capability, and multi-mission capabilities will facilitate operations in the pursuit of terrorist operations and those that would support such operations through illicit activities. This robot will be especially effective for operating in areas deemed too dangerous for humans to enter, due to hazardous materials and/or threats from criminal actors. This robot builds upon SDSD's current ability to locate and communicate with victims stuck or injured due to threats from terrorists or criminal actors, negotiate with criminal actors to de-escalate incidents, and inspect areas suspected of containing explosive devices or hazardous materials. This item can also move light debris to locate downed victims as a result of gunfire and/or collapsed buildings.			
Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.			
No			
Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?			
No			

**Goal 3 - Project 025**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
UCSD Surveillance Camera Program Enhancement		\$102,725	New Project	Interdiction and Disruption
<b>Description of Project</b>				
Project includes expansion of existing ALPR system to cover critical entry points adjacent to freeway on and off ramps. Locations include Gilman/La Jolla Village Drive, Genesee Ave/Campus Point Drive, and La Jolla Shores/El Paseo Grande. We receive multiple requests from mutual aid agencies for ALPR system for on-going investigations and hotlists; Installation of solar/cellular cameras at Black Gold Road parking location and walkway along La Jolla Farms Road to combat smuggling activities which have required us to provide archived video in support of investigations to state, local, and federal agencies; Installation of thermal/8k cameras to cover activity along Scripps Pier which will provide comprehensive view of coastline 24/7. Ability to be monitored by multiple agencies.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Project will increase ability of allied agencies to detect and disrupt illegal transportation/smuggling activities along San Diego coastline.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Program will enhance ability to detect and respond to potential smuggling/interdictions efforts along the San Diego coastline. Program includes thermal 8k cameras on Scripps Pier and Black's Beach, and expansion of LPR cameras at critical freeway entry/exit points.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Identify equipment needs	11/1/22			
Issue PO				
Deploy Equipment				
Conduct Training courses				
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
No additional funds are available, if not approved project will not be able to be implemented. Maintenance of vehicle can be included in ongoing department maintenance plan.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Project will increase ability of allied agencies to detect and disrupt illegal transportation/smuggling activities along San Diego coastline.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
No additional funds will be requested				

**Goal 3 - Project 026**

Project Title		Total Cost	Project Type	Primary Core Capability
UCSD Explosive Detection K9 Program		\$165,000	New Project	On-scene Security and Protection
<b>Description of Project</b>				
Project will support creation of two explosives detection K9 units including purchase of dogs, vehicles, support equipment, and training. Deployment of units will be available to support the region, specifically for other campus and university incidents.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Project will increase availability of EOD K9 units within the region, specifically with historically resource-scarce campus and university agencies.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Program will enhance ability to strengthen on-scene security and protection for the multitude of high-profile or large-scale events that UCSD is responsible for on an annual basis. Provides additional resources to the University and Campus Law Enforcement Taskforce (UCLET) group for any of their mutual aid incidents.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Identify equipment needs	11/1/22			
Issue PO				
Deploy Equipment				
Conduct Training courses				
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
No additional funds are available, if not approved project will not be able to be implemented. Maintenance of vehicle can be included in ongoing department maintenance plan.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Project will support and protect citizens, residents, visitors, and assets against explosive threats to campus and community events (soft targets) that could be targets of acts of terrorism.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
No additional funds will be requested.				

**Goal 3 - Project 027**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
UCSD Beach Response Vehicle - UTV		\$38,530	New Project	Interdiction and Disruption
<b>Description of Project</b>				
Project will include the purchase and outfitting of a 4-wheel drive utility vehicle (Polaris Law Enforcement Ranger XP 1000, or similar) to include a trailer or Conex box to transport or secure the vehicle at beach access points to enable quick response. Vehicle will also be used for high-profile, mass gathering events on campus (such as annual Sun God festival) to allow access to limited-access areas and transport of patients/victims.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Project will support response to potential smuggling incidents while also providing response to potential hazards and threats to large scale events on and around UCSD campus and surrounding community.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Vehicle will enhance ability to respond to recent increase in Panga boat incidents along the San Diego coastline including La Jolla Shores, Black's Beach, and Torrey Pines State Beach. Secondary benefit includes response to emergency/medical responses to remote beach areas.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Identify equipment needs	11/1/22			
Issue PO				
Deploy Equipment				
Conduct Training courses				
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
No additional funds are available, if not approved project will not be able to be implemented. Maintenance of vehicle can be included in ongoing department maintenance plan.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Project will support response to potential smuggling incidents while also providing response to potential hazards and threats to large scale events on and around UCSD campus and surrounding community.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
No additional funds will be requested				



**Goal 3 - Project 028**

Project Title		Total Cost	Project Type	Primary Core Capability
Advanced Close Quarters Clearance Course		\$160,000	New Project	Interdiction and Disruption
Description of Project				
The course of instructions (COI) will be broken into four 5-day blocks of training. It will combine best practices, techniques, and procedures learned through decades of real-world experience. The COI will be custom written for the San Diego County SWAT Teams and may include, but is not limited to, the following: Tactical Entry Close Quarters Combat (CQC); live—tactical firearms training (pistol and rifle), active shooter & hostage considerations; mission planning considerations; call-out considerations; breaching considerations; target approach and containment; low or no light CQC considerations; role-player scenarios; K9 considerations; night vision operations in a CQC environment; post-mission After Action Review (AAR) considerations; 360 video debriefing; and Standard Operating Procedures (SOPs) Training will establish joint San Diego County standardized operating procedures that will allow for optimal coordination between tactical teams.				
Scoring Criteria C1 – How does this project benefit the region?				
Local SWAT Teams in San Diego County are regional mutual aid assets. Tomahawk will ensure that San Diego County SWAT Team officers are uniformly trained to the same Standard Operating Procedures (SOPs). The Close Quarters Clearing (CQC) methodology taught by Tomahawk has been refined over many years of dealing with hardened opposition— tactics are validated or discredited by opposition. Moreover, Methodical and Threshold Clearance tactics taught by Tomahawk have been proven to increase mission success while simultaneously increasing officer AND civilian safety.				
Scoring Criteria C2 – How does the project support the Investment Justification?				
To adequately prepare for and mitigate maritime and critical infrastructure threats in which San Diego County First Responders are utilized, the San Diego County Tactical Teams is requesting funding for standardized Tactical Training. This training will encompass preparing for terrorist threats and other critical incidents at the ports, surrounding waterways, and other soft targets within our area of operation. Funded training will allow the tactical teams in the San Diego area to use the most current best practices, developing and implementing strategic response plans for a wide variety of domestic threats. Portions of the training will focus on interoperability with surrounding agencies, Close Quarters Clearance, and the use of tactical medics during a tactical response. Furthermore, the training received will be utilized to developed lesson plans, and instructional material to pass on to surrounding tactical teams during joint training, ensuring interoperability to better, respond, mitigate, and recover from a critical incident.				
Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	10/1/24		33%	
Conduct Training courses	10/31/24		67%	
Submit claim for reimbursement to OES	12/15/24	\$160,000	100%	
Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project				
There is no need for sustainment. Without this funding this training will not take place.				



<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>
California has significant critical infrastructure and key assets specific to the maritime environment, that if targeted would not only create a significant and crippling impact on the state, but on the Nation as a whole. The San Diego is vital to the economic stability of the United States, and terrorist attacks on any of these assets would destabilize the security and economy of the country. San Diego County, with its many economic, social, and security concerns requires a coordinated, unified response from law enforcement, to deter, detect, and respond to a terrorist security event. San Diego County has a multitude of skilled, dedicated first responders in the area, which when working together in a coordinated fashion have a greater impact on mitigating terrorist threats in Southern California. San Diego County is comprised of federal, state, and local agencies all working together in a task force style operation. Dedicated members are focused on standardized training, equipment, and operational procedures that would be brought to prevent or respond to any potential terrorist event.
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>
No
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>
Yes, grant funding will be requested for continuous training on a year to year basis.

**Goal 3 - Project 029**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
Advance Law Enforcement Sniper Operations		\$38,500	New Project	Interdiction and Disruption
<b>Description of Project</b>				
The total cost to host a course is 15,500 we are asking for 2 courses for a total cost of \$31,000. Both courses would be open for all snipers in the region.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Training obtained at the course will improve our region's ability to respond to, prevent, and mitigate the loss of life during a terrorist attack.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This course provides advanced training for our snipers in the field for on scene security and protection. This directly supports our snipers in detecting, preventing, and responding to terrorism during special events and critical incidents.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Schedule training courses	8/1/24		33%	
Conduct Training courses	11/1/24		67%	
Submit claim for reimbursement to OES	12/15/24	\$38,500	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
There is no need for sustainment. Without this funding this training will not take place.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
The purpose of the course is the proactive protection and response to potential terrorist acts that threaten public safety at events. The end goal of the course is to enable the police sniper to have the confidence through training and documentation to stop or mitigate terrorist acts inside or outside public venues or any large-scale event.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, 2019 we were awarded with amended funds \$28,000 and 2021 has not been awarded yet, we requested 15,200 UASI				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, the region would like to have all teams trained in the region and will continue training until all teams are trained this would also continue due to turnover.				

**Goal 3 - Project 030**

Project Title		Total Cost	Project Type	Primary Core Capability
AHIMT L952 Public Information Officer		\$88,600	Continuing Project	Response/Health and Safety
Description of Project				
<p>This project is designed to strengthen preparedness, response, and recovery by filling gaps in training and experience in the responder community. Personnel trained in this class will start at the lower levels of the AHIMT to be part of succession planning to replace members retiring in the next 5 years. This course provides local-and state- level emergency responders with a robust understanding of the duties, responsibilities, and capabilities of an effective Public Information Officer on an All-Hazards Incident Management Team (AHIMT). These responsibilities fall into two categories: 1) Gather, produce, and distribute current and timely information from the incident to internal and to an external audience 2) Assist in preparing for "VIP" visits and/or community meetings. This course is an instructor-led training that supports learning through discussion, lecture, and active participation in multiple exercises that provides a realistic, scenario-driven approach to mastering the skills required of a PIO. Exercises, simulations, discussions, and a final exam enable participants to process and apply their new knowledge.</p>				
Scoring Criteria C1 – How does this project benefit the region?				
<p>The region is critically short of trained and qualified personnel to support Type III incidents such as terrorist events or wildfires. These events are a high threat to the region. San Diego has the highest concentration of military bases in the west, creating terrorism targets. The superb weather means that many large-scale public events occur in San Diego County. These events are all soft targets with a large exposure to terrorism. The county also has a history of large wildfires, with three of the ten deadliest blazes in the state occurring in San Diego County.</p>				
Scoring Criteria C2 – How does the project support the Investment Justification?				
<p>The SDUA All-Hazards IMT (AHIMT) is currently critically short of trained personnel at all levels of the organization. The classes in this project are specifically identified in the SDUA Multi-Year Training and Exercise Plan (2018) in both Priority 1 - Strengthen Regional NIMS/ICS Compliance and Priority 5 - Provide for leadership/incident management training. This ongoing investment provides direct support for the regions training program. The classes selected are based on actual shortages in trained and qualified personnel to staff planned events and emerging threats or incidents.</p>				
Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Identify Training needs	1/15/24		10%	
Schedule training courses	3/1/24		25%	
Conduct Training courses	6/1/24		50%	
Submit claim for reimbursement to OES	10/1/24	\$88,600	100%	
Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project				
<p>The listed class is required for responders to become qualified through the California Incident Command Certification System. Students will become part of the Emergency Response Directory and AHIMT members. This will provide opportunities to participate in large scale events in order to gain valuable incident management skills. This experience will then lead to having additional CICCIS qualified AHIMT members in order to sustain the AHIMT and strengthen all hazards response across the San Diego region. Additional funding will be required in the future to continue growth of the AHIMT.</p>				
Scoring Criteria C5 – How does this project support terrorism preparedness?				
<p>Regional personnel will be trained to assume a portion of the Operations Section response to all hazard's incidents and threats. This includes both protecting soft targets as planned events and responding to no notice terrorism events.</p>				

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

Yes

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

Yes. The goal is to present the L-course classes approximately every year with a rough cost of \$75,000.

**Goal 3 - Project 031**

Project Title		Total Cost	Project Type	Primary Core Capability
Basic Close Quarter Clearance (SWAT Training)		\$126,000	New Project	Interdiction and Disruption
Description of Project				
This course is designed to standardize tactics within the region to utilize best practices of response to any terrorism attack to mitigate and prevent the loss of life.				
Scoring Criteria C1 – How does this project benefit the region?				
Members from each tactical team in the region will attend to ensure the compatibility of all teams in a unified response to a terrorist attack.				
Scoring Criteria C2 – How does the project support the Investment Justification?				
The five-day Tactical Entry Course of Instruction will establish and refine Standard Operating Procedures (SOPs) in regard to a tactical response to a terrorist attack and related activities for and within the region.				
Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule Training Courses	8/1/24		33%	
Conduct Training Courses	11/1/24		67%	
Submit claim for reimbursement to OES	12/15/24	\$84,600	100%	
Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project				
This class is intended to teach the basic close quarters clearance. If this course is not funded, we most likely would cancel the training.				
Scoring Criteria C5 – How does this project support terrorism preparedness?				
This course will ensure trainees gain expertise in best practices in several essential tactical skills when responding to a terrorist attack. Ultimately, this course will ensure all officers have a foundation for operating as a team in tactical environments related to room clearance. These tactics will provide tools needed for mission success, de-escalation and risk mitigation to officers AND the civilian population that they serve.				
Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.				
Yes, this was funded with 2018 (1 class hosted by OHS \$40,000), 2019 (2 classes one hosted by SDPD and 1 by SDSO \$80,000), and 2020 (2 classes one hosted by SDPD & 1 by SDSO \$80,000) UASI Funds				
Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?				
Our region is expressing an interest in this training as a whole. We would like to host this class in future years, due to the changing personnel and continued training we would like to see this course funded continuously.				

**Goal 3 - Project 032**

California Association of Tactical Officers Conference	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>California Association of Tactical Officers Conference</b>	<b>\$3,800</b>	Continuing Project	On-scene Security and Protection

**Description of Project**

The total costs are approximately \$3996. The calculated cost covers Tuition only, Backfill or overtime are not requested.

**Scoring Criteria C1 – How does this project benefit the region?**

Training obtained at the conference increases knowledge and improves our region's ability to respond, prevent and mitigate terrorist attacks.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

This will allow our SWAT members to be able to network with other tactical teams and strengthen regional assets. This training is open to all California Law Enforcement Agencies and it provides crucial training in the areas of: Critical Incidents, Tactical Considerations and Networking. The Conference educates, trains, and furthers knowledge and standards of tactical officers in order to increase security and decrease terrorism related activities for and within the region.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Schedule Training Courses	1/15/23		10%
Conduct Training Courses	12/1/23		90%
Submit claim for reimbursement to OES	1/15/24	\$3,800	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

Sustainment plan is not needed, the request is for attendance to a conference.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

The California Association of Tactical Officers Conference educates, trains, and furthers knowledge and standards of tactical officers in order to increase security and decrease terrorism related activities for and within the region. Tactical officers (SWAT/ SED) are used to mitigate, prevent, and respond to terrorist related activities.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

Yes, this was funded with 2018, 2019, 2020 and 2021. The requested amount was \$3996 each year.

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

Yes. Yearly as this conference happens once a year.

**Goal 3 - Project 033**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>California Fire Emergency Disaster Conference (CFED)</b>	<b>\$85,368</b>	Continuing Project	Community Resilience
<b>Description of Project</b>			
The Terrorism and Homeland Security Specialists Certificate consists of four core courses certifying personnel in the state of California. These personnel will learn to learn how to better prepare for and respond to emergencies in local jurisdictions as well as those that may impact the region, whether it is a natural disaster or act of terrorism. Instructors provide updates on new laws, systems and processes that impact readiness, response and recovery as well as provide tools, resources, and real-world expertise on best practices from major incidents throughout the United States. Our personnel will be better prepared for all-hazards incidents. There will be 40-55 seats available for each training event.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
Provides classes, training and seminars reviewing new methods to deal with terrorism and review lessons learned from previous incidents.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
This ongoing investment will strengthen the region's ability to detect, deter, response to, and mitigate all-hazards incidents through a robust program focusing on NIMS compliance, WMD and Terrorism Awareness, and other prioritized training and exercises identified in the region's Multi-Year Training and Exercise Plan (MTEP). Implementation and the Whole Community Approach to Coordination are supported through the continued training to improve and sustain regional capabilities. The Regional Training Program supports the delivery of multi-agency, multi-discipline training to mitigate gaps identified in the SDUA Multi-Year Training and Exercise Plan.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Schedule training courses	12/31/23	n/a	10%
Conduct Training courses	12/31/24	n/a	90%
Submit claim for reimbursement to OES	12/21/25	\$85,368	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
If no further grant funds are available in the future departments will be required to budget for the training.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Trains the region personnel in Terrorism and Homeland Security efforts and response procedures for future incidents.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes, most likely every year moving forward as long as CFED is offered, approximately \$40,000.00 per year			

**Goal 3 - Project 034**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
California Narcotics Canine Association Conference	\$21,854	Continuing Project	On-scene Security and Protection
<b>Description of Project</b>			
This four-day conference / course will provide canine handlers opportunity to participate in and observe scenario-based training and to learn best practices based upon real-world incident debriefs and case studies. Canine handlers will receive introduction and instruction, related to multiple new or unfamiliar training styles, tools, and equipment used in the law enforcement canine industry. This conference / course will mitigate and prevent the loss of life during a canine deployment and response to a terrorist attack and related activities within the San Diego region.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
This course will ensure that multi-jurisdictional canine handlers/ teams have the knowledge, training, and tactics to respond and deploy together to mitigate threats and save lives during a terrorist attack and related activities within the San Diego region.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
This four-day conference / practical instruction / best practices course will establish and refine Standard operating Procedures (SOPs) regarding a police canine deployment and response to a terrorist attack and related activities within the San Diego region.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Identify planning needs	10/24/22	n/a	10%
Schedule training courses	11/1/22	n/a	15%
Conduct Training courses	1/15/23	n/a	85%
Submit claim for reimbursement to OES	12/31/23	\$21,854	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
Moving forward, each agency in the region would need to allocate some of their limited training budget resources to this course should grant funds not be available. Agencies may also look to a variety of police foundations to assist in the cost of this course.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
This four-day conference / practical instruction / best practices course will establish and refine Standard operating Procedures (SOPs) regarding a police canine deployment and response to protect property and the environment and meet basic human needs in the aftermath of an act of terrorism or other catastrophic incidents within the San Diego region..			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
2020 - \$5,808.00			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes, with the rotation of personnel on the canine teams (organizational movement), it is likely that additional funds will be requested in the future. The grant years could be every other year. The amount at this time is not specifically known due to the ever-changing staffing resources of the departments within the region.			



**Goal 3 - Project 035**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>County Rescue Exercise 2024</b>	<b>\$300,000</b>	Continuing Project	Mass Search and Rescue Operations

**Description of Project**

A multi-agency cadre composed of members of technical rescue teams and Urban Search and Rescue California Task Force 8 will design and conduct the 2024 County Rescue Drill. Members of the planning team have conducted several large-scale rescue exercises for local, regional, and national urban search and rescue resources. The exercise will be constructed to simulate a terrorist attack utilizing chemical, biological, radiological, nuclear, explosive devices. The result of the terrorist attack will necessitate specialized hazardous materials resources to perform site characterization, and mitigation and collapsed structures that need technical search and rescue resources to locate and extricate victims. The San Diego Fire-Rescue Department Training facility and Chula Vista Fire Department Training Facility have the infrastructure in-place to host the exercise. Props will be constructed that will be appropriate to a CBRNE / WMD attack that will challenge hazardous materials and rescue capabilities in the region.

**Scoring Criteria C1 – How does this project benefit the region?**

Project enhances regional hazardous materials and rescue capabilities through its primary function of hazardous materials detection and mitigation and utilization of search and rescue skills needed during structural collapse because of a terrorist attack. It also has the secondary function of evaluating the abilities of all typed rescue resources to ensure they meet typing capability. Finally, regional agencies are able to practice and refine incident command, communication methods and rescue techniques simultaneously to ensure interoperability.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

Project enhances regional hazardous materials and technical rescue capabilities through its primary function of hazardous materials detection and mitigation and utilization of search and rescue skills needed during structural collapse because of a terrorist attack. It also has the secondary function of evaluating the abilities of all typed rescue resources to ensure they meet typing capability. Finally, regional agencies are able to practice and refine incident command, communication methods and rescue techniques simultaneously to ensure interoperability.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Identify planning needs	1/15/24		10%
Develop draft plan	3/1/24		20%
Submit Sole Source approval to OES	5/30/24		40%
Conduct Exercise	12/1/24		100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

Correctly, hazardous materials and technical rescue resources conduct training at different intervals and levels. Training is also mostly conducted per agency. The County Rescue Drill provides the opportunity for hazardous materials and technical rescue resources throughout the region to work collaboratively as will be needed during a large-scale event. Additional funding sources will be investigated to continue to provide the valuable exercise and evaluation environment.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

We have witnessed multiple terrorist attacks that have resulted in the need for specialized capability to conduct search and rescue operations. The World Trade Center in New York and Alfred P. Murrah Building in Oklahoma City are two of the most recognized events where urban search and rescue assets were immediately needed for search and rescue in collapsed structures. The threat of a terrorist attack utilizing CBRNE / WMD is significant. The responders will be utilizing the Department of Homeland Security Radiological Distribution Device Response Guidance Planning for the First 100 minutes.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

2013 \$80,000

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

It is anticipated that the request for the County Rescue will occur every 3 years.

**Goal 3 - Project 036**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
County Wildland Drill		\$40,000	New Project	Mass Care Services
<b>Description of Project</b>				
Regional assets will come together for training inclusive of emergency communications, hostile environment survival, evacuation planning and property protection under simulated emergency conditions. Approximately 800 firefighters and law enforcement participate in the training exercises over three days. This training events is a key element in maintaining preparedness for terrorist attacks and natural disasters.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
This drill is working in conjunction with fire services throughout the area and provides an opportunity for Fire and Law Enforcement to work in conjunction and build a better understanding of roles, responsibilities and practices for all parties involved.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
The County Wildland Fire Drill provides the training and experience for law enforcement to focus on responses to large scale disasters that require evacuations of large numbers of people.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Identify exercise needs	10/1/24	n/a	33%	
Conduct Exercise	11/1/24	n/a	67%	
Submit claim to reimbursement to OHS	12/15/24	n/a	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
No				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This drill will provide law enforcement with the experience and training to respond to the aftermath of an event.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, we will request funds for as long as available.				

**Goal 3 - Project 037**

Project Title		Total Cost	Project Type	Primary Core Capability
<b>Confined Space Rescue Tech</b>		<b>\$104,458</b>	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
Confined Space Rescue trains individuals to locate, conduct rescue operations for persons in distress, form an Incident Action Plan (IAP) and establish a command structure, utilizing the Incident Command System (ICS) for incidents involving confined spaces.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
This program benefits the region by increasing the knowledge, skills, and abilities of fire departments to perform Mass Searches and Strengthen Rescue Capabilities. It allows for collaboration of regional assets during preparation, response, and recovery to small and large-scale all-hazard incidents.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
<b>The Training obtained in Confined Space Rescue increases knowledge, skills, and abilities of mass search techniques while strengthening rescue capabilities, techniques, and strategies in preparation for all-hazard responses.</b>				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/25	\$104,458	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Funding will be placed on the individual agencies. Viability of sustaining entry level qualifications for California Urban Search and Rescue Basic and Light Level courses relies on conducting this course.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This course provides training for first responders in search and rescue operations, Incident Action Plan (IAP) implementation, and establishing command structure utilizing ICS.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, these funds will be requested for future years. The cost will depend on location, material fees, student fees, and State fees. (State Fire Training) and will need to occur annually.				

**Goal 3 - Project 038**

Project Title		Total Cost	Project Type	Primary Core Capability
Field Force Extrication		\$43,200	Continuing Project	On-scene Security and Protection
Description of Project				
Field Force Extrication Tactics (FFE) is a three-day course that provides students with the knowledge and skills to operate the tools necessary to extricate individuals safely from protester devices while reducing liability and ensuring due process. Responders receive instruction in protest situations, legal considerations, responsibilities of extrication teams, and extrication techniques required to defeat protester devices. The course culminates in a series of hands-on activities that allow responders to practice the learned skills (operating extrication tools, defeating protester devices, and communicating with other students while operating power tools) in a realistic context.				
Scoring Criteria C1 – How does this project benefit the region?				
Maintains continuous/updated training for search and rescue personnel.				
Scoring Criteria C2 – How does the project support the Investment Justification?				
Terrorist attacks can occur anywhere. • In a terrorist attack, both small and large animals need rescue from a wide area, buildings, collapse, and water rescues. Having properly trained personnel will allow for the safety of rescue personnel and the animals they are rescuing. • During a terrorist event, animals are just as frightened and stressed and pose further danger to people fleeing for their lives and rescuers. This class will help build confidence and experience in the rescuers. • Animals are people's companions, working partners, maybe a sole source of income, or breeding stock for the food and recreation industries. People will try to save their animals and will be at risk of injury without technical help. If an animal lands on a human, you will need to know how to move the animal to save the person. • Large and small animals challenge our technical rescue ability and may be dangerous, requiring skills and equipment infrequently used to resolve an inherently dangerous incident. • Terrorist attacks can occur in institutions, rodeos, horse races, parades, horse shows, county fairs, and circuses, to name a few. • Terrorist attacks can include horses as targets. On July 20, 1982 the IRA detonated a timed car bomb to cause maximum casualties to the Queen's Household Cavalry (her official bodyguard regiment) as they passed by for the changing of the guard. Seven horses were euthanized, and 11 soldiers died. • Rodeos, parades, and horse racing are all American activities and possible soft targets. Imagine the horror of the Boston Marathon with horses involved. Cavalry officer Richard Lynch, on the extreme left, says, "...A parade is a soft target. In the case of the NH Governor's Horse Guards, we are always in close proximity to the Governor, and on several occasions, the Governor has had other dignitaries such as the NH Congressional Delegation (both US Senators and Congressmen) in a group, which also includes the plain clothes State Police Security Detail and often local politicians. • USAR teams are best equipped and trained to adapt their skills with a knowledge and understanding of animal behavior. • This training will also increase interagency responses and relationships.				
Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training course	12/31/23		10%	
Conduct training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/25	\$43,200	100%	
Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project				
Funding will rely on individual agencies and appropriate allocation of budgets.				
Scoring Criteria C5 – How does this project support terrorism preparedness?				
Trains personnel in the region on field force extrication.				

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

Yes, FY21

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

Yes

**Goal 3 - Project 039**

Project Title		Total Cost	Project Type	Primary Core Capability
Fresno Training Symposium		\$92,184	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
Fresno Training Symposium provides an opportunity for individuals to meet, share, and teach lessons learned of the latest topics or events that are applicable to the current fire service.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
This program benefits the region by increasing the knowledge, skills, and abilities of fire departments to perform in many different situations. It allows for collaboration of regional assets during preparation, response, and recovery to small and large-scale all-hazard incidents.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
The training/knowledge obtained in the Fresno Training Symposium increases the knowledge, relationships, and latest techniques within the fire service to strengthen command & control, rescue capabilities, techniques, and strategies in preparation for all-hazard responses.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule Training courses	3/1/24		10%	
Conduct Training Courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/24	\$92,184	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Funding will be placed on individual agencies.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This symposium provides information sharing for first responders in all areas of the fire service including the use of ICS/NIMS and other related topics.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, unknown years				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, these funds will be requested for future years. The cost will depend on location, material fees, student fees, and certification fees.				

**Goal 3 - Project 040**

Project Title		Total Cost	Project Type	Primary Core Capability
<b>K9 Handler Instruction and Training Seminar</b>		<b>\$5,189</b>	Continuing Project	Screening, Search and Detection
<b>Description of Project</b>				
The conference which educates, trains, and furthers knowledge and standards of narcotic and explosive detection canines in order to increase security and decrease terrorism related activities for and within the region.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
The training obtained at the conference increases knowledge and improves our region's ability to respond to, prevent and mitigate terrorist attacks.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This conference is utilized nationwide for detection canine handlers to both network and be up to date on all antidetection related. Many of the classes focus on perishable skills that are extremely important to the detection handler on a daily basis.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Schedule training courses	8/1/24	n/a	33%	
Conduct Training courses	11/15/24	n/a	67%	
Submit claim for reimbursement to OES	12/15/24	n/a	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
No				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Narcotics and explosive detection canines are used to mitigate, prevent, and respond to terrorist related activities. Their activities mitigate and prevent terrorist organizations in obtaining funding from illegal activities such as narcotics trafficking and detection of bomb making materials.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes 2020 \$5,189				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, for as long as the funding will be approved.				



**Goal 3 - Project 041**

Project Title		Total Cost	Project Type	Primary Core Capability
Large Animal Rescue		\$93,564	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
This 24-hr. course will cover the necessary skills to be part of a Technical Large Animal Rescue Team. The course will include Incident Command for Technical Large Animal Rescues, live horse handling, horse safety & awareness for first responders, incident reviews of recent horse rescues, hands-on training with latest technical rescue equipment, prepping a horse for air lift (helicopter), vertical lift, and low angle rescues. This course is designed for fire department personnel, animal control officers, police mounted patrol, and veterinarians who may be involved in this low frequency but complex incidents				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Maintains continuous/updated training for search and rescue personnel.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
<p>Terrorist attacks can occur anywhere. • In a terrorist attack, both small and large animals need rescue from a wide area, buildings, collapse, and water rescues. Having properly trained personnel will allow for the safety of rescue personnel and the animals they are rescuing. • During a terrorist event, animals are just as frightened and stressed and pose further danger to people fleeing for their lives and rescuers. This class will help build confidence and experience in the rescuers. • Animals are people's companions, working partners, maybe a sole source of income, or breeding stock for the food and recreation industries. People will try to save their animals and will be at risk of injury without technical help. If an animal lands on a human, you will need to know how to move the animal to save the person. • Large and small animals challenge our technical rescue ability and may be dangerous, requiring skills and equipment infrequently used to resolve an inherently dangerous incident. • Terrorist attacks can occur in institutions, rodeos, horse races, parades, horse shows, county fairs, and circuses, to name a few. • Terrorist attacks can include horses as targets. On July 20, 1982 the IRA detonated a timed car bomb to cause maximum casualties to the Queen's Household Cavalry (her official bodyguard regiment) as they passed by for the changing of the guard. Seven horses were euthanized, and 11 soldiers died. • Rodeos, parades, and horse racing are all American activities and possible soft targets. Imagine the horror of the Boston Marathon with horses involved. Cavalry officer Richard Lynch, on the extreme left, says, "...A parade is a soft target. In the case of the NH Governor's Horse Guards, we are always in close proximity to the Governor, and on several occasions, the Governor has had other dignitaries such as the NH Congressional Delegation (both US Senators and Congressmen) in a group, which also includes the plain clothes State Police Security Detail and often local politicians. • USAR teams are best equipped and trained to adapt their skills with a knowledge and understanding of animal behavior. • This training will also increase interagency responses and relationships</p>				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/25	93,564	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Funding will rely on individual agencies and appropriate allocation of budgets.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Trains personnel in the region on large animal rescue.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, FY21				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes				

**Goal 3 - Project 042**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>Low Angle Rope Rescue Operations(LARRO)/Rope Rescue Awareness/Ops</b>	<b>\$203,945</b>	Continuing	Mass Search and Rescue Operations
<b>Description of Project</b>			
This course is for first responders and is designed to equip the student with the techniques and methods for using rope, webbing, hardware, friction devices, litters in low angle rescue situations. Areas covered include Rope and related equipment, anchor systems, safety lines, stretcher lashing and rigging, mechanical advantage systems and single line and two-line rescue systems.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
Builds the level of training for first responders from multiple agencies.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
The class directly trains first responders in rope rescue techniques that are applicable to CBRNE and WMD response.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Schedule training courses	12/31/23		10%
Conduct Training courses	12/31/24		90%
Submit claim for reimbursement to OES	12/31/25	203,945	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
Alternate funding sources would need to be explored, including use of CAL-JAC funds, as well as expanding training allocations on a per department basis.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Provides education and practice in skills needed for acts of terrorism or catastrophic events.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
Yes, TBD			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes. Amount and years will be variable based on changing departments needs for training. This changes due to hiring and retirement numbers that can vary considerable year to year.			

**Goal 3 - Project 043**

<b>Project Title -</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>Machinery Rescue</b>		<b>\$62,304</b>	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
Machinery Rescue trains individuals to locate, conduct rescue operations for persons trapped, establish a command structure, utilizing the Incident Command System (ICS), Isolate energy sources, identify emergency events in buildings with elevators and mechanical equipment, stabilize heavy machinery, disentangle victims involved in large or complex machinery.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/24	\$62,240	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
This program benefits the region by increasing the knowledge, skills, and abilities of fire departments to perform Mass Searches and Strengthen Rescue Capabilities. It allows for collaboration of regional assets during preparation, response, and recovery to small and large-scale all-hazard incidents.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This course provides training for first responders in search and rescue operations and establishing command structure utilizing ICS.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, these funds will be requested for future years. The cost will depend on location, material fees, student fees, and State fees. (State Fire Training)				

**Goal 3 - Project 044**

Project Title		Total Cost	Project Type	Primary Core Capability
National Homeland Security Conference		\$27,984	Continuing Project	Threats and Hazard Identification
Description of Project				
This is a conference for law enforcement to improve their ability to respond to, detect, prevent, and mitigate terrorist attacks. This also provides us the forum to coordinate our regions efforts with all regions in the United States.				
Scoring Criteria C1 – How does this project benefit the region?				
Homeland security primary goal is to protect the United States from terrorism. This conference is used to mitigate, prevent, and respond to terrorist related activities through education, training and sharing lessons learned on a National Level. With the knowledge and skills gained at this conference LE agency members will be able to share the information in the San Diego Region to further prepare for terrorist related events.				
Scoring Criteria C2 – How does the project support the Investment Justification?				
This conference will provide the San Diego Region members with the ability strengthen their skills and abilities to detect, identify and investigate acts of terrorism from subject matter experts around the nation.				
Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	8/1/24	n/a	33%	
Conduct Training courses	11/1/24	n/a	67%	
Submit claim for reimbursement to OES	12/15/24	n/a	100%	
Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project				
There is not sustainment, the request if for attendance to a conference.				
Scoring Criteria C5 – How does this project support terrorism preparedness?				
The conference will educate, train, and furthers knowledge and standards of National Security and Intelligence giving our region the forum to coordinate our efforts with other regions in order to increase security and decrease terrorism related activities for and within the region.				
Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.				
Yes, 2018, 2019, 2020 and 2021 estimated award amounts have been \$20,000				
Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?				
Yes, as long as the grant will continue to fund us.				

**Goal 3 - Project 045**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>National Tactical Officers Association Law Enforcement Operations</b>	<b>\$2,847</b>	New Project	Response/Health and Safety
<b>Description of Project</b>			
This project is to send two individuals to the yearly NTOA Law Enforcement Operations Conference. This project will allow individuals from San Diego Region to attend seminars and incident debriefs from a variety of other regions around the world, network with other agencies, and view technology and tactics from around the world.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
The NTOA Law Enforcement Operations Conference benefits the region by brining national and international incident debriefs back to our region for further training and trend management.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
National Tactical Officers Association is a non-profit organization with more than 40,000 members. NTOA's goal is to improve public safety and domestic security through training, education, and tactical excellence. This six-day event features more than 100 seminars and incident debriefs that will provide meaningful and high-quality training to help enhance your tactics, leadership, and professionalism. Hundreds of vendors will present the latest in law enforcement technology at the two-day trade show.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Schedule training courses	1/31/23	n/a	10%
Conduct Training courses	11/3/23	n/a	90%
Submit claim for reimbursement to OES	12/4/23	n/a	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
If no grant funds are available this conference will likely not be attended as it has not been attended for several years due to budget concerns.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Seminars and incident debrief from previous SWAT, tactical, and terrorist events will provide a learning environment for possible incidents in our region.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
No			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes. The NTOA Law Enforcement Operations Conference occurs yearly and is a valuable training seminar and conference that brings a large group of law enforcement personnel, technology, and companies together.			

**Goal 3 - Project 046**

Project Title		Total Cost	Project Type	Primary Core Capability
NYPD Sentry Conference		\$8,250	New Project	Intelligence and Information Sharing
<b>Description of Project</b>				
The total costs for 5 attendees are calculated at approximately \$8,250. The calculated cost covers Tuition, Lodging, Meals, and Travel. Backfill or overtime are not requested.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Training obtained at the conference increases knowledge and improves our region's ability to respond to, detect, prevent, and mitigate terrorist attacks.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
By attending the NYPD's Sentry Conference, law enforcement partners will have the ability to talk to and learn from NYPD Intelligence Bureau investigators, the Counter Terrorism Unit and outside agency representatives who have firsthand working knowledge detecting, preventing and responding to terrorism investigations and critical incidents.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses				
Conduct Training courses				
Submit claim for reimbursement to OES				
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
No Sustainment is needed this is a conference.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
The NYPD's Intelligence Bureau hosts an annual Operation Sentry Conference in November in which hundreds of law enforcement partners gather at Police Headquarters to discuss and share best practices and lessons learned. The conference is a multi-regional, multi-agency collaboration designed to help detect potential threats to New York that originate outside the city and share that information with other agencies about their respective city's threats.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, 2018, 2019 & 2020 the award has been \$7500				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, we will request funding as long as UASI will continue to fund us.				

**Goal 3 - Project 047**

Project Title		Total Cost	Project Type	Primary Core Capability
PER901 Threat Hazard Recognition and Emergency Actions Training for CBRNE		\$29,978	Continuing Project	On-scene Security and Protection
<b>Description of Project</b>				
The THREAT8 training series consists of 8 training sessions. The training includes classroom instruction and practical application of the CBRNE related subjects, as well as the individual gas mask fit testing as per Cal OSHA. Each training session will be hosted by 4 FEMA approved instructors will train about 30 students. Backfill and overtime are requested for the instructors and students, unable to attend at on-duty times.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
All regional Law Enforcement Agencies are invited to attend. CVPD THREAT8 is open to ALL San Diego law enforcement agencies. THREAT8 is based on the national standards and best practice-based education program, relevant to San Diego needs, requirements, and objectives (PER264 LEPM, PER265 LERA).				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Threat Hazard Recognition and Emergency Actions Training for CBRNE Incidents (8hr) provides formal and FEMA approved training to the law enforcement personnel of the San Diego County to prepare them for the CBRNE incidents. The training includes actions and plans to mitigate, respond to, and recover from all threats and hazards.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Identify exercise needs	10/23/20	n/a	100%	
Schedule training courses	11/11/22	n/a	10%	
Conduct Training courses	11/11/23	n/a		
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
If the request is denied, the City of Chula Vista was incurring all costs or cancel the training.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
CVPD THREAT8 is open to ALL San Diego law enforcement agencies. THREAT8 is based on the national standards and best practice-based education program, relevant to San Diego needs, requirements, and objectives (PER264 LEPM, PER265 LERA).				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
YES				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
YES. The additional funds will be requested for this project (approximately \$25,000 - 29000) in the future for bi-annual training of new officers and open for other Law Enforcement.				

**Goal 3 - Project 048**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
Pistol Mounted Optics Course		\$11,260	Continuing Project	Interdiction and Disruption
<b>Description of Project</b>				
The total cost for 14 attendees is \$9,000				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Training obtained at the course will improve our region's ability to respond to, prevent, and mitigate the loss of life during a terrorist attack.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This program is for tactical officers who utilize pistol mounted optics organizationally. Curriculum includes the proper mounting techniques, maintenance, tactics, techniques, and procedures. By course end, the graduate will be able to properly mount, set up, and utilize pistol mounted optics.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Schedule training courses	8/1/24	n/a	33%	
Conduct Training courses	11/15/24	n/a	67%	
Submit claim for reimbursement to OES	12/15/24	n/a	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
There is no need for sustainment. Without this funding this training will not take place.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This course will ensure trainees gain expertise in best practices in several essential tactical skills when responding to a terrorist attack with the use of Pistol mounted optics. This course will ensure all officers have a foundation for operating in tactical environments with the use of pistol mounted optics.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, 2022, \$7000				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, the region would like to have all teams trained in the region and will continue training until all teams are trained this would also continue due to turnover.				



**Goal 3 - Project 049**

Project Title		Total Cost	Project Type	Primary Core Capability
Rescue EXERCISE		\$80,000	New Project	Response/Health and Safety
<b>Description of Project</b>				
This project will simulate a mass rescue in/around the near shore environment. With the exponential rise in human smuggling and trafficking. There is now a nexus between federal immigration enforcement transitioning into near shore rescue scenarios which can easily overwhelm local agencies. Additionally, they create a challenge between patient care and immigration enforcement and tracking as there is a lack of clear alignment between the humanitarian mission of lifesaving and medical care and the need for enforcement. This exercise will seek to deploy teams to respond to simulated smuggling events and determine the best techniques, tactics, and procedures as they are practiced in a steady state environment.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
The San Diego UASI region has multiple jurisdictions including tribal and military. This exercise provides the means to bring the region together to practice responding to a large scale, complex incident. This project will provide experience and situational awareness to personnel responsible for command decisions as well as situation analysis and decision-making challenges for first responders.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
A large-scale incident will quickly overwhelm any single agency. This project enhances the San Diego Urban Area by providing the opportunity for regional emergency response and law enforcement agencies to practice a mass rescue/mass casualty incident. The exercise will require responding agencies to utilize the incident command system to effectively direct resources to accomplish the objectives of rescue, triage, treat, and transport.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Conduct Initial Planning Meeting	3/1/23		10%	
Conduct Final Planning Meeting	10/1/23		30%	
Conduct Exercise	10/1/24	\$70,000	90%	
Submit AAR to OES/CalOES/HSEEP	11/1/24	\$10,000	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
While this is a steady state operation, the current situation in which transnational smuggling is occurring on a daily basis is not going to change any time soon. There has been an exponential rise over the last federal FY23.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
By coordinating scarce maritime resources with land-based EMS systems and the appropriate law enforcement agencies, the SD Region can increase preparedness, lifesaving capability, force protection and enforcement effectiveness. It is also a chance for local and federal law enforcement to develop an appropriate process for dealing with victims of transnational smuggling disaster.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes. FY 2014, 2015, 2019 (\$65), 2022 (\$80)				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes. For similar amounts in FY 24, 26				

**Goal 3 - Project 050**

Project Title		Total Cost	Project Type	Primary Core Capability
Rescue Systems 1 / Structural Collapse Specialists SCS1		\$344,140	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
Provides advanced heavy rescue system techniques. Key topics include Structural building types, wood and mechanical shores, crib capacities, floor weight calculations, building search, confined space considerations, damaged structure hazard assessment, use of power tools, airbags and USAR ICS. Structural Collapse Technician: Bridges the training gap between the California State Fire Training Rescue Systems 1 course and the FEMA Structural Collapse Technician course. Key topics include power actuated tools, pneumatic shores, additional tools, and techniques for breaking and breaching, cutting a tensioned cable, the "O" course, rigging and crane operations.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Maintains continuous/updated training for structure collapse and associated rescues (i.e., use of extrication/shoring tools).				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Terrorist attacks can occur anywhere. Terrorist attacks involve rescues from collapsed structures. Most of these rescues are in collapsed buildings, requiring specially trained and equipped rescuers. Rescue teams are best equipped and trained to adapt their skills with a knowledge and understanding of breaking and breaching, moving, crane, and shoring operations. This training will also increase inter-agency responses and relationships.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/25	\$344,140	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Funding will rely on individual agencies and appropriate allocation of budgets.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Terrorist attacks can occur anywhere. Terrorist attacks involve rescues from vehicles due to building collapse, parking structure collapse, road, and freeway collapses. These rescues require specially trained and equipped rescuers. Rescue teams are best equipped and trained to adapt their skills with a knowledge and understanding of vehicle extrication. This training will also increase inter-agency responses and relationships.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, FY21 & FY22.				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, TBD.				

**Goal 3 - Project 051**

Project Title		Total Cost	Project Type	Primary Core Capability
Rescue Systems 2/3 Structural Collapse Specialists SCS2		\$250,970	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
Provides advanced heavy rescue system techniques. Key topics include Structural building types, wood and mechanical shores, crib capacities, floor weight calculations, building search, confined space considerations, damaged structure hazard assessment, use of power tools, airbags and USAR ICS. Structural Collapse Technician: Bridges the training gap between the California State Fire Training Rescue Systems 2 course and the FEMA Structural Collapse Technician course. Key topics include power actuated tools, pneumatic shores, additional tools, and techniques for breaking and breaching, cutting a tensioned cable, the "O" course, rigging and crane operations.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Maintains continuous/updated training for structure collapse and associated rescues (i.e., use of extrication/shoring tools).				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Terrorist attacks can occur anywhere. Terrorist attacks involve rescues from collapsed structures. Most of these rescues are in collapsed buildings, requiring specially trained and equipped rescuers. Rescue teams are best equipped and trained to adapt their skills with a knowledge and understanding of breaking and breaching, moving, crane, and shoring operations. This training will also increase inter-agency responses and relationships.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/25	\$250,970	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Funding will rely on individual agencies and appropriate allocation of budgets.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Terrorist attacks can occur anywhere. Terrorist attacks involve rescues from vehicles due to building collapse, parking structure collapse, road, and freeway collapses. These rescues require specially trained and equipped rescuers. Rescue teams are best equipped and trained to adapt their skills with a knowledge and understanding of vehicle extrication. This training will also increase inter-agency responses and relationships.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, FY21 & FY22.				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, TBD				

**Goal 3 - Project 052**

Project Title		Total Cost	Project Type	Primary Core Capability
Rope Rescue Tech		\$191,506	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
This course will prepare participants to undergo training and competency testing for high angle rescue. The scope of the program is to familiarize participants with the high angle environment and experience; and for them to safely participate in the engineering and operation of simple to complex rescue systems				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Builds the level of training for first responders from multiple agencies.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
The class directly trains first responders in advanced rope rescue techniques that are applicable to CBRNE and WMD response.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/25		100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Alternate funding sources would need to be explored, including use of CAL-JAC funds, as well as expanding training allocations on a per department basis.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Provides education and practice in skills needed for acts of terrorism or catastrophic events.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, FY 21, FY 22				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes. Amount and years will be variable based on changing departments needs for training. This changes due to hiring and retirement numbers that can vary considerable year to year.				

**Goal 3 - Project 053**

Project Title		Total Cost	Project Type	Primary Core Capability
National Gang Conference		\$1,000	Continuing Project	Screening, Search and Detection
<b>Description of Project</b>				
Conference which educates, trains, and furthers knowledge of local street gangs in order to increase security and decrease terrorism related activities for and within the region.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
The training obtained at the conference increases knowledge and improves our region's ability to respond to, prevent, and mitigate terrorist attacks.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Training obtained at the conference increases knowledge and improves our region's ability to respond to, prevent, and mitigate terrorist attacks.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	1/15/23	n/a	10%	
Conduct Training courses	8/15/23	n/a	90%	
Submit claim for reimbursement to OES	1/10/24	\$1,000	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
There is no need for sustainment, the request is for attendance to a conference.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Organized crime groups/gangs, trafficking networks and terrorist organizations have used crime to fund their organizations and obtain logistical support. There has always been an association between crime and terrorism, bringing together criminals and terrorist creating opportunities for networking and skill transfer.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, FY 18, 19, 20, 21 estimated award amounts of \$35,000				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, these funds will be requested for future years, the cost will depend on the change in location and cannot be determined at this time.				

**Goal 3 - Project 054**

Project Title		Total Cost	Project Type	Primary Core Capability
Swiftwater Technician		\$148,347	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
<p>This 40-hour technician program is a comprehensive River &amp; Flood Rescue Technician course meeting the most current NFPA 1670 and 1006 standards for Technician level. During the course, students will begin with the fundamentals of hydrology, river classification and assessment, size up and management of a scene, and theory of rescue systems and techniques. The course then focuses on Swiftwater swimming skills and maneuvers, self-rescue techniques and practical evolutions, and introduction to rescue system setup and deployment for shore, swimmer, and boat-based rescue. Students will participate in multiple scenario evolutions to demonstrate and develop these fundamental SRT skills. Basic boat handling skills and an introduction to rope systems, including mechanical advantage and anchoring and deploying a boat on Tyrolean, for the Swiftwater environment will also be covered. After mastering the fundamental water rescue skill sets, students will progress into more involved and challenging SAR evolutions, including a night search and rescue simulation, that allow the students to integrate their newly developed skills in realistic rescue situations. This is an intensive program which will provide extensive time in the water and the ability for a novice to acclimate to the Swiftwater environment, while also pushing experienced rescuers to challenge themselves in new ways. Students will receive the CA State Fire Training 40-hour River and Flood Rescue Technician certificate upon completion.</p>				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Maintains continuous/updated training for search and rescue personnel.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
Terrorist attacks can occur anywhere. Terrorist attacks involve rescues from water ways or dams. Most of these areas involve heavily populated areas requiring specially trained and equipped rescuers. Rescue teams are best equipped and trained to adapt their skills with a knowledge and understanding of Swiftwater environments. This training will also increase inter-agency responses and relationships.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/35	\$148,347	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Funding will rely on individual agencies and appropriate allocation of budgets.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Trains personnel in the region on responding to swift water emergencies. These emergencies (i.e., damage to infrastructure) may occur as a result of terrorism.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, FY21 & FY22				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, TBD.				

**Goal 3 - Project 055**

Project Title		Total Cost	Project Type	Primary Core Capability
Tactical Medicine Technician		\$6,400	Continuing Project	Community Resilience
<b>Description of Project</b>				
The training involves how to treat and care for victims off terrorism in an active tactical setting. Treating victims of mass casualty incidents in dynamic situations.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Provides instruction for the Region EM and operations personnel to ensure all agencies and jurisdictions understands the National Incident Management System and the coordination associated with that system.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This ongoing investment will strengthen the region's ability to detect, deter, response to, and mitigate all-hazards incidents through a robust program focusing on NIMS compliance, WMD and Terrorism Awareness, and other prioritized training and exercises identified in the region's Multi-Year Training and Exercise Plan (MTEP). Implementation and the Whole Community Approach to Coordination are supported through the continued training to improve and sustain regional capabilities. The Regional Training Program supports the delivery of multi-agency, multi-discipline training to mitigate gaps identified in the SDUA Multi-Year Training and Exercise Plan.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/21/25	\$6.400	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
We are constantly seeking training provided by the National Domestic Training Consortium for courses that will provide training for the region; this training is provided at no cost. If no courses are available, it will fall to the individual jurisdictions to train and fund their personnel.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Trains the region personnel in Terrorism and Homeland Security efforts and response procedures for coordination in disaster operations, recovery, incident management, planning and preparation. Course also is a Specialists Certificate program through CALOES.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, in 2023 \$8,400.00, 2024 \$8,400.00				

**Goal 3 - Project 056**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
Tactical Rope Access Course		\$6,578	Continuing Project	Interdiction and Disruption
<b>Description of Project</b>				
The purpose of TRAC is to provide tactical operators vertical access capabilities that can be applied to both urban and mountain environments. The course covers rope access standards, equipment, descending, ascending, raising, lowering and more. The course teaches simplified but proven procedures and techniques with a minimalist equipment approach. The student walks away with more than just rappelling skills, including how to use the various techniques in a variety of settings to problem solve a vertical incident.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Training obtained at the course will improve our region's ability to respond to, prevent, and mitigate the loss of life during a terrorist attack				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This course will ensure trainees gain expertise in best practices in several essential tactical skills when responding to a terrorist attack. The course will ensure all Officers have a foundation for operating in tactical environments.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Schedule training courses	10/1/24	n/a	33%	
Conduct Training courses	11/15/24	n/a	67%	
Submit claim for reimbursement to OES	12/15/24	n/a	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
N/A				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This course will ensure trainees gain expertise in best practices in several essential tactical skills when responding to a terrorist attack. This course will ensure all officers have a foundation for operating in tactical environments.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, this class will be requested as long as the funding is approved.				



**Goal 3 - Project 058**

Project Title		Total Cost	Project Type	Primary Core Capability
Trench Rescue Tech		\$87,514	Continuing Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
Trench Rescue trains individuals to locate, conduct rescue operations for persons in distress, form an Incident Action Plan (IAP) and establish a command structure, utilizing the Incident Command System (ICS) for incidents involving trenches.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
This program benefits the region by increasing the knowledge, skills, and abilities of fire departments to perform Mass Searches and Strengthen Rescue Capabilities. It allows for collaboration of regional assets during preparation, response, and recovery to small and large-scale all-hazard incidents.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
The training obtained in trench rescue increases knowledge, skills, and abilities of mass search techniques while strengthening rescue capabilities, techniques, and strategies in preparation for all-hazard responses.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/24	\$87,514	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Funding will be placed on the individual agencies. Viability of sustaining entry level qualifications for California Urban Search and Rescue Basic and Light Level courses relies on conducting this course.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This course provides training for first responders in search and rescue operations, Incident Action Plan (IAP) implementation, and establishing command structure utilizing ICS.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, FY 18, 19, 20, 21, 22				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, these funds will be requested for future years. The cost will depend on location, material fees, student fees, and State fees. (State Fire Training)				

**Goal 3 - Project 059**

Project Title		Total Cost	Project Type	Primary Core Capability
UAS Advanced Operators Course		\$8,240	Continuing Project	Situational Assessment
<b>Description of Project</b>				
This three-day course will provide UAS operators with practical scenario-based training. UAS (drones) can be used to assist with search and rescue efforts during major disasters (natural or manmade including terrorist acts). Law enforcement can utilize UAS to reconstruct a crime scene, provide overwatch, assist with investigations and more. This course will mitigate and prevent the loss of life during deployment and response to a terrorist attack and related activities within the San Diego region.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
UAV pilots from around the region will be taught tactics to support tactical team operations, support investigative operations, support major incident operations and interior/exterior operations. With the current regional coordination and law enforcement mutual aid agreements, this course will allow UAS pilots from around the region to work together during the above critical incidents. This training will allow UAS pilots from around the county to utilize UAVSs during critical incidents and expand the regions operational capabilities. This course will ensure that UAS teams have the knowledge, training, and tactics to respond and deploy together to mitigate threats and save lives during a terrorist attack and related activities within the San Diego region.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This course will provide three days of intensive scenario-based, hands-on, flight training designed to increase piloting skills and to provide students with the ability to operate in all UAS environments. Students will be exposed to the equipment, tools, and techniques necessary to make their multi-jurisdictional UAS programs fulfill all the desired mission-sets during response to a terrorist attack and related activities within the San Diego region.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Identify planning needs	10/24/22	n/a	10%	
Schedule training courses	11/1/22	n/a	15%	
Conduct Training courses	1/30/23	n/a	85%	
Submit claim for reimbursement to OES	12/31/23	\$8,240	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Moving forward, each agency in the region would need to allocate some of their limited training budget resources to this course should grant funds are not available. Agencies may also look to a variety of police foundations to assist in the cost of this course.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This three-day UAS Advanced Operators Course will give UAS pilots the skills necessary to provide real time situational awareness for officers, supervisors, and managers in the field during critical incidents. UAS Teams are called during high risk incidents such as bombings, active shooters, armed subjects, barricaded subjects, etc. These types of incidents are often associated with terror activity. The use of a UAS can also provide critical information during catastrophic incidents such as natural disasters where access is limited but necessary.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
2022 - \$10,000.00				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, with the rotation of personnel on the UAS team (organizational movement), it is likely that additional funds will be requested in the future. The grant years could be every other year. The amount at this time is not specifically known due to the ever-changing staffing resources of the departments within the region.				

**Goal 3 - Project 060**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>UAS Nighttime Operators Course</b>	<b>\$5,420</b>	Continuing Project	Situational Assessment

**Description of Project**

This three-day course will provide UAS operators with practical scenario-based training. UAS (drones) can be used to assist with search and rescue efforts during major disasters (natural or manmade including terrorist acts). Law enforcement can utilize UAS to reconstruct a crime scene, provide overwatch, assist with investigations and more. This course will mitigate and prevent the loss of life during deployment and response to a terrorist attack and related activities within the San Diego region.

**Scoring Criteria C1 – How does this project benefit the region?**

UAV pilots from around the region will be taught tactics to support tactical team operations, support investigative operations, support major incident operations and interior/exterior operations. With the current regional coordination and law enforcement mutual aid agreements, this course will allow UAS pilots from around the region to work together during the above critical incidents. This training will allow UAS pilots from around the county to utilize UAVSs during critical incidents and expand the regions operational capabilities. This course will ensure that UAS teams have the knowledge, training, and tactics to respond and deploy together to mitigate threats and save lives during a terrorist attack and related activities within the San Diego region.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

This course will provide three days of intensive scenario-based, hands-on, flight training designed to increase piloting skills and to provide students with the ability to operate in all UAS environments. Students will be exposed to the equipment, tools, and techniques necessary to make their multi-jurisdictional UAS programs fulfill all the desired mission-sets during response to a terrorist attack and related activities within the San Diego region.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Identify planning needs	10/24/22	n/a	10%
Schedule training courses	11/1/22	n/a	15%
Conduct Training courses	1/30/23	n/a	85%
Submit claim for reimbursement to OES	12/31/23	\$5,420	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

Moving forward, each agency in the region would need to allocate some of their limited training budget resources to this course should grant funds not be available. Agencies may also look to a variety of police foundations to assist in the cost of this course.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

This three-day UAS Advanced Operators Course will give UAS pilots the skills necessary to provide real time situational awareness for officers, supervisors, and managers in the field during critical incidents. UAS Teams are called during high risk incidents such as bombings, active shooters, armed subjects, barricaded subjects, etc. These types of incidents are often associated with terror activity. The use of a UAS can also provide critical information during catastrophic incidents such as natural disasters where access is limited but necessary.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

2022 - \$10,000.00

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

Yes, with the rotation of personnel on the UAS team (organizational movement), it is likely that additional funds will be requested in the future. The grant years could be every other year. The amount at this time is not specifically known due to the ever-changing staffing resources of the departments within the region

**Goal 3 - Project 061**

Project Title		Total Cost	Project Type	Primary Core Capability
Vehicle Extrication		\$42,490	Continuing Project	Mass Search and Rescue Operations
Description of Project				
Scoring Criteria C1 – How does this project benefit the region?				
Maintains continuous/updated training for vehicle extrication (i.e., use of extrication tools).				
Scoring Criteria C2 – How does the project support the Investment Justification?				
Terrorist attacks can occur anywhere. Terrorist attacks involve rescues from water ways or dams. Most of these areas involve heavily populated areas requiring specially trained and equipped rescuers. Rescue teams are best equipped and trained to adapt their skills with a knowledge and understanding of Swiftwater environments. This training will also increase inter-agency responses and relationships.				
Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/25	\$51,490	100%	
Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project				
Funding will rely on individual agencies and appropriate allocation of budgets.				
Scoring Criteria C5 – How does this project support terrorism preparedness?				
Terrorist attacks can occur anywhere. Terrorist attacks involve rescues from vehicles due to building collapse, parking structure collapse, road, and freeway collapses. These rescues require specially trained and equipped rescuers. Rescue teams are best equipped and trained to adapt their skills with a knowledge and understanding of vehicle extrication. This training will also increase inter-agency responses and relationships.				
Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.				
Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?				
Yes, TBD by agency.				

**Goal 3 - Project 062**

Project Title		Total Cost	Project Type	Primary Core Capability
Vehicle Extrication-Heavy		80,000	New Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
Vehicle Extrication Heavy trains individuals to locate, conduct rescue operations for persons trapped, establish a command structure, utilizing the Incident Command System (ICS), Isolate energy sources, identify emergency events in heavy vehicle entrapment with box trucks, tankers, train cars, semi-trucks, disentangle victims involved in and with heavy vehicles.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
This program benefits the region by increasing the knowledge, skills, and abilities of fire departments to perform Mass Searches and Strengthen Rescue Capabilities. It allows for collaboration of regional assets during preparation, response, and recovery to small and large-scale all-hazard incidents.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
The training obtained in Vehicle Extrication Heavy increases knowledge, skills, and abilities of mass search techniques while strengthening rescue capabilities, techniques, and strategies in preparation for all-hazard responses.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/24	\$80,000	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
The training will not be offered. Viability of sustaining entry level qualifications for California Urban Search and Rescue Basic and Light Level courses relies on conducting this course.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This course provides training for first responders in search and rescue operations and establishing command structure utilizing ICS.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Yes, these funds will be requested for future years. The cost will depend on location, material fees, student fees, and State fees. (State Fire Training)				

**Goal 3 - Project 063**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>Western States Association of Canine Police Conference</b>	<b>\$25,391</b>	Continuing Project	On-scene Security and Protection
<b>Description of Project</b>			
This five-day conference / course will provide canine handlers opportunity to participate in and observe scenario-based training and to learn best practices based upon real-world incident debriefs and case studies. Canine handlers will receive introduction and instruction, related to multiple new or unfamiliar training styles, tools, and equipment used in the law enforcement canine industry. This conference / course will mitigate and prevent the loss of life during a canine deployment and response to a terrorist attack and related activities within the San Diego region.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
This course will ensure that multi-jurisdictional canine handlers have the knowledge, training, and tactics to respond and deploy together to mitigate threats and save lives during a terrorist attack and related activities within the San Diego region.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
This five-day conference / practical instruction / best practices course will establish and refine Standard operating Procedures (SOPs) regarding a police canine deployment and response to a terrorist attack and related activities within the San Diego region.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Identify planning needs	10/31/22	N/A	10%
Schedule training courses	1/2/23	N/A	15%
Conduct Training courses	10/3/23	N/A	85%
Submit claim for reimbursement to OES	12/31/23	\$25,391	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
Moving forward, each agency in the region would need to allocate some of their limited training budget resources to this course should grant funds not be available. Agencies may also look to a variety of police foundations to assist in the cost of this course.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
This five-day conference / practical instruction / best practices course will establish and refine Standard operating Procedures (SOPs) regarding a police canine deployment and response to protect property and the environment and meet basic human needs in the aftermath of an act of terrorism or other catastrophic incidents within the San Diego region.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
2020 - \$12,210.00			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes, with the rotation of personnel on the canine teams (organizational movement), it is likely that additional funds will be requested in the future. The grant years could be every other year. The amount at this time is not specifically known due to the ever-changing staffing resources of the departments within the region.			

**Goal 3 - Project 064**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>RAD EXERCISE</b>	<b>\$80,000</b>	Continuing Project	Screening, Search and Detection

**Description of Project**

In coordination with DHSOCWMD and other federal agencies, the exercise will procure radioactive sources that will be placed in the maritime environment and simulated shore facilities. Maritime response personnel on various platforms will detect the sources and direct isolate vessels and facilities for further target prosecution. Personnel and items onboard the vessels will be prosecuted separately to provide a better idea of the threat matrix. Isolated radioactive sources will be identified utilizing an isotope detector and then transmitted to a nuclear laboratory for verification. This will require logging the rad/nuke spectra with an isotope identification device, and then transmitting the information with a tablet- based application. Additional challenges such as the disposition of the vessel and exposed victims/suspects may be included.

**Scoring Criteria C1 – How does this project benefit the region?**

Any radiological/nuclear detection will require a multi-agency response. This will include not just the responding agency, but the San Diego County Department of Environmental Health/Hazardous Incident Response, which included the Department of Environmental Health as well and the San Diego Fire/Rescue Hazardous Materials Team, the Sheriff's Bomb Squad, and the Federal Bureau of Investigation. Agencies will need to practice mutual aid notification, incident command, and communication procedures. This will serve to benefit any regional maritime response because command, communication, and coordination procedures will be tested and evaluated.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

This project enhances regional CBRNE/WMD capabilities through its primary function of practicing rad/nuke detection, location, and verification in the maritime environment. This exercise also has the secondary function of practicing and evaluating standard operating procedures for maritime law enforcement and rescue agencies, the County Hazardous Incident Response team, and the Federal Bureau of Investigation. Finally, regional agencies are able to practice and refine incident command and communication methods during a multi-agency response.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Identify exercise needs	2/1/23		25%
Conduct Initial Planning Meeting	6/1/23		25%
Conduct Exercise	5/1/24	\$65,000	70%
Submit AAR to OES/CalOES/HSEEP	6/1/24	\$15,000	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

Regional agencies have worked with and will continue to work with CTOS and the DCMWMD to ensure internal training and regional technology are operationally relevant and compatible.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

According to the Department of Homeland Security, small vessels, those less than 300 gross tons, pose a maritime threat because of their ability to transport waterborne improvised explosive devices, including an improvised nuclear device, including material needed to build an improvised nuclear device or a radioactive dispersal device (RDD) or "dirty bomb" without drawing any attention to themselves. Considering the proximity to the international border and the frequency of successful smuggling operations, exercises are needed to increase maritime situational awareness for regional stakeholders in the rad/nuke detection program, to continue to build upon existing capabilities with allied agencies, and to further test and refine the regional Concept of Operations

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

Yes. FY 15, FY 19

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**



YES FY 23, FY 25 in similar amounts

### Goal 3 - Project 065

Project Title	Total Cost	Project Type	Primary Core Capability
Swiftwater Technician Advanced	\$12,100	New Project	Mass Search and Rescue Operations

#### Description of Project

This 24-hour advanced technician program is a comprehensive River & Flood Rescue Technician course meeting the most current NFPA 1670 and 1006 standards for Technician level. This course builds on the skills learned in the Swiftwater and Flood Rescue Technician (SRT), taking the students beyond the emphasis on self-rescue to concentrate on victim rescue. Students are exposed to more complex water rescue situations including a mock night river rescue scenario. The three-day course includes 4-6 hours of classroom instruction, followed by two and one-half days of hands-on skill development. During the course, students will fine tune the fundamentals of hydrology, river classification and assessment, size up and management of a scene, and theory of rescue systems and techniques. The course then focuses on Swiftwater swimming skills and maneuvers, self-rescue techniques and practical evolutions, and introduction to rescue system setup and deployment for shore, swimmer, and boat-based rescue. Students will participate in multiple scenario evolutions to demonstrate and develop these fundamental SRT skills. Basic boat handling skills and an introduction to rope systems, including mechanical advantage and anchoring and deploying a boat on Tyrolean, for the Swiftwater environment will also be covered. After mastering the fundamental water rescue skill sets, students will progress into more involved and challenging SAR evolutions, including a night search and rescue simulation, that allow the students to integrate their newly developed skills in realistic rescue situations.

#### Scoring Criteria C1 – How does this project benefit the region?

Maintains continuous/updated training for search and rescue personnel. Provides a means to increase the number of trained personnel.

#### Scoring Criteria C2 – How does the project support the Investment Justification?

Terrorist attacks can occur anywhere. Terrorist attacks involve rescues from water ways or dams. Most of these areas involve heavily populated areas requiring specially trained and equipped rescuers. Rescue teams are best equipped and trained to adapt their skills with a knowledge and understanding of Swiftwater environments. This training will also increase inter-agency responses and relationships.

#### Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Schedule training courses	12/31/23		10%
Conduct Training courses	12/31/24		90%
Submit claim for reimbursement to OES	12/31/24	\$12,100	100%

#### Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project

Funding will rely on the appropriate allocation of budgets.

#### Scoring Criteria C5 – How does this project support terrorism preparedness?

Provides a high level of trained personnel in the region to respond to Swiftwater emergencies. These emergencies (i.e., damage to infrastructure) may occur as a result of terrorism.

#### Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.

No

#### Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?

Yes (approx. \$12,000-\$15,000)



**Goal 3 - Project 066**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
Swiftwater Boating Technician		\$9,500	New Project	Mass Search and Rescue Operations
<b>Description of Project</b>				
During a terrorist event, when flooding occurs, this class will help build confidence and experience in the rescuers on a variety of vessels in moving water.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
Maintains continuous/updated training for search and rescue personnel.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
In a terrorist attacks, buildings, collapse, and water rescues. Having properly trained personnel will allow for the safety of rescue personnel to safely operate vessels when they are rescuing.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Schedule training courses	12/31/23		10%	
Conduct Training courses	12/31/24		90%	
Submit claim for reimbursement to OES	12/31/24	\$9,500	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Funding will rely upon appropriate allocation of budgets.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
Trains personnel in the region on large animal rescue as one tool during mass search and rescue.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
yes (approx. \$9000-\$15000)				

**Goal 3 - Project 067**

Goal 3 - Project 067			
Project Title	Total Cost	Project Type	Primary Core Capability
Technical Animal Rescue in Swiftwater	\$6,500	New Project	Mass Search and Rescue Operations
<b>Description of Project</b>			
This 24-hour course teaches students how to rescue animals without becoming victims. Subjects covered include rescuer safety, animal behavior in rescues, basic first aid for animals, and how to extricate and safely transport animals in a flood or low angle environment.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
Maintains continuous/updated training for search and rescue personnel.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
<p>Terrorist attacks can occur anywhere. • In a terrorist attack, both small and large animals need rescue from a wide area, buildings, collapse, and water rescues. Having properly trained personnel will allow for the safety of rescue personnel and the animals they are rescuing. • During a terrorist event, animals are just as frightened and stressed and pose further danger to people fleeing for their lives and rescuers. This class will help build confidence and experience in the rescuers. • Animals are people's companions, working partners, maybe a sole source of income, or breeding stock for the food and recreation industries. People will try to save their animals and will be at risk of injury without technical help. If an animal lands on a human, you will need to know how to move the animal to save the person. • Large and small animals challenge our technical rescue ability and may be dangerous, requiring skills and equipment infrequently used to resolve an inherently dangerous incident. • Terrorist attacks can occur in institutions, rodeos, horse races, parades, horse shows, county fairs, and circuses, to name a few. • Terrorist attacks can include horses as targets. On July 20, 1982 the IRA detonated a timed car bomb to cause maximum casualties to the Queen's Household Cavalry (her official bodyguard regiment) as they passed by for the changing of the guard. Seven horses were euthanized, and 11 soldiers died. • Rodeos, parades, and horse racing are all American activities and possible soft targets. Imagine the horror of the Boston Marathon with horses involved. Cavalry officer Richard Lynch, on the extreme left, says, "...A parade is a soft target. In the case of the NH Governor's Horse Guards, we are always in close proximity to the Governor, and on several occasions, the Governor has had other dignitaries such as the NH Congressional Delegation (both US Senators and Congressmen) in a group, which also includes the plain clothes State Police Security Detail and often local politicians. • USAR teams are best equipped and trained to adapt their skills with a knowledge and understanding of animal behavior.</p> <p>• This training will also increase interagency responses and relationships.</p>			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Schedule training courses	12/31/23		10%
Conduct Training courses	12/31/24		90%
Submit claim for reimbursement to OES	12/31/24	\$6,500	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
Funding will rely upon appropriate allocation of budgets.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Trains personnel in the region on large animal rescue as one tool during mass search and rescue. Using trained rescuers to quickly rescue animals from harm, prevents the general public from becoming additional victims and casualties.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
No			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
yes (approx. \$7000-\$12000)			

FY 2023 UASI									
Goal 4 Investment: Strengthen Communications Capabilities									
Pro.	Cat.	Discp.	Item Description		Cost	Cost Source	Receiving Agency	Contact	
068			SDFD CAD to CAD Resource Management and Information Sharing	\$ 149,703					
	E	FS	Computer Aided Dispatch Information Sharing and Resource Management System. Fire portion of regional vendor hosted hub for CAD to CAD. Managed by City of San Diego as subrecipient.		\$ 149,703	Quote	SDFD	Cody Williams	
069			SDPD Enhanced Aviation Radio	\$ 848,848					
	E	LE	Aircraft Avionics Radios		\$ 848,848	Quote	SDPD	Carla Sotille	
070			El Cajon EOC Radio Consoleette Replacement	\$ 16,000					
	E	FS	APX All Band Consoleette with MCD5000		\$ 16,000	Quote	El Cajon	Craig Groll	
071			Regional VHF Radio Planning and Implementation	\$ 1,585,964					
			Priority 1						
	E	PSC	Microwave Backhaul Network, IP Routers/Switches		\$ 109,734	Quote	NorthComm	Larissa Patros	
	E	PSC	Microwave Backhaul Network, Microwave Radios		\$ 149,418	Quote	NorthComm	Larissa Patros	
	E	PSC	VHF Repeaters (14)		\$ 346,666	Quote	NorthComm	Larissa Patros	
	E	PSC	Installation		\$ 319,240	Quote	NorthComm	Larissa Patros	
	E	PSC	VHF Cables		\$ 8,800	Quote	NorthComm	Larissa Patros	
	E	PSC	Antennas (7)		\$ 11,701	Quote	NorthComm	Larissa Patros	
	E	PSC	Taxes		\$ 79,290	Quote	NorthComm	Larissa Patros	
	E	PSC	Freight		\$ 15,000	Quote	NorthComm	Larissa Patros	
	E	PSC	Cables		\$ 15,000	Quote	NorthComm	Larissa Patros	
	E	PSC	Inflation		\$ 77,536	Quote	NorthComm	Larissa Patros	
			Priority 2						
	E	PSC	Microwave Backhaul Network, IP Routers/Switches		\$ 15,974	Quote	NorthComm	Larissa Patros	
	E	PSC	Microwave Backhaul Network, Microwave Radios		\$ 22,423	Quote	NorthComm	Larissa Patros	
	E	PSC	VHF Repeaters (8)		\$ 233,547	Quote	NorthComm	Larissa Patros	
	E	PSC	Installation		\$ 96,680	Quote	NorthComm	Larissa Patros	
	E	PSC	VHF Cables		\$ 6,000	Quote	NorthComm	Larissa Patros	
	E	PSC	Antennas (7)		\$ 5,851	Quote	NorthComm	Larissa Patros	
	E	PSC	Tax		\$ 31,905	Quote	NorthComm	Larissa Patros	
	E	PSC	Freight		\$ 10,000	Quote	NorthComm	Larissa Patros	
	E	PSC	Inflation		\$ 31,199	Quote	NorthComm	Larissa Patros	
Total Amount Requested					\$ 2,600,515	P	\$	-	
						O	\$	-	
						Eq	\$	2,600,515	
						T	\$	-	
Total LETPA Funds					\$ -				
Total Personnel Costs that apply to the cap					\$ -	Ex	\$	-	

## Goal 4 – Strengthen Communications Capabilities

Goal 4 - Project 068			
Project Title	Total Cost	Project Type	Primary Core Capability
<b>SDFD CAD to CAD Resource Management and Information Sharing</b>	<b>\$149,704</b>	Continuing Project	Operation Coordination
<b>Description of Project</b>			
<p>The Fire portion of the CAD to CAD interoperability will support the ongoing development and connection between the fire communications centers: Metro Emergency Command Data Center, Heartland Communications, North County Fire Dispatch, City of Escondido, and CALFIRE San Diego. Additional connections between fire communications centers will be investigated with San Diego Port Authority, Federal Fire Department, and the Navy Southwest. The addition of these federal agencies will enhance information sharing and cooperation with federal agencies. In addition, the San Diego Urban Area public utility partners and 911 Paramedic Ambulance will be incorporated. This CAD to CAD information sharing and resource management will allow for real time data exchange during emergency response. Additionally, this project will leverage next generation IoT technologies, including a cloud hosted, geo-diverse system hub, servers, and administrative portal to ensure consistent system availability and data management. This project will include development of the system, technical services, training, project management services and annual maintenance of the system.</p>			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
<p>The system will be used to share emergency response situational awareness with public safety partners, perform notification of emergencies with public safety partners and to manage and deploy emergency resources across the San Diego Urban Area. The result will be improved flow of mission critical data among multiple jurisdictions, disciplines, agencies, command posts and government officials during emergency response operations.</p>			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
<p>This project will maintain the ability to support emergency resource management between regional communication centers. This capability will support the continuous flow of mission critical data across multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies, and San Diego Urban Area government officials during emergency response operations. This project will meet those goals by providing a CAD (Computer Aided Dispatch) to CAD interoperability and resource management system that allows real time sharing of data between systems. The proposed system will have varying levels of capability to share awareness, provide notification and perform resource management during emergency responses.</p>			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Initiate procurement process	7/1/24		25%
Issue PO	8/1/24		50%
Pay final invoice	9/1/24		75%
Submit claim for reimbursement to OES	10/1/24	\$149,704	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
<p>The Fire stakeholders have executed a Member Agency Agreement that provides a funding formula for member cost share when using non-grant funding sources.</p>			

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

The CAD to CAD Resource Management and Information Sharing system will share situational awareness with public safety partners, support notification of public safety partners and the ability to connect disparate Fire CAD systems for managing and deploying emergency services resources across the San Diego Urban Area. The system allows for the real time tracking and dispatch of emergency resources based on closest unit concept and removes the delay in requesting mutual aid response emergencies. The utilization of closest resources and removal in delay when requesting resources allows for quicker response to save lives, protect property and the environment during the response phase of acts of terrorism, catastrophic response, and daily routine response.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

The Fire portion for this project was provided funding in the amount of \$700,000 from UASI FY20 and \$400,000 from the UASI FY21 grants. The UASI FY20 funds are in the process of being expended for project implementation for the Fire capability. The law enforcement portion of the project received \$1,150,000 from the UASI FY21 grant. Those funds have not yet been released.

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

The Fire portion of this project will transition to a maintenance mode once all connections are complete. The Fire stakeholders will likely request additional funding to support annual maintenance costs. The annual maintenance cost is projected to be under \$200,000 per year. If grant funds are not available, the Fire stakeholders have executed a Member Agency Agreement to pay for annual maintenance with general fund sources.

**Goal 4 - Project 069**

Project Title		Total Cost	Project Type	Primary Core Capability
SDPD Enhanced Aviation Radio		\$848,848	New Project	Operational Communications
<b>Description of Project</b>				
ASU is requesting funding for the purchase and installation of three (3) TDFM radios and mixer panels for three (3) department aircraft. The equipment will be maintained by our contact mechanics.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
The region is limited to two agencies with helicopter units prepared to respond to calls for service (SDPD & SDSO). ASU has a long history of serving as a regional asset. Enhanced equipment will only benefit our service to the county and the protection of human life.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This project will enhance ASU's ability to communicate with first responders throughout the region. The upgraded radios will allow our crew members to monitor additional frequencies during mass casualty / terrorists' events. The upgraded mixer panels will allow the pilot and TFO to better monitor the frequencies. Our helicopters are set with the ability to communicate with most every Law Enforcement agency in the region along with most Federal, State and Local first responder frequencies.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Initiate procurement process	5/1/24	\$578,015	25%	
Issue Performance Bond	6/1/24		50%	
Install Equipment	7/1/24	\$270,833	75%	
Pay final invoice	10/1/24	\$848,848	100%	
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
Our radio shops will sustain the upgrades etc. to our installed radio's. No other sustainment is required.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
This project will enhance our ability to communicate with first responders. An aerial perspective on critical/terrorists events gives responding units and incident commander's vital real-time information. This is key to the protection of human life and assets.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
No				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
No				

**Goal 4 - Project 070**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>El Cajon EOC Radio Console Replacement</b>	<b>\$21,000</b>	New Project	Operational Communications

**Description of Project**

Replace existing legacy radio console in the El Cajon Emergency Operations Center (EOC) with an encryption capable radio console to allow for encrypted communications between the EOC and local, state, and federal agencies.

**Scoring Criteria C1 – How does this project benefit the region?**

Replacing the EOC radio console with an encryption capable radio console will enable EOC encrypted communications between local, state, and federal agencies during emergencies like a terrorist event or natural disaster. Ensuring communications are encrypted during a terrorist event is critical for the safety and operational security during tactical operations.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

Replacing the EOC radio console with an encryption capable radio console will enable EOC encrypted communications between local, state, and federal agencies during emergencies like a terrorist event or natural disaster. Ensuring communications are encrypted during a terrorist event is critical for the safety and operational security during tactical operations.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Identify equipment needs	11/1/23		25%
Issue PO	1/1/24		50%
Install Equipment	4/1/24		75%
Pay final invoice	6/1/24	\$21,000	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

The El Cajon Police Department will be responsible for all operating, maintenance, and repair costs.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

S.B. 1000 requires all agencies to encrypt CLETS information being relayed via radio. As a result, San Diego County law enforcement agencies encrypted their primary radio frequencies. The current radio installed in the El Cajon Emergency Operations Centers (EOC) is legacy equipment and does not have encryption technology. In the event of an EOC activation for a disaster or terrorist related event, the EOC radio is not able to communicate with local, state, and federal agencies using encrypted communications. Replacing the EOC radio console with an encryption capable radio console will enable EOC encrypted communications between local, state, and federal agencies during emergencies such as a terrorist event or natural disaster.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No

**Goal 4 - Project 071**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>Regional VHF Radio Planning and Implementation</b>	<b>\$1,565,964</b>	Continuing Project	Operational Communications

**Description of Project**

This project will continue the regional approach to build our existing Conventional/VHF interoperable voice system to improve county-wide radio coverage gaps, improve infrastructure, and enhance interoperable voice communications while providing situational communication and offloading capacity for mutual threat zones where agencies not on the 800MHz Regional Communication System need to interoperate with local agencies. Including the ability to deploy a UASI funded Communications Trailer in the region. During major events or incidents involving a multi-jurisdictional response, most mutual aid resources are responding from out of the area and are equipped only with Conventional/VHF radios, not 800 MHz/P25 capable radio equipment. Integrated Communications are a core value component of our incident management system and should be in place prior to initial response to ensure safe and reliable communications. Cooperating and assisting agencies in the San Diego County Mutual Aid Plan, California Master Mutual AID Plan, and California Fire Assistance Agreement must adhere to FIREScope communications standards in order to ensure safe and effective communications.

**Scoring Criteria C1 – How does this project benefit the region?**

This investment is continuing to build on the interoperable communications systems within the region. It supports the San Diego regional priorities by maintaining the flow of critical information among multi-jurisdictional and multi-disciplinary first responders, command posts, agencies, and government officials in preparation for emergency response and during critical incidents. It will mitigate the impact of major incidents by improving regional communications systems and optimizing their effectiveness through daily use. The region will benefit by leveraging existing local VHF/Conventional resources throughout the county for a county-wide system.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

This investment enhances the San Diego Urban Area (SDUA) communications capabilities through the procurement of equipment and services to continue development of regional Conventional/VHF interoperable voice communication systems. This investment will further enhance and support the regional communications capabilities by providing back-up radio communications to the 800MHz P25 interoperable voice communications system for regional fire agencies. Over the years, the need for Conventional/VHF resources and infrastructure in the County have been identified for multi-jurisdiction/multi-discipline events and incidents within the SDUA.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Initiate procurement process	3/20/24		10%
Order Equipment	7/31/24		50%
Install Equipment	10/30/24		90%
Submit claim for reimbursement to OES	10/1/25	TBD	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

Through regional partnerships, and in cooperation with the San Diego Fire Chiefs and Communications Centers, the conventional VHF radio infrastructure will be sustained through a cooperative effort with funding, technical support, and maintenance.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

Expanding the conventional VHF resources in the region will strengthen the regions capacity to communicate effectively with outside resources responding to assist local, state, and federal resources in an effort to prevent, protect, and mitigate disasters during initial attack.



**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

Yes. FY16 - \$356,958, FY17 - \$1,000,000, FY18 - \$1,000,000, FY19 - \$1,500,000, FY20 - \$1,500,000, FY21 - \$1,100,000, FY22 - \$1,585,000

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

FY23 - Priority #1 \$1,117,385.09 and Priority #2 \$451,161.02 North Zone Portion Request for Funding (Total Funding Request for FY23 North Zone is \$1,568,546.11) FY24-900,000.00

FY 2023 UASI								
GOAL 5 INVESTMENT: ENHANCE MEDICAL AND PUBLIC HEALTH PREPAREDNESS								
<u>Project</u>	<u>Category</u>	<u>Discip.</u>	<u>Item Description</u>		<u>Cost</u>	<u>Cost Source</u>	<u>Receiving Agency</u>	<u>Contact</u>
072			First Responder Auto Injectors		\$7,663			
	Eq	PH	DuoDote® Auto-Injector (atropine and pralidoxime chloride injection - 30 units per shipper box)		\$ 7,663	Estimate	Poway Fire Department	Brian Mitchell
073			Public Health Emergency Response Command Trailer for CBRNE Incidents		\$160,262			
	Eq	PH	32' Towable CBRNE Command and Response Trailer		\$ 132,009	Quote	County Public Health	Cory Osth
	Eq	PH	Inflation		\$ 28,253	Estimate	County Public Health	Cory Osth
			Total Amount Requested		\$ 167,925	P	\$ -	
						O	\$ -	
			Total LETPA Funds			Eq	\$ 167,925	
			Total Personnel Costs that apply to the cap			T	\$ -	
						Ex	\$ -	

## Goal 5 – Enhance Medical and Public Health Preparedness

Goal 5 - Project 072			
Project Title	Total Cost	Project Type	Primary Core Capability
<b>First Responder Auto Injectors</b>	<b>\$7,663.20</b>	New Project	Response/Health and Safety
<b>Description of Project</b>			
This purchase replaces the existing inventory of nerve agent antidotes which have expired as of March 2021. The existing expired medication inventory was purchased utilizing the use of city funds from a past operating budget. The project proposal is for the purchase of 4 boxes of DuoDote Auto Injectors of Pralidoxime and Atropine at 30 injectors per box. This will result in the total purchase of 120 doses of DuoDote Auto Injections. This will allow each first responder apparatus to sustain 3 doses per person. Additionally, this medication can be shared with other first responders that share mutual and automatic aid agreements with the City of Poway Fire Department. This effort will aid in interoperability with neighboring agencies.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
The approval of this project will benefit the region as this item can be shared with neighboring agencies that respond during mutual and automatic agreements with the Poway Fire Department. This will greatly improve the response capabilities of other first responder agencies during a terrorist event.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
The addition of this equipment will aid first responders during a potential terrorism. The procurement of this equipment will serve as a medical countermeasure to an exposure of a nerve agent during a terrorist event. The addition of this equipment will significantly reduce the consequences of a mass casualty incident, especially during the first crucial hours of a response. This countermeasure medication meets state and county protocols as an antidote for use of a nerve agent exposure. Additionally, the City of Poway contracts with Trilogy Medwaste West, LLC to dispose of biomedical waste and expired medication. This project proposal does not include the cost of medication disposal and there will be no additional request for funds to dispose of expired medication.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Identify equipment needs	Upon approval of Grant Funding		
Initiate procurement process	7 days after NOFO		
Issue PO	10 days after NOFO	\$7,663	
Deploy Equipment	30 days after receipt of equipment		
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
If no grant funds are available, this project will require it to be included in the next fiscal year budget of 2023/2024. At this time there have not been funds budgeted for the replacement of the currently expedited medication inventory.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
The project enhances the capabilities of first responders throughout the Operational Area to reduce loss of life and property by lessening the impact of disasters through mitigation efforts. This equipment enhances response capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.			

<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>
No
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>
No

**Goal 5 - Project 073**

<b>Project Title</b>	<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
<b>Public Health Emergency Response Command Trailer for CBRNE Incidents</b>	<b>\$160,262</b>	New Project	Public Health and Medical Services

**Description of Project**

Public Health Preparedness and Response Branch (PHPR) is requesting \$184,225.67 to purchase a 32' towable self-contained CBRNE Command and Response trailer. The interior will be arranged in such a manner that will allow first responders from across the region and Public Health workers to collaborate onsite at a terrorist attack involving CBRNE materials. The goal is the rapid deployment and distribution of lifesaving medications to treat or reverse the effects of a chemical, biological, radiological, or nuclear attack upon the citizens of this County.

Mobile Communications and Command Units are designed to handle large, multi-disciplinary, multi-jurisdictional events. Each unit can be staffed with several team members. Team members may represent multiple agencies and possess communications, electronics and computer operations experience and have been trained to use the sophisticated computer and communications equipment on the units.

**Scoring Criteria C1 – How does this project benefit the region?**

Rapid deployment of critical healthcare resources and the ability to direct them at or near an incident site increases the region's preparedness and ability to help the most people in a timely fashion. Without a command trailer, these actions would take place from miles away and would not be integrated into the on-scene management of the incident. A CBRNE terrorist event will require a great deal of coordination and support from healthcare, medical, and EMS providers. Being able to operate out of this command trailer on site anywhere in the region will increase survivability and expedite the response from a medical/health perspective.

**Scoring Criteria C2 – How does the project support the Investment Justification?**

Having a mobile CBRNE emergency response command trailer will allow public health and first responders to respond to any incident location within the region. In order to distribute medical countermeasures in a rapid and organized fashion we need space to operate a unified command onsite. ☐How well does the project support regional (versus jurisdictional) capabilities? The unit is mobile and can be utilized anywhere in the region and County. ☐How well does this project support the SDUA Security Strategy priority capability gaps? ☐How well does this project present a feasible implementation plan/approach? Once purchased and put into service it will be available 24/7/365. ☐Rate the viability of long-term sustainment and governance for this project? There is very high probability that this project will be sustainable long term as operating and maintenance costs are low. ☐How well does this project enhance regional capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other disasters? Currently there is no dedicated CBRNE command trailer for public health officials and first responders to operate out of while distributing medical countermeasures in response to a terrorism incident. It would greatly enhance our region's ability to communicate effectively amongst unified command and first responders or nurses, and quickly deploy and manage assets in response to an incident.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Identify equipment needs	11/1/22		
Initiate procurement process	7 days after NOFO		
Order Equipment	10 days after NOFO	\$184,225	100%

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

Maintenance will come out of our departmental budget thru DGS Fleet.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

The primary purpose of a CBRNE Mobile Command Center is to have rapidly deployable Command, Control and Communications. Mobile Command Centers are meant for providing command communications to the main “hot spots” during critical CBRNE incidents. Having command communications close to where there are “boots on the ground” allows for higher levels of Situational Awareness and safety. The value of having this type of communications capability during critical incidents is immeasurable. Rapidly deployable communications capability has proven in many cases to be the difference between life and death. Because the proliferation of WMD is among the greatest challenges facing the United States, the County of San Diego must prioritize improving our ability to counter these new and emerging threats. The acceleration and advances in science and technology, and the re-emergence of strategic competition all worsen the current CBRNE threat environment.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No



FY 2023 UASI									
GOAL 7 INVESTMENT: Enhance Community Preparedness and Mass Care									
076			Mass Casualty Apparatus		\$	221,785			
	Eq	EM	Two (2) F-150 (or similar) trucks		\$	93,890	Quote	SD County OES	Shannon Nuzzo
	Eq	EM	Two (2) Mass Casualty Apparatus Trailers		\$	29,051	Quote	SD County OES	Shannon Nuzzo
	Eq	EM	One (1) Panel Van		\$	59,525	Quote	SD County OES	Shannon Nuzzo
	Eq	EM	First Aid and Trauma Kit		\$	2,421	Quote	SD County OES	Shannon Nuzzo
	Eq	EM	Mass Casualty Equipment Kit		\$	2,421	Quote	SD County OES	Shannon Nuzzo
	Eq	EM	Performance Bond		\$	4,602	Estimate	SD County OES	Shannon Nuzzo
	Eq	EM	Inflation		\$	15,359	Estimate	SD County OES	Shannon Nuzzo
	Eq	EM	Tax		\$	14,516	Estimate	SD County OES	Shannon Nuzzo
			Total Amount Requested		\$	1,878,812	P	\$	1,149,514
							O	\$	-
							Eq	\$	697,298
			Total LETPA Funds				T	\$	-
			Total Personnel Costs that apply to the cap				Ex	\$	32,000



## Goal 7 – Enhance Community Preparedness and Mass Care

Goal 7 - Project 074			
Project Title	Total Cost	Project Type	Primary Core Capability
<b>Regional Fuel Contingency Plan</b>	<b>\$191,514</b>	New Project	Infrastructure Systems
<b>Description of Project</b>			
<p>The California Lifelines Regional Resiliency Assessment Program (RRAP) project team studied and assessed the vulnerabilities and consequences of, and resilience to, a long-term widespread power outage (e.g., black-sky event) on the fuel-supply chain that supports the San Diego County region. The RRAP research and analysis was presented in a 2021 final report documenting project results and findings, including key regional resilience gaps and options for addressing these shortfalls. According to the report, a long-term, widespread power outage that impacts multiple critical infrastructure sectors and assets would quickly deplete initial fuel supplies. A long-term, widespread power outage would also create severe competition for limited reserve resources, which only a small number of local fuel companies provide. The Kinder Morgan pipeline and Mission Valley Terminal facility are critical points of failure in San Diego County's fuel supply chain. The Mission Valley Terminal facility does not have backup power capabilities and would not be functional during a long-term, widespread power outage. The loss of supply from this key terminal would impact the entire county, and fuel deliveries would be at risk. If the Kinder Morgan pipeline was down, the Chevron and Marathon Terminals at the San Diego harbor would have only 3-4 days' worth of onsite tank storage to use for existing customers based on prescribed allocations.</p> <p>San Diego County has a great dependence on fuel because of its reliance on diesel powered backup generators and the need to fuel its vehicles. During a black-sky event, emergency services agencies will require and rely significantly on fuel supplies (e.g., diesel and gasoline) to maintain backup generator power that runs critical operations and to fuel its vehicle fleets. Fuel would also be a significant and required resource for healthcare facilities during a long-term, widespread power outage. Most hospitals do not have large onsite fuel reserves. Thus, they would depend heavily on the supply and delivery of fuel to run backup power generators and emergency transport vehicles. Fuel was identified after the 2011 Southwest Brownout as a limiting factor for staff's ability to travel to and from work. During a black-sky event, the operations of San Diego County water facilities would predominantly depend on reliable backup electric power, almost exclusively derived from diesel-powered generators. The County's Regional Communications System relies heavily on natural gas, in the form of propane, as the primary fuel for backup power generators at repeater sites. Because of the scale of this dependency, a regional-level approach to emergency fuel planning and coordination is warranted. The report identified the need to develop a regional-level fuel contingency plan to help address issues related to emergency fuel demands, supplies, and availability, in addition to establishing procedures for the assessment and prioritization of critical infrastructure assets during a catastrophic incident.</p> <p>Difficulty of a regional fuel shortage after an extended power outage resulting from a terrorist attack was noted in the 2021 San Diego Regional Tabletop Exercise After-Action Report. The After-Action Report identified a lack of emergency fuel planning, including how the County and municipalities would determine fuel priorities if demand exceeded supply, and the need to develop a regional-level fuel contingency plan. The regional partners identified the need to diversify backup fuel vendors, as several entities in the County rely on the same provider for fuel; and acknowledged that difficult prioritization decisions would be needed related to the distribution of fuel. Fuel supply shortfalls were also noted in the 2022 San Diego Blackout Tabletop Exercise. The Hotwash identified the need to establish an emergency fuel allocation strategy and revisit the effort to stand up an emergency fuels taskforce with the goal of increasing situational awareness around the potential for a long-term widespread fuel shortage and filling-in data gaps essential for prioritization activities. Fuel allocation strategies need to be developed to balance life safety issues in heavily impacted zones with restoration of critical services in areas less severely damaged.</p> <p>The County of San Diego Office of Emergency Services (OES) is seeking grant funding to hire a consultant to develop a regional fuel contingency plan for the County, the 18 incorporated Cities, and critical infrastructure owners and operators within the Operational Area (OA) that addresses fuel management in response to an act of terrorism or other catastrophic incident that curtails or disrupts the fuel supply, including the authorities, plans, procedures, and organization roles and responsibilities governing local and county decision-making related to emergency fuel allocation prioritization. The plan will identify and discuss the scope and assumptions regarding how and when a regional fuel shortage may occur, and possible impacts to critical infrastructure sectors; critical information on sources of support and locations of critical resources and access procedures; and guidelines for emergency fuel allocation and distribution. The plan will also build on and complement local ordinances and other plans, including Chapter 4. Local Emergency Caused by Gasoline Shortage of the San Diego</p>			

County Code of Regulatory Ordinances, the Emergency Support Function 12 - Utilities Annex to the State of California Emergency Plan, and the Southern California Catastrophic Earthquake Plan.

During Phase 1, the consultant will develop a project management plan, which would include a work plan, key deliverables, proposed timeline, and list of key stakeholders. The consultant will conduct meetings with regional partners and other key stakeholders to gather input needed for plan development. Discussion topics would include understanding emergency fuel demands and refueling needs to support continuous core operations using backup generators; identifying potential dependencies, vulnerabilities, and operational challenges; identifying resources required to support restoration of the fuel supply chain and distribution system within the San Diego County region; examining existing fuel contracts (e.g., to highlight possible over-reliance on one or two vendors); describing logistical and geographical considerations for pre-identifying locations where emergency fuels could be delivered, stored, and distributed to the public; reviewing any existing individual (e.g., company- or organizational-level) fuel plans; and assessing county-level planning goals related to a long-term, widespread power outage event.

The consultant will develop a comprehensive fuel needs assessment tool that walks organizations and agencies through assessing their dependency on fuel in the aftermath of an act of terrorism or other catastrophic incident. It will establish a minimum requirement of fuel supply for maintaining critical infrastructure functions during a fuel shortage. The assessment will cover fuel sourcing, fuel use category (e.g., emergency services, healthcare services, utility services), fuel type (e.g., regular gasoline, propane and/or diesel), asset location, access and distribution, fuel availability, and estimated fuel usage. The assessment tool will establish a process for the prioritization of critical infrastructure assets, considering the criticality of an asset's core functions, the severity of its fuel dependencies, and significant dependencies and interdependencies on other critical infrastructure sectors.

During Phase 2, the consultant will apply its findings to develop a regional fuel contingency plan for the County, the 18 incorporated Cities and critical infrastructure owners and operators within the OA.

During Phase 3, the consultant will design, coordinate, and conduct one plan dissemination workshop for regional partners and other key stakeholders in order to review key elements of the draft plan and present an overview of their methodology, analysis, and key recommendations. The consultant will incorporate recommended changes from regional partners and other key stakeholders into the final plan.

During Phase 4, the consultant will plan and execute one regional tabletop exercise with partners and other key stakeholders in order to test and validate the effectiveness of the regional fuel contingency plan. This tabletop will also include previous fuel planning efforts from the County of San Diego OES, and jurisdiction specific needs and considerations for regional coordination.

#### **Scoring Criteria C1 – How does this project benefit the region?**

This regional planning project is part of a broader effort to enhance infrastructure system capabilities to stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient San Diego County region. The comprehensive fuel needs assessment tool will provide a real-time snapshot of the existing fuel network across the San Diego County region and its vulnerabilities. The project will also help to address the gaps identified during previous assessments and after-action reports, and to improve joint planning for the San Diego County region's fuel systems. In addition, this project will provide opportunities to reengage and coordinate with regional partners, fuel providers, and critical infrastructure owners and operators in the emergency fuel planning process. Finally, this project will provide a comprehensive look at physical fuel infrastructure, demands, availability, distribution, and contractual agreements to help local and county authorities make informed decisions regarding regional emergency fuel allocation priorities.

#### **Scoring Criteria C2 – How does the project support the Investment Justification?**

The County of San Diego Office of Emergency Services (OES) is seeking grant funding to hire a consultant to develop a regional fuel contingency plan for the County, the 18 incorporated Cities, and critical infrastructure owners and operators within the Operational Area (OA) that addresses fuel management in response to an act of terrorism or other catastrophic incident that curtails or disrupts the fuel supply, including the authorities, plans, procedures, and organization roles and responsibilities governing local and county decision-making related to emergency fuel allocation prioritization. Fuel needs and priorities for critical infrastructure sectors (e.g., energy, water, healthcare, emergency services) in San Diego County that depend on electric power to sustain core operations will be based on a comprehensive fuel needs assessment tool. The comprehensive fuel needs assessment tool will help identify minimum fuel requirements to maintain critical infrastructure functions in the aftermath of an act of terrorism or other catastrophic incident. The regional planning project supports implementation of Goal 1, Objective 1.1 by utilizing all available risk, capabilities, and fuel needs assessment data and subject matter expertise to develop a regional fuel contingency plan that will help local and county authorities make informed decisions on what actions should be taken to minimize the

impact of fuel shortages on the region's emergency response capabilities and the operation of critical infrastructure. The fuel contingency plan will emphasize coordination among the County, the 18 incorporated Cities, and critical infrastructure sectors within the OA to establish a regional emergency fuel allocation prioritization process for critical lifelines.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Initiate hiring process and select candidate	3/31/24		
Develop draft plan	7/31/24	\$124,000	
Review draft plan with Stakeholders	10/31/24	\$21,000	
Finalize planning deliverables	7/31/25	\$32,000	

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

This regional project will support the building of the Infrastructure Systems, Operational Coordination, Situational Assessment, and Physical Protective Measures core capabilities by: 1. Decreasing and stabilizing immediate critical infrastructure threats (e.g., fuel storage facilities, critical transportation corridors and electrical power grid operation) to the affected population, to include survivors in the heavily damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life sustainment and congregate care services. 2. Re-establishing critical infrastructure functions within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery. 3. Exploring opportunities to coordinate with critical infrastructure partners to implement a regional fuel contingency plan, to include the establishment of emergency fuel reserves, and priority allocation/distribution of fuel to critical response and infrastructure providers. 4. Discussing the ability to assess impacts and maintain situational awareness of critical infrastructure functions to implement a regional emergency fuel management system in support of ongoing emergency response and recovery operations. 5. Identifying and discussing protective measures for fuel reserve distribution sites, fuel dispatch centers, and other critical infrastructure locations, facilities, and service providers and assets on both public and private facilities (24/7) to protect the integrity and safety of the critical fuel supply chain. The long-term approach to sustain the Infrastructure Systems, Operational Coordination, Situational Assessment, and Physical Protective Measures core capabilities maintained and enhanced by this project include conducting a thorough review of the regional fuel contingency plan every two years to ensure key elements are valid, current and remain in compliance with ICS, SEMS, NIMS, and other local, state and federal fuel contingency plans. The County of San Diego OES staff will be responsible for maintaining the plan. Updates shall be distributed every two years as needed or when there are significant changes. The County of San Diego OES staff will conduct trainings and exercises with internal and external agencies/organizations that are involved in emergency fuel operations in order to review, test and evaluate updates to the plan.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

In 2021 stakeholders across the San Diego County participated in a tabletop exercise to refine multi-jurisdictional, multi-functional coordination in response to an extended power outage resulting from a terrorist attack on two electric substations. The explosions caused fires, damage to electrical transformers, and widespread power outages across the County. Many critical facilities and functions that rely on grid-provided electricity (e.g., communications, water and wastewater, healthcare, and transportation) were left without power. The tabletop exercise was an opportunity for participants across disciplines, including law enforcement, fire, hazardous materials, and emergency management, to exercise critical coordination, including with other response partners (e.g., federal and state partners, private sector partners) to strengthen the County's response and recovery capabilities. A key area for improvement that emerged from the exercise was the need to develop a regional-level emergency fuel plan to help address issues related to a regional fuel shortage, priorities, and distribution after an extended outage resulting from a terrorist attack.

This project supports the above selected terrorism preparedness effort by establishing a regional fuel contingency plan that would help reduce the potential for a regional fuel shortage and increase the ability of critical infrastructure sectors to sustain core operations on backup generators and meet basic human needs in the aftermath of an act of terrorism or other catastrophic incident. Effective terrorism-related information/intelligence sharing is essential to the protection of critical infrastructure functions (e.g., fuel storage facilities; critical transportation corridors; and electrical power grid operations), including the ability to assess

impacts and maintain situational awareness of critical infrastructure functions to implement an emergency fuel management system in support of ongoing emergency response and recovery operations. The regional fuel contingency plan will contain the source and types of terrorism-related and other critical information/intelligence that will help local and county authorities make informed decisions on whether to activate or deactivate the plan; communication strategies that will inform critical infrastructure partners and local, state, and federal agencies, including the Department of Homeland Security, on the activation, status, and deactivation of the plan; and contact information for key roles who are critical for plan implementation and with whom terrorism-related and other critical information/intelligence must be exchanged throughout the period when the plan is in effect

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No

**Goal 7 - Project 075**

Project Title		Total Cost	Project Type	Primary Core Capability
Human and Pet Shelter Trailers and Pet Shelter Supplies		\$461,504	New Project	Mass Care Services
Description of Project				
This project would provide the funds to purchase three portable large animal sheltering kits with supplies to support up to twenty-five large animals including horses, donkeys, goats, chickens, pigs, sheep, llamas, emu, and other farm animals if necessary. It would also provide the funds to purchase three trailers that would house supplies to support a one-hundred-person shelter and a co-located shelter for their pets.				
Scoring Criteria C1 – How does this project benefit the region?				
This project benefits the region by enhancing our collective ability to meet the needs of community members in emergency sheltering situations. The Regional Care & Shelter Working Group regularly assesses our regional gaps and capabilities related to sheltering and caring for evacuated populations. Through these efforts, the group has identified that the ability to better serve those who are evacuating with pets and large animals will strengthen our capabilities across the region. This project will allow the region as a whole to ensure we can meet the needs of individuals who may be reluctant to, or even refuse to evacuate because of the concern for their animals' well-being.				
Scoring Criteria C2 – How does the project support the Investment Justification?				
After action items have come from various incidents' meetings surrounding the lack of preparedness to best shelter pets and large animals during an evacuation. There has been feedback from residents who received evacuation orders that they refused to evacuate because they would not be able to keep their pets with them. Supplies that would allow for a co-located pet shelter and a people shelter would significantly increase the likelihood of these individuals feeling more comfortable evacuating thus providing better mass care services overall. As for the large animal supply portion of this project, the County's Department of Animal Services does not currently have its own supplies to shelter large animals, but rather relies on various locations that are already equipped with these supplies. This poses a risk to our regional preparedness because there is a likelihood that one, or more of these locations might be impacted because of a disaster. This portion of the project will create three pre-staged portable large animal sheltering kits, which can be transported to a location where large animals can be safely sheltered. This project will create a new capability for the County by providing animal sheltering equipment thus improving the service we will be able to provide to those who are evacuating and need mass care services.				
Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach				
Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete	
Initiate procurement process	2/1/24			
Order Equipment	6/1/24			
Accept ownership of equipment	9/1/24			
Pay final invoice	12/30/24			
Submit claim for reimbursement to OES	3/31/25			
Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project				
This project is part of a regional commitment to strengthen our ability to care for sheltered populations, including pets and large animals, in times of emergency. If UASI funds are not allocated to this project the County's Office of Emergency Services and Department of Animal Services will have to discuss with our finance departments how general funding can be allocated for these supplies.				

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

This project enhances our ability to meet the needs of residents, their pets, and large animals who are displaced from their homes because of any hazard or threat, including acts of terrorism. These resources will enable emergency shelters to be operational quickly and efficiently so residents and their animals have a safe and secure place to stay until they can return home or find alternative housing. These resources will also ensure we can meet the needs of individuals who may be reluctant to, or even refuse to, evacuate out of the concern for their animals' well-being.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

This is not expected at this time.

**Goal 7 - Project 076**

Project Title	Total Cost	Project Type	Primary Core Capability
<b>Multi-Platform Public Information, Education, Outreach, Community Engagement Campaign</b>	<b>\$1,004,009</b>	New Project	Community Resilience
<b>Description of Project</b>			
<p>Conduct a Countywide multi-platform public information, education, outreach, and community engagement campaign to enhance regional preparedness among residents throughout the County of San Diego for numerous hazards, including acts of terrorism, fires, floods, earthquakes, extreme heat and other large scale regional emergencies and disasters including Hi-Lo Siren, its sound, and the need to evacuate. Through this multi-platform public information, education, outreach, and community engagement campaign, the County would advance efforts to reduce preparedness inequities, allow the opportunity to increase outreach to underrepresented communities, increase awareness to build and maintain safe communities, and help achieve the federal government's, "whole community" approach, which calls for the involvement of everyone and that everyone can help keep the nation safe from harm. The project combats FEMA's 2021 National Household Survey that recorded 11% decline in the number of Americans that have taken at least three preparedness actions to bolster individual and household resilience. The project also advances several of the preparedness mission areas of the National Preparedness System, protection, mitigation, response, and recovery. The campaign would combine the use of digital media, traditional media, outdoor promotional spaces such as bus benches, digital and printed materials, and translations for new materials of the County's threshold languages.</p> <p>Campaign components include but are not limited to:</p> <ul style="list-style-type: none"> <li>Strategy development</li> <li>Campaign management</li> <li>Creative content design</li> <li>Production service</li> <li>Research</li> <li>Community engagement</li> <li>Advertising budget (digital, television and print)</li> <li>Social media</li> <li>Outdoor space promotion (bus benches)</li> <li>Translations</li> <li>Printed materials</li> <li>Go-kit Preparedness materials (backpacks, first-aid kits, portable chargers, water, and blankets)</li> </ul>			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
<p>This project will provide a boost to current preparedness and resilience efforts. It benefits the region by allowing the County an opportunity to enhance public participation in the entire region and on a larger scale, from low-income neighborhoods, coastal areas, military communities, rural regions to highly populated communities along the US./Mexico border. The project will include the use of the latest digital and traditional media communications and engagement tools to enhance the number of residents prepared for numerous threats and hazards, from acts of terrorism to fires. It would also allow a first in the County, with the promotion of the Hi-Lo Siren, residents could familiarize themselves with the sound and the need to evacuate. The project also advances efforts to reduce preparedness inequities, allows the opportunity to increase outreach to underrepresented communities, vulnerable communities/soft targets, increases awareness to build and maintain safe communities including in crowded places, and helps achieve the federal government's, "whole community" approach, which calls for the involvement of everyone and that everyone can help keep the nation safe from harm. The project will also help combat FEMA's 2021 National Household Survey that recorded 11% decline in the number of Americans that have taken at least three preparedness actions to bolster individual and household resilience. The project also advances several of the preparedness mission areas of the National Preparedness System, protection, mitigation, response, and recovery in the San Diego region.</p>			



**Scoring Criteria C2 – How does the project support the Investment Justification?**

The project includes include the promotion of the hi-lo siren to familiarize residents with the sound and the need to evacuate. This project enhances a number of community preparedness and resilience efforts including, enhances the protection of soft targets, vulnerable populations, crowded places, combats FEMA's 2021 National Household Survey that recorded 11% decline in the number of Americans that have taken at least three preparedness actions to bolster individual and household resilience. The project combats escalating preparedness needs, given drastic severity and incidents of high impact, addresses incidents like acts of terrorism, civil unrest, election tampering, extreme heat, catastrophic fires/floods escalating with climate change etc. This project is scalable.

**Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach**

Milestone	Date Complete	Amount Submitted for Reimbursement	Percent Complete
Conduct Initial Planning Meeting	5/1/24		
Conduct Final Planning Meeting	11/1/24		
Facilitate community outreach	1/1/25		
Pay final invoice	9/1/25		

**Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project**

This project enhances current regional community preparedness and resilience efforts by providing information how residents of the county respond to the HI-LOW siren during evacuation orders, enhances the protection of soft targets, vulnerable populations, crowded places, combats FEMA's 2021 National Household Survey that recorded 11% decline in the number of Americans that have taken at least three preparedness actions to bolster individual and household resilience. If the grant funds were approved, the funds would only be used during the grant cycle. Should these grant funds not be approved the project will continue, along with efforts to identify other potential funding streams, and the proposed project will be rescaled to fit the current budget.

**Scoring Criteria C5 – How does this project support terrorism preparedness?**

This project enhances San Diego County's ability to plan, prepare for and recover from different threats, including acts of terror, emergencies, and natural disasters, increase the protection of residents, moves forward several of the preparedness mission areas of the National Preparedness System, protection, mitigation, response, and recovery, places these topics at the forefront of resident's everyday lives, as well as helps communities remain safer and strengthens prevention efforts.

**Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.**

No

**Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?**

No, additional funds will not be requested for this project in the future.



**Goal 7 - Project 077**

<b>Project Title</b>		<b>Total Cost</b>	<b>Project Type</b>	<b>Primary Core Capability</b>
Mass Casualty Apparatus		\$221,785	Continuing Project	Response/Health and Safety
<b>Description of Project</b>				
This project will include two trucks, two trailers, a van, and medical supplies to fill the trailers and van. These vehicles will be placed throughout the county to increase the County of San Diego's readiness in the event of a mass casualty incident.				
<b>Scoring Criteria C1 – How does this project benefit the region?</b>				
These Mass Casualty Apparatus vehicles will be placed throughout the region to allow for an increased readiness posture, and quicker response in the event of a mass casualty incident.				
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>				
This project supports the goal and objective because it increases the County of San Diego's ability to respond to a mass casualty incident, which includes terrorist acts.				
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>				
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>	
Identify equipment needs	2/1/24			
Initiate procurement process	6/1/24			
Accept ownership of equipment	6/1/25			
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>				
This purchase may be funded through the United Disaster Council, should there be no grant funds available. It would be pending UDC approval.				
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>				
These Mass Casualty Apparatus vehicles will be placed throughout the region to allow for an increased readiness posture, and quicker response in the event of a mass casualty incident.				
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>				
Yes, in 2003.				
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>				
Unknown				

FY 2022 UASI								
Goal 8 Investment: Strengthen Training, Exercise, and Evaluation Programs								
<u>Project</u>	<u>Category</u>	<u>Discipline</u>	<u>Item Description</u>		<u>Cost</u>	<u>Source</u>	<u>Receiving Agency</u>	<u>Contact</u>
077	O	EM	Regional Training Manager	\$	175,000			
			Regional Training Manager		\$ 175,000	Staffing	City San Diego OES	Alan Franklin
			Total Amount Requested		\$ 175,000	P	\$	-
						O	\$	175,000
						Eq	\$	-
			Total LETPA Funds			T	\$	-
			Total Personnel Costs that apply to the cap		\$ 175,000	Ex	\$	-

## Goal 8 – Strengthen Training, Exercise, and Evaluation Programs

Goal 8 - Project 078			
Project Title	Total Cost	Project Type	Primary Core Capability
Regional Training Manager	\$175,000	Continuing	Community Resilience
<b>Description of Project</b>			
Brings training to the San Diego region for Fire, Law Enforcement, Emergency Managers, and the civilian community. These personnel will learn to learn how to better prepare for and respond to emergencies in local jurisdictions as well as those that may impact the region, whether it is a natural disaster or act of terrorism. Instructors provide updates on new laws, systems and processes that impact readiness, response and recovery as well as provide tools, resources, and real-world expertise on best practices from major incidents throughout the United States.			
<b>Scoring Criteria C1 – How does this project benefit the region?</b>			
Provides training for operations personnel to ensure all agencies and jurisdictions understands the National Incident Management System and the coordination associated with that system.			
<b>Scoring Criteria C2 – How does the project support the Investment Justification?</b>			
This ongoing investment will strengthen the region's ability to detect, deter, response to, and mitigate all-hazards incidents through a robust program focusing on NIMS compliance, WMD and Terrorism Awareness, and other prioritized training and exercises identified in the region's Multi-Year Training and Exercise Plan (MTEP). Implementation and the Whole Community Approach to Coordination are supported through the continued training to improve and sustain regional capabilities. The Regional Training Program supports the delivery of multi-agency, multi-discipline training to mitigate gaps identified in the SDUA Multi-Year Training and Exercise Plan.			
<b>Scoring Criteria C3 – How well does this project present a feasible implementation plan/approach</b>			
<b>Milestone</b>	<b>Date Complete</b>	<b>Amount Submitted for Reimbursement</b>	<b>Percent Complete</b>
Submit claim for reimbursement to OES	12/31/24	\$175,000	100%
<b>Scoring Criteria C4 – What is the viability of long-term sustainment and governance for this project</b>			
We are constantly seeking training provided by the National Domestic Training Consortium for courses that will provide training for the region; this training is provided at no cost. If no courses are available, it will fall to the individual jurisdictions to train and fund their personnel.			
<b>Scoring Criteria C5 – How does this project support terrorism preparedness?</b>			
Trains the region personnel in a wide range of courses in order to provide efforts and response procedures for coordination in disaster operations, recovery, incident management, planning and preparation.			
<b>Has this project previously been funded with grant funds? If yes, Identify grant years and amounts.</b>			
Yes, 2020-\$125,00 / 2021-\$125,000			
<b>Will additional grant funds be requested for this project in the future? If yes, How much and for how many grant years?</b>			
Yes			

# 2017-2019 San Diego Urban Area Homeland Security Strategy



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## **EXECUTIVE SUMMARY**

### **BACKGROUND**

Homeland Security is the coordinated effort to ensure the entire San Diego Urban Area (“SDUA”) is prepared to prevent, protect against, mitigate, respond to, and recover from threats and acts of terrorism, and other man-made or natural catastrophes. It requires a risk management process to ensure the region has the right capabilities in place to manage those hazards that pose the greatest risk to the SDUA, its people, and its critical infrastructure and key resources. The threat of catastrophic events, both natural and man-made, necessitates continuous attention and strategic commitment from all levels of government, the private sector, and the public. The SDUA is committed to this effort.

The SDUA consists of 18 incorporated cities and the unincorporated areas of San Diego County. The county is 65 miles from north to south, and 86 miles from east to west. The SDUA is geographically “cornered” with the ocean to the west, Mexico to the south, and a wide belt of mountains and deserts to the east. The SDUA’s total population in 2017 was approximately 3.3 million, with the City of San Diego home to roughly 1.4 million of those residents.

### **PURPOSE**

The purpose of the SDUA Homeland Security Strategy (*Strategy*) is to ensure the region has a single, data-driven document that outlines the region’s risks, capability needs, vision, structure, goals, and objectives for homeland security over a two-year period. The *Strategy* is designed primarily to address terrorism risk. However, the region understands that capabilities enhanced to combat terrorism often enhance the ability to also manage natural disasters, and other man-made incidents.

### **VISION**

The SDUA’s vision is to operate as a unified multi-jurisdictional and multi-disciplinary partnership centered on enhancing homeland security for the whole community against high-risk threats and hazards. The SDUA will continue to improve prevention, protection, mitigation, response, and recovery capabilities through comprehensive integrated planning, training, exercising, equipping, and spending processes.

### **NATIONAL AND STATE PREPAREDNESS POLICY**

The *Strategy* serves as the region’s focal point for implementing not only local and regional homeland security priorities, but also national and state homeland security policies at the local and regional levels. This includes the recently revised California Homeland Security Strategy, and the National Preparedness Goal (“NPG”) released by DHS in September 2011, and updated in 2015. At the center of the NPG are the 32 Core Capabilities which are necessary to address a wide range of hazards based on the results of a national risk assessment conducted by DHS.

## **SUMMARY OF REGIONAL GOALS AND OBJECTIVES**

For the current *Strategy*, the SDUA has refined and updated its goals and objectives using the latest homeland security-based risk and capabilities assessment data, and subject matter expert input. The strategic goals and objectives serve as an organizational construct and road map to build and sustain capabilities needed to reduce the SDUA's risk from terrorism, natural disasters, and man-made incidents. Each of the *Strategy's* goals seeks to align whenever possible with a California homeland security priority or set of priorities, and each objective aligns with a capability or set of capabilities from the Core Capabilities. A summary of the goals and objectives is listed below.

<b>GOAL 1</b>
<b>STRENGTHEN THE REGIONAL RISK MANAGEMENT, PLANNING, AND EMERGENCY MANAGEMENT PROGRAMS</b>
<b>Objective 1.1: Enhance Planning and Risk Management Capabilities</b>
The SDUA can identify and assess risks and required capabilities; prioritize and select appropriate prevention, protection, response, and recovery planning and investment solutions based on reduction of risk; monitor the outcomes of allocation decisions; and undertake corrective actions.
<b>Objective 1.2: Strengthen Public Information and Warning Capabilities</b>
The SDUA has an overarching interoperable and standards-based system of multiple emergency public information and warning systems that allows SDUA leaders and public health and safety personnel to disseminate prompt, clear, specific, accurate, and actionable emergency public information and warnings to all affected members of the community in order to save lives and property concerning known threats or hazards.
<b>Objective 1.3: Strengthen Operational Coordination Capabilities</b>
The SDUA has a fully integrated response system through a common framework of the Standardized Emergency Management System, Incident Command System, and Unified Command, including the use of emergency operations centers (EOCs), emergency plans and standard operating procedures, incident action plans, and the tracking of on-site resources to manage major incidents safely, effectively, and efficiently. EOCs can effectively plan, direct, and coordinate information and activities internally within EOC functions, and externally with other multi-agency coordination entities, command posts, and other operations centers to effectively coordinate disaster response operations.
<b>GOAL 2</b>
<b>ENHANCE INFORMATION ANALYSIS, INFRASTRUCTURE PROTECTION, AND CYBERSECURITY CAPABILITIES</b>
<b>Objective 2.1: Enhance Intelligence Collection, Analysis, and Sharing</b>



The SDUA has systems and procedures to effectively collect, analyze, and timely share information and intelligence across federal, state, local, tribal, territorial, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, mitigation of, and response to a threatened or actual terrorist attack, major disaster, or emergency. This involves sustaining and building upon the ability to identify and systematically report suspicious activities associated with potential terrorist or criminal pre-operational activities, including planning and logistics.

**Objective 2.2: Increase Regional Critical Infrastructure Protection Activities and Programs**

The SDUA can assess the risk to the region's physical critical infrastructure and key resources from acts of terrorism and natural hazards, and deploy a suite of actions to enhance protection and reduce the risk to the region's critical infrastructure and key resources from all hazards. This includes a risk-assessment process and tools for identifying, assessing, cataloging, and prioritizing assets from across the region.

**Objective 2.3: Strengthen Law Enforcement Investigation and Attribution Capabilities**

The SDUA law enforcement community can ensure that suspects involved in criminal activities related to homeland security are successfully detected, identified, and investigated.

**Objective 2.4: Enhance Cybersecurity**

Government and private sector entities in the SDUA have risk-informed guidelines, regulations, and standards in place to ensure the security, reliability, integrity, and continuity of critical cyber information, records, and communications systems and services. The SDUA can implement and maintain procedures to detect malicious activity, and conduct technical and investigative-based countermeasures, mitigations, and operations against existing and emerging cyber-based threats.

**GOAL 3**

**STRENGTHEN CAPABILITIES TO  
DETECT THREATS FROM CBRNE MATERIALS AND WMD, AND TO  
EFFECTIVELY IMPLEMENT ALL HAZARDS RESPONSE**

**Objective 3.1: Enhance On-Scene Security, Protection, and Law Enforcement through Emergency Public Safety and Security Response**

The region's mobile field force, in coordination with other public safety agencies within the SDUA, can keep the public and critical infrastructure safe during an incident by securing an incident scene, and maintaining law and order following an incident, disaster, or emergency.

**Objective 3.2: Strengthen Mass Search and Rescue Capabilities**

Public safety personnel in the SDUA can conduct search and rescue operations to locate and rescue persons in distress, and initiate community-based search and rescue support-operations across a geographically dispersed area, including land and marine environments. The region can synchronize the deployment of local, regional, national, and

international teams to reinforce ongoing search and rescue efforts, and transition to recovery.

**Objective 3.3: Strengthen On-Scene Security, Protection, and Law Enforcement through Explosive Device Response Operations**

Public safety bomb squads in the SDUA can conduct threat assessments, render safe explosives and/or hazardous devices, and clear an area of explosive hazards in a safe, timely, and effective manner. This involves the following steps in priority order: ensure public safety, safeguard the officers on the scene (including the bomb technician), collect and preserve evidence, protect and preserve public and private property, and restore public services.

**Objective 3.4: Enhance Environmental Response/Health and Safety through Weapons of Mass Destruction (WMD)/Hazardous Materials (HazMat) Response and Decontamination Capabilities**

Responders in the SDUA can conduct health and safety hazard assessments and disseminate guidance and resources, including deploying HazMat response and decontamination teams, to support immediate environmental health and safety operations in the affected area(s) following a WMD or hazardous materials incident. Responders are also able to assess, monitor, and provide resources necessary to transition from immediate response to sustained response and short-term recovery.

**Objective 3.5: Strengthen Screening, Search, and Detection Capabilities**

The SDUA can rapidly detect, identify, and interdict radiological and nuclear materials that are out of regulatory control at borders and ports of entry, critical infrastructure locations, and major public events in a manner consistent with the global nuclear detection architecture. The SDUA can also communicate radiological and nuclear detection, identification, and warning information to appropriate entities and authorities across the local, state, and federal level.

**Objective 3.6: Enhance Interdiction and Disruption Capabilities Through Law Enforcement Tactical Operations**

The SDUA maintains law enforcement tactical teams that can operate effectively in all of the following areas, including environments involving hazardous materials - hostage rescue, barricaded gunman, sniper operations, high-risk warrant service and high-risk apprehension of terrorist suspects and other dangerous criminals, high-risk security operations, terrorism incident response, special assignments, and other incidents which exceed the capability and capacity of all other law enforcement units in the SDUA.

<b>GOAL 4</b>
<b>STRENGTHEN COMMUNICATIONS CAPABILITIES</b>
<b>Objective 4.1: Enhance Operational Communications Capabilities</b>
<p>The emergency response community in the SDUA can provide a continuous flow of mission critical voice, data, and imagery/video information among multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies, and SDUA governmental officials for the duration of an emergency response operation. The SDUA can also re-establish sufficient communications infrastructure within the affected areas of an incident, whatever the cause, to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.</p>
<b>GOAL 5</b>
<b>INCREASE MEDICAL AND HEALTH PREPAREDNESS</b>
<b>Objective 5.1: Strengthen Triage and Pre-Hospital Treatment</b>
<p>Emergency medical services (EMS) resources across the SDUA can effectively and appropriately be dispatched to provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, up to and including for mass casualty incidents, while maintaining the capabilities of the EMS system for continued operations.</p>
<b>Objective 5.2: Improve Medical Surge</b>
<p>The SDUA's medical and health organizations can provide adequate medical evaluation and care during incidents that exceed the limits of the normal medical infrastructure of an affected community or the region. The healthcare system in the region can survive a hazard impact and maintain or rapidly recover operations that were compromised. Those injured or ill from a medical disaster and/or mass casualty event in the SDUA are rapidly and appropriately cared for, and continuity of care is maintained for non-incident related illness or injury.</p>
<b>Objective 5.3: Enhance Fatality Management</b>
<p>The region's Medical Examiner can coordinate with other organizations (e.g., law enforcement, healthcare, emergency management, and public health) to ensure the proper recovery, handling, identification, transportation, tracking, storage, and disposal of human remains and personal effects; certify cause of death; and facilitate access to mental/behavioral health services to the family members, responders, and survivors of an incident.</p>
<b>Objective 5.4: Increase Mass Prophylaxis</b>
<p>The SDUA is able to provide appropriate medical countermeasures (including vaccines, antiviral drugs, antibiotics, antitoxin, etc.) in support of treatment or prophylaxis (oral or vaccination) to the identified population impacted by an incident in accordance with local, state, and federal public health guidelines and recommendations.</p>

<b>GOAL 6</b>
<b>ENHANCE RECOVERY CAPABILITIES</b>
<b>Objective 6.1: Strengthen Infrastructure Systems</b>
<p>The SDUA can provide accurate situation needs and structural assessments by utilizing the full range of engineering, building inspection, and code enforcement services in a way that maximizes the use of resources, aids emergency response, implements recovery operations, and restores the affected area to pre-event conditions as quickly as possible. The SDUA can coordinate activities between critical lifeline operations and government operations by getting the appropriate personnel and equipment to the disaster scene so that lifelines can be restored as quickly and as safely as possible to support ongoing emergency operations, life sustainment, community functionality, and a transition to long-term recovery.</p>
<b>Objective 6.2: Enhance Economic and Community Recovery</b>
<p>Across the SDUA, economic impacts are estimated, priorities are set for recovery activities, business disruption is minimized, and individuals and families are provided with appropriate levels and types of relief with minimal delay.</p>
<b>Objective 6.3: Improve Logistics and Supply Chain Management Capabilities for Recovery Operations</b>
<p>The SDUA has a system to track and manage critical resources, and distribute them to incident managers and emergency responders from across the SDUA upon their coordinated request to enhance short-term recovery operations, and aid disaster victims in a cost-effective and timely manner.</p>

<b>GOAL 7</b>
<b>INCREASE COMMUNITY PREPAREDNESS AND MASS CARE</b>
<b>Objective 7.1: Increase Community Resiliency</b>
<p>The SDUA has a formal structure and process for ongoing collaboration between government and nongovernmental resources to mitigate, respond to, and recover from all threats and hazards. Volunteers and donations within the SDUA are organized and managed throughout the duration of an incident, based upon pre-designated plans, procedures, and systems.</p>
<b>Objective 7.2: Enhance Critical Transportation Capabilities</b>
<p>The SDUA can provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people, including those with access and functional needs, and animals, and can deliver vital response personnel, equipment, and services into the affected incident areas to save lives, and to meet the needs of disaster survivors.</p>
<b>Objective 7.3: Improve Mass Care</b>

Mass care services, including sheltering, feeding, and bulk distribution are rapidly, effectively, and efficiently provided for the population, including those with access and functional needs.

<b>GOAL 8</b>
<b>STRENGTHEN TRAINING, EXERCISE, AND EVALUATION PROGRAMS</b>
<b>Objective 8.1: Strengthen Regional Training Programs</b>
The SDUA has a multi-disciplinary, multi-jurisdictional risk and capabilities driven training program that enhances priority capabilities needed to mitigate the region’s most pressing homeland security-based risks.
<b>Objective 8.2: Enhance Exercise and Evaluation Programs</b>
The SDUA has a regional exercise program that tests and evaluates whether the region has enhanced and/or maintained the right level of capability based on the risks faced by the region, and introduces identified capability gaps and strengths directly into the region’s risk management and planning process for remediation or sustainment.

## **STRATEGY IMPLEMENTATION**

To implement its goals and objectives, the region has developed a series of implementation steps that spell out specific planning, organization, equipment, training, and exercise activities the SDUA will seek to undertake over the next two years. When undertaking these activities, the strategic approach to investing will be premised on three overarching principles:

- Maintain or build capabilities that support the whole region’s ability to manage homeland security-based risk.
- Complete ongoing projects and sustain current priority programs and capabilities in the region.
- Close gaps in capabilities with an emphasis on those capabilities that have the highest risk relevance and the largest capability gaps.

For implementation, the City of San Diego, Office of Homeland Security (OHS), Executive Director will serve as the executive agent by providing day-to-day management of the *Strategy* ensuring that it is updated and followed. This will be done through the development of program guidance, investment justifications, and periodic reporting. OHS will be responsible for working with investment leads, and other relevant stakeholders and agencies to gather information on the status of implementation steps.

## **STRATEGY EVALUATION**

Evaluating the implementation of this *Strategy* will be done through a comprehensive review of risk and capability assessment data, and the status of each implementation step. Such an evaluation requires consistent data collection and analysis to include updating risk assessments, determining which capabilities are most relevant based on risk information, conducting an assessment on those relevant capabilities, and determining where the capability gaps remain.

The SDUA will utilize three main methods for evaluating implementation of the *Strategy*. This includes:

- Self-assessments and reporting
- Performance based assessments (real world and exercise events)
- Modeling and simulation

Finally, the SDUA is committed to building capabilities to enhance security and preparedness across the entire region to address acts of terrorism, and other major threats and hazards. The need to prepare is a cyclical process that requires continuous dedication from the whole community. This current *Strategy* is the SDUA's latest effort in support of that mission.

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# **SECTION 1**

## **INTRODUCTION**

The U.S. Department of Homeland Security's (DHS's) Urban Areas Security Initiative (UASI) program is designed to enhance the capabilities of high-density/high-threat urban areas to prevent, protect against, mitigate, respond to, and recover from threats and acts of terrorism, and other major hazards. In 2003, DHS designated the San Diego Urban Area (SDUA) as a high-threat urban area eligible to receive funding under the UASI grant program. The 2017 SDUA Homeland Security Strategy ("*SDUA Strategy*" or "*Strategy*") is the sixth iteration of the region's strategic approach to homeland security and preparedness. Prior strategy versions were developed in 2003, 2007, 2010, 2012, and 2014.

The SDUA's homeland security program is built upon a risk management process designed to ensure that the right capabilities are in place to manage those threats and hazards that pose the greatest risk to the region, its people, and its critical infrastructure and key resources. The risk of catastrophic events, both natural and man-made, requires continuous attention and strategic commitment from all levels of government, the private sector, and the public. The SDUA region is committed to this effort, and has developed a coordinated and integrated regional governance structure and process, with representation from all stakeholders. Working together, the entire region has strived to integrate preparedness activities, especially preparedness planning at the strategic level. This *Strategy* represents the latest effort in that regard.

### **1.1 Region Overview**

The SDUA encompasses the entire geographical area of San Diego County. The region consists of 18 incorporated cities, and the unincorporated areas of San Diego County. A summary of each jurisdiction in the SDUA is outlined in **Appendix A**. The region's area encompasses 4,261 square miles with 70 miles of coastal beach, and 66 miles of international border. Roughly the size of Connecticut, the region is 65 miles from north to south, and 86 miles from east to west.

The SDUA's total population in 2017 was approximately 3.3 million, with the City of San Diego home to roughly 1.4 million residents. The population of San Diego County is the second largest in California; the landmass of San Diego County is the eleventh largest in the State. The SDUA is geographically "cornered" with the ocean to the west, Mexico to the south, and a wide belt of mountains and deserts to the east. The region is the southernmost major metropolitan area in the State of California, bordering Orange, Riverside, and Imperial Counties to the north and east, and bordering Baja California, Mexico to the south.

Elevation in the region ranges from sea level to about 6,500 feet. The region's San Ysidro Port of Entry is the world's busiest land-border crossing with approximately 50,000 vehicles passing through on a typical day, and over 50 million people crossing the border each year. With more than 1.4 million truck crossings per year, the area's Otay Mesa Port of Entry is the



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largest commercial crossing on the California/Mexico border. Diverse regional industries range from agriculture to tourism.

The physical, social, and economic development of the region has been influenced by its unique geography, which encompasses broad valleys, lakes, forested mountains, and the desert. The SDUA can be divided into three basic geographic areas, all generally running in the north-south direction. The coastal plain extends from the ocean to inland areas for 20 to 25 miles. The foothills and mountains, rising in elevation to 6,500 feet, comprise the middle section of the region. The third area is the desert, extending from the mountains into Imperial County, 80 miles east of the coast. San Diegans can live in the mountains, work near the ocean, and take recreational day trips to the desert.

International trade continues to be a major economic strength for the region. The border between San Diego and Mexico already is the busiest in the world. The San Diego-Tijuana bi-national economy is further enhanced by the North American Free Trade Agreement (NAFTA). Goods moving through the San Diego customs district totaled \$43.4 billion in 2005. Tijuana has become the television producing capital of North America, if not the world, as the advantages of NAFTA have induced Asian manufacturers to establish manufacturing facilities in the region.

One of San Diego's greatest assets is its climate. With an average yearly temperature of 70 degrees Fahrenheit, the local climate has mild winters, pleasant summers, and an abundance of sunshine and light rainfall. The SDUA undergoes climatic diversity due to its varied topography. Traveling inland, temperatures tend to be warmer in the summer and cooler in the winter. In the local mountains, the average daily highs are 77 degrees, and lows are about 45 degrees. The mountains get a light snowfall several times a year. East of the mountains is the Anza Borrego Desert, where rainfall is minimal, and the summers are hot.

### **1.2 Regional Governance Bodies**

Coordination among the following organizations enhances regional preparedness, helps ensure standardization within the SDUA, avoids duplication of efforts, enhances mutual aid response, and maximizes grant funds. The SDUA has established two primary regional bodies to oversee and manage its homeland security program – the Unified Disaster Council (UDC), and the Urban Area Working Group (UAWG). Beneath the UAWG are several issue areas or discipline specific committees that provide subject matter expertise.

#### ***1.2.1 The Unified Disaster Council***

The UDC, a joint powers agreement between all 18 incorporated cities and the County of San Diego, is the governing body of the Unified San Diego Emergency Services Organization (USDESO). The UDC provides for coordination of plans and programs countywide to ensure protection of life and property. The Chair of the San Diego County Board of Supervisors serves as the Chair of the UDC.

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### ***1.2.2 The Urban Area Working Group***

The UAWG is a collaborative subcommittee of the UDC. The mission of the UAWG is to develop strategies, and implement action plans to increase preparedness, prevention, protection, mitigation, response, and recovery capabilities of all first responder agencies and the jurisdictions within the SDUA for terrorist and other natural or man-made incidents. The UAWG is the lead group for establishing SDUA policy and programs to include updating the *SDUA Strategy*, developing the annual UASI grant application, and allocating UASI funding. The UAWG is supported by the City of San Diego OHS.

### ***1.2.3 Regional Technology Partnership Advisory Council***

The San Diego Regional Technology Partnership (RTP) was created to provide the first responders of the SDUA the ability to plan, implement, and utilize technology solutions on a regional basis. The RTP Advisory Council provides monitoring and recommendations to the UDC, UAWG, and the San Diego Association of Governments Public Safety Committee on the implementation of the *Strategy*. The membership of the RTP includes executive representatives from various public safety agencies, including law enforcement, fire service, and emergency management from across the region.

## **1.3 Effort, Local Agencies, and Disciplines**

Development and maintenance of the *Strategy* relies upon the coordination and cooperation of subject matter experts from public safety disciplines, including fire, law enforcement, volunteer groups, emergency management, port security, emergency medical services, public health, and other stakeholder groups who devote their time and knowledge. The SDUA also recognizes that day-to-day public safety policy development and implementation is the responsibility of local jurisdictions, while at the same time recognizing that such local capabilities are essential to building regional capacity for which the *Strategy* is designed. Properly organized, trained, and equipped personnel within a broad range of disciplines are essential to successful execution of homeland security operations. **Appendix B** lists the disciplines, their missions, and key stakeholders represented within the SDUA's homeland security planning and collaboration framework.

## **SECTION 2**

### **PURPOSE**

The purpose of the *SDUA Strategy* is to ensure the entire region has a single, data-driven document that outlines the region's vision, structure, goals, and objectives for homeland security. Ideally, and as feasible, the Strategy will follow a comprehensive biennial review and update process. At a minimum, the Strategy will be updated at least once every five years. Having such a document and process will ensure the region is in the best possible position to clearly track and articulate its risk and capability needs to local leaders, the State of California, and DHS when seeking resources to reduce that risk and satisfy those capability needs. The *Strategy* is designed primarily to address terrorism risk with an understanding that capabilities enhanced to combat terrorism can also enhance the ability to manage natural disasters, and other man-made incidents.

The *Strategy* outlines a comprehensive system for enhancing regional capability and capacity that will guide the region's efforts to:

- Prevent and disrupt terrorist attacks.
- Protect the people of the SDUA and its critical infrastructure.
- Mitigate the effects of terrorist incidents, and other disasters.
- Respond to and recover from any major incidents that do occur.
- Continue to strengthen our preparedness foundation to ensure our long-term success.
- Steer future investments, increase capabilities, and reduce risk.

#### **2.1 Strategy Scope**

Homeland security is an exceedingly complex endeavor requiring coordination, cooperation, collaboration, and focused effort from the entire region — residents, government, as well as the private sector, and non-governmental organizations. To ensure an integrated approach to this task, this *Strategy* is not a grant strategy; it is the entire region's comprehensive homeland security strategy that will be implemented through projects funded by local funds, state funds, and federal grants. The SDUA will apply the resources available from multiple sources to address unique planning, organizational, equipment, training, and exercise needs to assist in building an enhanced and sustainable capacity to prepare for terrorism and all hazards.

The *Strategy* is not an operational or tactical plan. It does not alter the statutory or regulatory authority or responsibility of any agency in the SDUA related to public safety, health, and security. Nor does the *Strategy* impose any affirmative duty for any jurisdiction or entity to take any action or inaction concerning public health, safety, or security. Rather, the *Strategy* is designed as an integration tool and guide to better coordinate and focus those disparate authorities and resources necessary to achieve homeland security across the whole community.

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Plans, such as local hazard mitigation plans, and emergency operations plans often describe functions, authorities, and operational responsibilities and tactics used during an incident. While distinct, the *Strategy* and related plans should reinforce one another, providing a consistent framework and taxonomy of hazards and capabilities the SDUA (and its component jurisdictions) must prepare for, build, and sustain, respectively.

**The *Strategy* is a tool to integrate and guide coordination across often disparate authorities and resources necessary to achieve homeland security across the whole community.**

The *Strategy* not only guides the implementation of local priorities and initiatives, but also serves as a mechanism to steer the implementation of state and national priorities, such as the National Preparedness Goal (NPG), and the California Homeland Security Strategy, at the local level.

## SECTION 3

### VISION

The SDUA will operate as a unified multi-jurisdictional and multi-disciplinary partnership. The region will continue to improve prevention, protection, mitigation, response, and recovery capabilities through comprehensive and integrated planning, organization, equipping, exercising, and training efforts. These efforts will prevent terrorism or reduce vulnerabilities and associated impacts resulting from a terrorist attack, or other catastrophic events. The SDUA envisions a cross-jurisdictional partnership and commitment to fully integrate emergency planning processes across the region. This *Strategy* will continue the unprecedented levels of standardization, interoperability, and inter-agency cooperation achieved since its initial development in 2003.

#### 3.1 The Whole Community Approach

The SDUA's vision for homeland security and emergency preparedness is consistent with the "whole community" approach issued formally in 2011 by FEMA. Whole community is a means by which private and nonprofit sectors, including businesses, faith-based, access and functional needs organizations, residents, visitors, and government agencies at all levels, collectively understand and assess the needs, and determine the best ways to organize and strengthen their assets, capacities, and interests.<sup>1</sup>

There are three core principles for the whole community approach.

- **Understand and meet the actual needs of the whole community.** This includes understanding demographics, values, norms, community structures, networks, and relationships. This inward-looking focus allows public health and safety officials to gain a better understanding of the community's needs and how to meet those needs.
- **Engage and empower all parts of the community.** Engaging the whole community and empowering local action will better position stakeholders and community members to plan for and meet their own needs.
- **Strengthen what works well in communities on a daily basis.** Building from institutions, mechanisms, and systems already in place is the most efficient and effective way to strengthen preparedness and resiliency across a community.

The purpose of using the whole community approach is to ensure that public health and safety agencies engage and work *with* the community and not just *for* the community. The challenge for those professionals engaged in homeland security is to understand how to work with the diversity of groups and organizations, and the policies and practices that

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<sup>1</sup> Federal Emergency Management Agency, *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action* (December 2011), page 3.

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emerge from them in an effort to improve homeland security. Engaging the whole community will likely mean different things to different groups within different communities. Therefore, a community's needs and level of ability in homeland security and emergency preparedness will vary across the SDUA's diverse jurisdictions.

Consistent with the whole community concept, supporting community members with access and functional needs is fully integrated throughout the *Strategy's* goals and objectives. This approach avoids treating those with access and functional needs as an ancillary issue separate from the rest of the community. By fully integrating the requirements of those with access and functional needs into various solution areas throughout the goals and objectives, the SDUA will increase the likelihood of addressing and meeting those requirements.

## SECTION 4

# FOCUS AND MISSION

### 4.1 Focus and Mission Overview

To achieve its vision, the *SDUA Strategy* will focus on actions in each of the five homeland security mission areas: prevent, protect, mitigate, respond, and recover. Certain programs cross all mission areas; these are listed later in this document under the category “common.” The five mission areas are broken down as follows:

#### 4.1.1 Prevention

Actions that seek to avoid, intervene, or stop a criminal or terrorism incident from occurring. Prevention involves applying intelligence to a range of activities that may include countermeasures such as deterrence operations, heightened inspections, improved surveillance and security operations, investigations to determine the full nature of the threat, and specific law enforcement operations aimed at interdicting, or disrupting illegal activity, and apprehending potential perpetrators.

#### 4.1.2 Protection

Activities to reduce the vulnerability of critical infrastructure or key resources to deter or neutralize a terrorist incident, major disasters, and other emergencies. Protection includes elevating awareness and understanding of threats and vulnerabilities to critical facilities, systems, and functions, identifying and promoting effective sector-specific infrastructure protection practices and methodologies, and sharing information among private entities within the sector, as well as between government and the private sector.

#### 4.1.3 Mitigation

Actions that reduce loss of life and property by lessening the impact of disasters. Mitigation is achieved through risk analysis, which creates a foundation for activities that aim to reduce system or asset vulnerabilities, and the consequences of disasters. This may involve public education and outreach activities, and taking actions at critical infrastructure and key resource sites to reduce the vulnerability to technological, and human-caused threats and hazards.

#### 4.1.4 Response

Activities to address short-term and direct effects of an incident. Response includes immediate actions taken to save lives, protect property, and meet basic human needs. This involves executing emergency operation plans, and other immediate response activities designed to limit unfavorable outcomes from an incident.

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### 4.1.5 Recovery

Activities that include the development, coordination, and execution of service-and-site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; and additional measures for social, political, environmental, and economic restoration.

### 4.2 The National Preparedness Goal and the Core Capabilities

In 2015, DHS released the revised National Preparedness Goal (NPG). At the center of the NPG are the Core Capabilities. The Core Capabilities are 32 capabilities necessary to prevent, protect against, mitigate, respond to, and recover from a wide range of hazards based on the results of a national risk assessment conducted by DHS. The Core Capabilities serve as the successor to the Target Capabilities List. **Table 1** outlines the Core Capabilities by homeland security mission area.

**Table 1**  
**Core Capabilities by Mission Area**

Common				
Planning				
Public Information and Warning				
Operational Coordination				
Prevention	Protection	Mitigation	Response	Recovery
Forensics and Attribution	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cybersecurity	Long-term Vulnerability Reduction	Environmental Response/Health and Safety	Health and Social Services
Interdiction and Disruption	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Systems	Infrastructure Systems
	Physical Protective Measures		Fire Management and Suppression	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Mass Care Services	
	Screening, Search, and Detection		Mass Search and Rescue Operations	
	Supply Chain Integrity and Security		On-scene Security and Protection	
			Operational Communications	
			Logistics and Supply Chain Management	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	

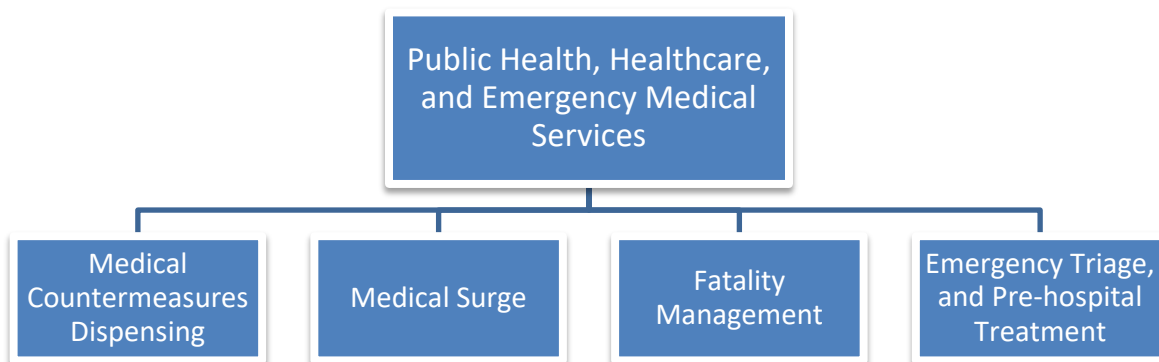


### **4.3 Public Health and Medical Capabilities**

The NPG has only one all-inclusive Public Health, Healthcare, and Emergency Medical Services capability under the response mission area. However, the Centers for Disease Control and Prevention's (CDC's) *Public Health Preparedness Capabilities, National Standards for State and Local Planning* outlines a series of capabilities (15 in total) intended to "assist state and local planners in identifying gaps in preparedness, determining the specific jurisdictional priorities, and developing plans for building and sustaining capabilities."<sup>2</sup> In addition, the office of the Assistant Secretary for Preparedness and Response (ASPR) at the U.S. Department of Health and Human Services has issued the *Healthcare Preparedness Capabilities* to assist hospitals and other healthcare providers in tandem with the CDC guidance.

For the *Strategy*, the SDUA uses certain of the CDC and ASPR capabilities to inform and provide more detail around the Public Health, Healthcare, and Emergency Medical Services Core Capability. This ensures consistency between the broader homeland security efforts in the region, and the specific medical and health programs the region's public health and medical stakeholders are engaged in with the CDC, ASPR, and the California Department of Public Health. Moreover, all of the efforts undertaken to enhance these medical and health capabilities can be "rolled-up" under the single Public Health, Healthcare, and Emergency Medical Services Core Capability for reporting purposes to DHS, and the California Governor's Office of Emergency Services. This framework is outlined in **Figure 1** below.

**Figure 1: SDUA's Public Health, Healthcare, and Emergency Medical Capabilities**



<sup>2</sup> Centers for Disease Control and Prevention, *Public Health Preparedness Capabilities, National Standards for State and Local Planning* (2011). Neither the CDC or ASPR has a capability focused primarily on emergency medical services. However, the former Emergency Triage and Pre-hospital Treatment Target Capability was primarily focused on the emergency medical services community. As such, the SDUA will continue to use that capability in the *Strategy* as part of its medical and health objectives.

## SECTION 5

# GOALS AND OBJECTIVES

### 5.1 Overview

The goals and objectives of the *SDUA Strategy* serve as the core for what the region will seek to achieve over the next two years across the homeland security mission areas, based on the latest risk and capability levels identified in the region. In total, there are 8 goals and 27 objectives for the SDUA to strive towards over the next two years.

The goals and objectives are directed towards the next two years, but may be reviewed and updated annually, or as needed. It is likely that some of the objectives will carry over from year to year while others may be removed or updated based on the region's progress and actual needs. The goals and objectives will continue to be defined by risk analysis, identified preparedness gaps, and sustainment priorities.

### 5.2 Formulating and Organizing the Goals and Objectives

Organization and formulation of the goals and objectives is based on the latest data captured in the *2017 SDUA Risk, Capability, and Strategy Implementation Report*, along with regional subject matter experts' input through a series of meetings and workshops.

The goals and objectives represent not only the priorities of the region, but also the region's implementation of state and national level policy and priorities at the regional level. As such, each goal is based on alignment with the national homeland security mission areas, and a goal or set of goals from the State of California Homeland Security Strategy. Each objective is aligned with a Core Capability from the NPG, or a CDC Public Health Preparedness Capability for medical and health related objectives. The purpose of aligning each objective to a capability is to ensure the *Strategy* is designed around managing risk by enhancing capabilities through investments and other activities.

### 5.3 Structuring and Implementing the Goals and Objectives

Using the capabilities-based planning model, as outlined by DHS, each goal and related objective(s) will be implemented through a series of implementation steps and resource elements divided among the elements of capability – planning organization, equipment, training, and exercises, as defined in **Table 2** below. These implementation steps are housed in separate spreadsheets, and managed by OHS, and the respective regional goal and investment leads.

**Table 2**  
**Elements of Capability**

<b>Planning</b>	Development of policies, plans, procedures, mutual aid agreements, strategies, including for the collection and analysis of intelligence and information, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and actions.
<b>Organization</b>	Specific personnel, groups, or teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. Paid and volunteer staff who meet relevant qualifications and certification standards necessary to perform assigned missions and tasks.
<b>Equipment</b>	Major items of equipment, supplies, facilities, and systems that comply with relevant standards necessary to perform assigned missions and tasks.
<b>Training</b>	Content and methods of delivery that comply with training standards necessary to perform assigned missions and tasks.
<b>Exercises</b>	Exercises, self-assessments, peer-assessments, outside review, compliance monitoring, and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other capability elements for performing assigned missions and tasks to standards necessary to achieve successful outcomes.

The POETE elements list resources needed for the region to close capability gaps or sustain capability levels, and thus achieve an objective. In some cases, an objective will not have every POETE element filled in as part of the objective's implementation. This is the result of there being no significant gap or need identified during the latest capabilities assessment and gap analysis in that POETE element.

The SDUA is extremely diverse with large urban centers home to populations well over 1 million, and other communities as small as just over 4 thousand people. This dynamic means the needs and required capabilities in each of the 18 jurisdictions are not equal, as the risk of terrorism is especially concentrated in the larger urban centers. However, at the same time, threats to urban centers may originate outside of their jurisdiction, and even outside the SDUA. To manage this complex risk environment, the goals, objectives, and implementation steps will often differentiate between actions that require a regional approach, versus a region-wide effort. These terms are defined as follows:

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- **Regional:** Building and/or sustaining a single asset, entity, team, or system that serves all jurisdictions in the region.
- **Regionwide:** Building and/or sustaining an asset, system, or activity in some capacity in many or even all of jurisdictions in the region.

Whether the SDUA takes a regional or region-wide approach to building or sustaining capabilities will depend on the nature and purpose of the capability being developed. Moreover, in some cases, local jurisdictions in the region may choose to build a capability on their own, but the SDUA may not provide resources in support of that capability if it does not meet a strategic requirement for the SDUA. The SDUA, through this *Strategy*, is focused on the needs of the region as a whole, and the best and most efficient means of building capabilities with limited resources to enhance security and preparedness across the entire region.

The following are examples of regional and region-wide teams, assets, systems, and activities:

### **Regional**

- Law Enforcement Coordination Center
- Hazardous Incident Response Team
- Public Safety Bomb Squad
- Urban Search and Rescue Team
- Regional Training Coordinator
- Mobile Field Force

### **Regionwide**

- Cybersecurity assessments and planning
- Training on emergency planning
- Incident Command System training
- Terrorism Liaison Officer training
- Emergency Operations Center equipment

## **5.4 Managing the Goals and Objectives**

**Appendix C** lists the key agencies, disciplines, and committees that have responsibility for managing the implementation of each of the goals and related objectives. As discussed in more detail in section 6 herein, the San Diego OHS, and the San Diego County Office of Emergency Services (OES) will work with those entities in tracking implementation.

While Goal 8 addresses managing the regional training and exercise program, most objectives in the *Strategy* have a training and exercise element to them. As such, it will be the responsibility of the investment leads involved in implementing those objectives under the first seven goals in the *Strategy* to ensure that the Regional Training and Exercise Committee under Goal 8 reviews any training and exercise(s) requests prior to their being funded.

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Set forth below are the 8 goals and 27 objectives under the *2017-2019 SDUA Homeland Security Strategy*.

<b>GOAL 1</b>	<b>Mission Area(s)</b>	<b>Core Capabilities</b>	<b>State Strategy</b>
<b>STRENGTHEN THE REGIONAL RISK MANAGEMENT, PLANNING, AND EMERGENCY MANAGEMENT PROGRAMS</b>	All	Planning Risk and Disaster Resilience Assessment Threats and Hazard Identification Public Information and Warning Operational Coordination	Not Applicable

In 2010, the SDUA began developing an integrated regional risk management framework and planning program to enable the region to develop, sustain, and fund programs, plans, and operations based on risk and capabilities assessment data. Today, this effort involves software, personnel, and processes to better capture, aggregate, and analyze data to make informed decisions across the full spectrum of homeland security activities - from prevention through recovery.

### **Objective 1.1: Enhance Planning and Risk Management Capabilities**

The SDUA can identify and assess risks and required capabilities; prioritize and select appropriate prevention, protection, response, and recovery planning and investment solutions based on reduction of risk; monitor the outcomes of allocation decisions; and undertake corrective actions.

The SDUA's risk management framework is a planning tool that encompasses people, systems, technology, and procedures that will continue to influence strategic region-wide planning, as well as tactical, and operational level planning. The risk management framework will utilize all available data and subject matter expertise to help policy makers make informed decisions on what actions should be taken based on the costs of such actions, and the return on investment. This will include overall management of the *Strategy*, including overseeing and tracking its implementation.

**Objective 1.2: Strengthen Public Information and Warning Capabilities**

The SDUA has an overarching interoperable and standards-based system of multiple emergency public information and warning systems that allows SDUA leaders and public health and safety personnel to disseminate prompt, clear, specific, accurate, and actionable emergency public information and warnings to all affected members of the community in order to save lives and property concerning known threats or hazards.

To achieve this objective the SDUA will continue to build out its public information and warning system. This involves more than just products or technology. It includes well-trained and tested personnel, and effective plans, procedures, and organization that play a vital role in developing a complete public information and warning system across the region. To that end, the Operational Area (OA), and the City of San Diego have developed and maintain robust capabilities for notification, alert, warning, and distribution of emergency public information.

Both the OA Emergency Operations Plan, and the City of San Diego Emergency Operations Plan, and annexes, recognize the importance of emergency communications to the public. If an emergency occurs, but is confined to San Diego City limits, emergency public information is managed by the City. If two or more city jurisdictions are involved in an incident, the OA assumes the role for coordination of emergency public information. At the OA level, responsibility for maintenance of the public information and warning capability has been assigned to the County Department of Media and Public Relations. At the City of San Diego level, the responsibility falls within the Office of the Mayor, Director of Communications.

**Objective 1.3: Strengthen Operational Coordination Capabilities**

The SDUA has a fully integrated response system through a common framework of the Standardized Emergency Management System (SEMS), Incident Command System, (ICS) and Unified Command, including the use of emergency operations centers (EOCs), emergency plans and standard operating procedures, incident action plans, and the tracking of on-site resources to manage major incidents safely, effectively, and efficiently. EOCs can effectively plan, direct, and coordinate information and activities internally within EOC functions, and externally with other multi-agency coordination entities, command posts, and other operations centers to effectively coordinate disaster response operations.

At the core of this objective is the ability for the region to conduct coordinated operations for multi-agency and multi-jurisdictional incidents at the EOC, department operations center, and field levels based on effective emergency operations plans, and ICS. As part of its incident management system, the SDUA currently uses the SEMS, which fulfills many of the requirements of the National Incident Management System (NIMS). The SDUA has been actively implementing NIMS into every aspect of emergency preparedness activities since 2004, and will incorporate the latest NIMS guidance from 2017 going forward.

The SEMS is the cornerstone of California's emergency management system, and the fundamental structure for the response phase of emergency management. The SEMS is

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mandated by the California Emergency Services Act (ESA), California Government Code Section 8607, for managing response operations to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels that are activated as necessary:

- Field Response
- Local Government
- Operational Area
- Regional
- State

SEMS incorporates the use of ICS, the Master Mutual Aid Agreement, existing mutual aid systems, the OA concept, and multi-agency or inter-agency coordination.

Both the City and the County of San Diego have robust emergency operations base-plans, and associated annexes to support this objective. Each jurisdiction will continue to maintain and update those plans as needed. A key element to maintaining and enhancing these plans is the continued inclusion of those with access and functional needs in the planning process.

In 2014, the SDUA began developing the access and functional needs software module to serve as an enhancement to the region's risk management program. The module helps ensure whole community engagement and participation in the homeland security enterprise by incorporating population data sources for those with access and functional needs in a geospatial and actionable display. The system integrates threat and hazard information with selected population data, and supports both improved operational planning, and real-time first responder functions.

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GOAL 2	Mission Area(s)	Core Capabilities	State Strategy
<b>ENHANCE INFORMATION ANALYSIS, INFRASTRUCTURE PROTECTION, AND CYBERSECURITY CAPABILITIES</b>	Prevention	Intelligence and Information Sharing	Goal 1 – Enhance Information Collection, Analysis, and Sharing in Support of Public Safety Operations Across California
	Protection	Physical Protective Measures	Goal 2 – Protect Critical Infrastructure and Key Resources from All Threats and Hazards
		Forensics and Attribution	Goal 3 - Strengthen Security and Preparedness Across Cyberspace
		Cybersecurity	Goal 9 - Strengthen Food and Agriculture Preparedness
		Access Control and Identity Verification	
		Risk Management for Protection Programs and Activities	

Collecting and sharing information to protect critical infrastructure, including cyber infrastructure and systems, from threats and acts of terrorism is a core element of homeland security in the SDUA. The SDUA's approach under this goal is to fuse the two missions of information analysis and infrastructure protection by collecting, analyzing, and mapping threats against critical infrastructure, determining the threatened infrastructure's vulnerability, and recommending a suite of protective measures to mitigate the risk posed by the threat. The region's efforts under Goal 2 are guided by the California Homeland Security Strategy, the National Infrastructure Protection Plan, the National Strategy for Information Sharing and Safeguarding, and the Framework for Improving Critical Infrastructure Cybersecurity.

In 2008, the SDUA opened the Law Enforcement Coordination Center (LECC), which is the region's all crimes, all hazards fusion center, and a part of the California State Threat Assessment System (STAS).<sup>3</sup> The LECC operates as a collaborative partnership among federal, state, and local law enforcement/public safety agencies focused on enhancing coordination, information sharing, regional preparedness, training, and investigative support/analysis for first responders, and other public and private stakeholders. Maintaining and enhancing the LECC's capabilities is at the center of Goal 2. The core

<sup>3</sup> The California STAS is the state's fusion center network, which serves as a key prevention component of California's Homeland Security Strategy. The STAS assists in the detection, prevention, investigation, and response to criminal and terrorist activity, disseminates intelligence, shares information, and facilitates communications between tribal, local, state, and federal agencies, and private sector partners to help address critical threats and public safety issues facing California.



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components of the LECC that the SDUA will maintain and enhance are the Critical Infrastructure Protection Program (CIP), the Investigative Support Unit, the Cyber Intelligence Unit, and the training section for the region's Terrorism Liaison Officer (TLO) and Infrastructure Liaison Officer (ILO) programs.

### **Objective 2.1: Enhance Intelligence Collection, Analysis, and Sharing**

The SDUA has systems and procedures to effectively collect, analyze, and timely share information and intelligence across federal, state, local, tribal, territorial, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, mitigation of, and response to a threatened or actual terrorist attack, major disaster, or emergency. This involves sustaining and building upon the ability to identify and systematically report suspicious activities associated with potential terrorist or criminal pre-operational activities, including planning and logistics.

To implement this objective, the SDUA will ensure the LECC maintains full capability across all of the nationally developed fusion center Critical Operational Capabilities, and the Enabling Capabilities. In addition, the region will build and sustain its TLO program, which seeks to create an enhanced sense of awareness among first responders, specifically related to pre-incident indicators and warnings of a terrorist plot. By providing an awareness of these indicators, the objective is to encourage the detection, collection, and reporting of suspicious activities/incidents that may serve as the legal predicate for opening a counter-terrorism investigation.

### **Objective 2.2: Increase Regional Critical Infrastructure Protection Activities and Programs**

The SDUA can assess the risk to the region's physical critical infrastructure and key resources from acts of terrorism and natural hazards, and deploy a suite of actions to enhance protection and reduce the risk to the region's critical infrastructure and key resources from all hazards. This includes a risk-assessment process and tools for identifying, assessing, cataloging, and prioritizing assets from across the region.

The protection of critical infrastructure across the SDUA is a public and private sector responsibility. The ownership and operation of much of the region's critical infrastructure is managed by the private sector, while the public sector provides emergency response capabilities, and often supplements private security operations at large venues. To help integrate and coordinate the public and private sector's roles and responsibilities under this objective, the LECC's CIP will continue to coordinate the identification and prioritization of infrastructure in San Diego and Imperial Counties. The LECC will also continue to provide technical assistance to facilities that minimizes risk to terrorism, criminal acts, and natural hazards.

The CIP program offers facility security surveys, develops key infrastructure sector specific awareness products, and produces 360-degree visual virtual walkthroughs of facilities designed to assist first responders. In addition, the LECC's ILO program provides training to

the private sector and coordinates all outreach, training, and exercises in partnership with the San Diego InfraGard Chapter. ILOs are trained to detect and report suspicious activities at critical infrastructure across the region.

**Objective 2.3: Strengthen Law Enforcement Investigation and Attribution Capabilities**

The SDUA law enforcement community can ensure that suspects involved in criminal activities related to homeland security are successfully detected, identified, and investigated.

At the core of the region’s counter terrorism investigative efforts is the Joint Terrorism Task Force (JTTF) managed by the FBI. The JTTF is comprised of local, state, and federal law enforcement, and intelligence personnel that investigate threats and acts of terrorism that impact the SDUA. Through this objective, the LECC will continue to support the JTTF through the LECC’s Investigative Support Unit (ISU), a collaborative effort between intelligence professionals from federal, state, and local entities that provides investigative case support for counter-terrorism and other crimes. The ISU is staffed by experienced analysts who provide assistance from initiation through adjudication of a case or project. In addition, the Technical Operations Unit assists sworn law enforcement with the installation, maintenance, and lending of specialized technical equipment in support of ongoing criminal investigations.

**Objective 2.4: Enhance Cybersecurity**

Government and private sector entities in the SDUA have risk-informed guidelines, regulations, and standards in place to ensure the security, reliability, integrity, and continuity of critical cyber information, records, and communications systems and services. The SDUA can implement and maintain procedures to detect malicious activity, and conduct technical and investigative-based countermeasures, mitigations, and operations against existing and emerging cyber-based threats.

The SDUA recognizes that cyberspace is a permanent fixture in our society, the importance of which will only grow over time. There is also a growing recognition that securing cyberspace involves all facets of preparedness (prevention, protection, mitigation, response, and recovery), and requires multiple Core Capabilities, beyond just “cybersecurity,” to ensure the functionality, security, and resiliency of cyberspace. Moreover, for the SDUA, cybersecurity is a whole community, and whole of government responsibility, not just an information technology sector duty. This approach emphasizes people and procedures, as much as equipment and software.

Efforts to improve cybersecurity across the SDUA will focus on awareness, especially threat awareness. Individuals across agencies and organizations in the SDUA must remain proactive, vigilant, and cognizant of threats in order to make informed decisions regarding online actions, and rapidly adopt security measures in the face of emerging threats. To support such efforts, the LECC Cyber Intelligence Unit provides advanced cyber capabilities to local, state, and federal law enforcement, as well as various critical infrastructure partners

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throughout the region. These capabilities include the identification of malicious activity across the region, and providing the details of that behavior in a timely and actionable manner to those who need it. The LECC creates tactical, technical, regional, and strategic cyber intelligence products, often jointly with other organizations, for distribution with partners throughout the nation.

In addition to the LECC's efforts, several jurisdictions, including the City of San Diego and the County of San Diego, have taken steps to improve the security of their own cyber systems. This includes a cybersecurity risk and capability assessment, and a strategic plan in the City of San Diego, and the creation of the Cyber Disruption Response Team at the county level. Going forward, the objective is for the remaining jurisdictions in the region to take their own tailored steps to enhance the security of their own cyber systems and networks, and to develop a comprehensive cybersecurity program for the entire region.

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GOAL 3	Mission Area(s)	Core Capabilities	State Strategy
<b>STRENGTHEN CAPABILITIES TO DETECT THREATS FROM CBRNE MATERIALS AND WMD, AND TO EFFECTIVELY IMPLEMENT ALL HAZARDS RESPONSE</b>	Prevention  Response	Environmental Response, Health, and Safety  On-Scene Security, Protection, and Law Enforcement  Mass Search and Rescue  Screening, Search, and Detection  Interdiction and Disruption	Goal 6 – Enhance Multi-Jurisdictional / Inter-Jurisdictional All-Hazards Incident Catastrophic Planning, Response, and Recovery Capabilities

Goal 3 focuses primarily on building and sustaining the capabilities of regional specialty teams and task forces. These teams and task forces include:

- Mobile Field Force
- Hazardous Incident Response Team
- Public Safety Bomb Squad
- Special Weapons and Tactics Team
- Urban Search and Rescue Team
- San Diego Regional Aquatic Lifesaving Emergency Response Taskforce
- Secondary Screening Team for Preventive Radiological Nuclear Detection

Through these several teams, the SDUA will strive to operate at the optimum capability levels, relative to the region's risk environment, under various typing, credentialing, and accreditation authorities, and standards. This includes the NIMS, SEMS, the FBI's Hazardous Devices School, the National Tactical Officers Association, and others. The emphasis for the SDUA under Goal 3 will be to focus on building and sustaining capabilities for those teams, and task forces that have been designated a "regional asset."

### **Objective 3.1: Enhance On-Scene Security, Protection, and Law Enforcement through Emergency Public Safety and Security Response**

The region's mobile field force, in coordination with other public safety agencies within the SDUA, can keep the public and critical infrastructure safe during an incident by securing an incident scene, and maintaining law and order following an incident, disaster, or emergency.

The SDUA will ensure the region maintains a Mutual Aid Response Mobile Field Force consistent with the State of California's 2016 Law Enforcement Guide for Emergency Operations. Such a Mobile Field Force will be a regionally-organized, trained, and equipped group of officers that can be deployed to support incident management operations anywhere

in the region. However, unlike the state guidance, regional mobile field forces in the SDUA may come from a single agency, and not necessarily from a coalition of law enforcement agencies in the region. At present, the City of San Diego, and the San Diego Sheriff's Department each maintains a mobile field force that meets the region's requirements.

**Objective 3.2: Strengthen Mass Search and Rescue Capabilities**

Public safety personnel in the SDUA can conduct search and rescue operations to locate and rescue persons in distress, and initiate community-based search and rescue support-operations across a geographically dispersed area, including land and marine environments. The region can synchronize the deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts, and transition to recovery.

The SDUA has multiple search and rescue capabilities that it will seek to maintain and enhance under this objective. For urban search and rescue (US&R), the region will maintain its type 1 task force (California Task Force 8) consisting of 70 technical rescue and incident management specialists. Task Force 8 is specially trained to assist local agencies throughout the region, the state, and the entire nation in mitigating large scale urban disasters, both natural and man-made. The Task Force's expertise is "confined space search and rescue" where structures have collapsed, e.g., from an earthquake or a bombing.

For maritime incidents, in August 2004, the SDUA developed the San Diego Regional Aquatic Lifesaving Emergency Response Taskforce (SDR ALERT). This community of professionals includes members from local, state, and federal agencies that operate in the maritime domain, such as lifeguard agencies, harbor patrol units, Fish and Game, U.S. Customs and Boarder Protection, and the U.S. Coast Guard. The mission of SDR ALERT is: "To unify regional emergency services to meet current and future challenges in routine and catastrophic water borne emergencies." SDR ALERT has been responsible for numerous successes in fostering regional cooperation and readiness. Some examples include regional air/sea disaster planning and exercises, regional swift-water response planning and guidelines, and regional field training exercises on the issue of in-water missing persons.

**Objective 3.3: Strengthen On-Scene Security, Protection, and Law Enforcement through Explosive Device Response Operations**

Public safety bomb squads in the SDUA can conduct threat assessments, render safe explosives and/or hazardous devices, and clear an area of explosive hazards in a safe, timely, and effective manner. This involves the following steps in priority order: ensure public safety, safeguard the officers on the scene (including the bomb technician), collect and preserve evidence, protect and preserve public and private property, and restore public services.

Under this objective, the SDUA will maintain and enhance the two public safety bomb squads in the region – the City of San Diego Fire Bomb Squad, and the San Diego County Sheriff's Bomb/Arson Unit. Each squad will seek to sustain their current NIMS type 1 status. This

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means each full-time bomb squad can handle a complex incident, which may include multiple or simultaneous life-threatening or time-sensitive improvised explosive devices involving sophisticated improvised energetic materials, electronic/remote firing systems, and tactical explosive breaching support. The squads will also maintain render safe capabilities up to and including large vehicle borne IEDs (capable of containing up to 60,000 lbs. of explosive material), and CBRN dispersal devices.

### **Objective 3.4: Enhance Environmental Response/Health and Safety through Weapons of Mass Destruction (WMD)/Hazardous Materials (HazMat) Response and Decontamination Capabilities**

Responders in the SDUA can conduct health and safety hazard assessments and disseminate guidance and resources, including deploying HazMat response and decontamination teams, to support immediate environmental health and safety operations in the affected area(s) following a WMD or hazardous materials incident. Responders are also able to assess, monitor, and provide resources necessary to transition from immediate response to sustained response and short-term recovery.

To ensure the region has the capacity to respond to a WMD incident, the SDUA will maintain its regional type 1 Hazardous Materials Incident Response Team (HIRT). The HIRT is jointly managed by the San Diego County Department of Environmental Health, and the San Diego Fire & Life Safety Services Department. The HIRT consists of ten California State Certified Hazardous Material Specialists, and uses state of the art detection and chemical analysis equipment to aid in identifying unknown hazardous and non-hazardous substances. In addition to dealing with "routine" hazardous materials emergency challenges, HIRT members are trained in the identification and mitigation of hazardous materials associated with chemical, biological, radiological, nuclear, and explosive weapons of mass destruction.

### **Objective 3.5: Strengthen Screening, Search, and Detection Capabilities**

The SDUA can rapidly detect, identify, and interdict radiological and nuclear materials that are out of regulatory control at borders and ports of entry, critical infrastructure locations, and major public events in a manner consistent with the global nuclear detection architecture. The SDUA can also communicate radiological and nuclear detection, identification, and warning information to appropriate entities and authorities across the local, state, and federal level.

In 2009/2010, through the DHS Domestic Nuclear Detection Office (DNDO), the SDUA developed the West Coast Maritime Pilot-San Diego, an operational maritime radiological/nuclear detection and interdiction capability to address the risk of radiological/nuclear materials entering the waterways on small vessels. This pilot effort was successful, and has evolved into a standing regional maritime program. This PRND program is under the auspices of the San Diego Area Maritime Security Committee (AMSC). The AMSC then established and chartered a PRND Sub-Committee to oversee the program. Going forward, the region is committed to building upon the achievements made under the PRND pilot program, and expanding it across the entire region. This will include developing plans, acquiring equipment, and conducting training to operate in a steady state, enhanced steady

state, and FBI-led radiological nuclear search operations through primary and secondary screeners from across the region.

**Objective 3.6: Enhance Interdiction and Disruption Capabilities Through Law Enforcement Tactical Operations**

The SDUA maintains law enforcement tactical teams that can operate effectively in all of the following areas, including environments involving hazardous materials - hostage rescue, barricaded gunman, sniper operations, high-risk warrant service and high-risk apprehension of terrorist suspects and other dangerous criminals, high-risk security operations, terrorism incident response, special assignments, and other incidents which exceed the capability and capacity of all other law enforcement units in the SDUA.

At present, there are ten law enforcement tactical teams operating in the SDUA. Among these teams, six are tier 1 teams, and four are tier 2 teams under the National Tactical Officers Association standards. Enhancing coordination to address complex incidents through joint training and exercising will be a key priority under this objective. Moreover, given the number of teams, the region will seek to prioritize capabilities and needs to ensure the optimum level of capability is present under limited resources.

<b>GOAL 4</b>	<b>Mission Area(s)</b>	<b>Core Capabilities</b>	<b>State Strategy</b>
<b>STRENGTHEN COMMUNICATIONS CAPABILITIES</b>	Response	Operational Communications	Goal 4 – Strengthen Communications Capabilities Through Planning, Governance, Technology, and Equipment

Communications capabilities are vital for effective incident management operations. The term “interoperable communications” is commonly defined by DHS as “the ability of public safety emergency responders to communicate with whom they need to, when they need to, as authorized.” Achieving interoperable communications among multiple agencies, and across multiple jurisdictions is a complex and expensive endeavor that involves more than just acquiring equipment. Consistent with State of California guidance, and federal guidelines, the SDUA will apply all five highlighted elements of the DHS recognized Interoperability Continuum necessary for successful advancement of interoperable communications in the region:

- **Governance** structures to provide the framework in which stakeholders can collaborate and make decisions to achieve interoperable communications.
- **Standard operating procedures** to enable emergency responders to successfully coordinate and communicate across disciplines and jurisdictions during an incident.
- **Technology** that covers voice, data, and video, and is scalable to effectively support day-to-day incidents, as well as large-scale disasters.
- **Training and exercises** to practice communications interoperability to ensure that the technology and standard operating procedures work in support of responders effectively communicating during an incident or disaster.
- **Usage** of interoperable communications technologies based on progress and interplay among the other four elements on the Interoperability Continuum.



**Objective 4.1: Enhance Operational Communications Capabilities**

The emergency response community in the SDUA can provide a continuous flow of mission critical voice, data, and imagery/video information among multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies, and SDUA governmental officials for the duration of an emergency response operation. The SDUA can also re-establish sufficient communications infrastructure within the affected areas of an incident, whatever the cause, to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.

The SDUA has engaged in a comprehensive and integrated regional effort to develop and improve communications capabilities. The SDUA communications technology strategy is to design and implement regional solutions, and upgrade both the Regional Communications System (RCS), an 800 MHz voice network that provides a coordinated communications capability, and the City of San Diego Radio System (CITY) to P-25 standards-based shared digital voice radio systems.

The CITY is a 700/800 MHz public safety trunked radio network serving the city's fire department, police department, and EMS voice communications operations. In addition, the CITY network supports the safety voice communications needs of the San Diego Unified School District, and the San Diego Community College District, and other municipal fire departments.

The RCS and CITY systems provide service to over 235 agencies within the SDUA and Imperial County. Many fire departments and support agencies also operate on 150 MHz (VHF High Band) spectrum to facilitate voice communications under the California Master Mutual Aid Agreement.

The SDUA's accomplishments in the communications area include the development and exercise of a regional Tactical Interoperable Communications Plan (TIC-P). In addition, P-25 system design and upgrade planning is well underway, local investments of \$128 million in partial regional radio infrastructure (RCS and CITY) is complete, and regional radio caches for mutual aid first responders have been purchased and deployed.

Going forward, the SDUA first responders have increasing requirements to access data and applications through mobile devices to enhance communications, collaboration, and information sharing. The FCC has allocated 700Mhz spectrum for exclusive use for Public Safety Broadband networks. As such, the SDUA will begin planning a strategy to build a Public Safety Broadband network throughout the region for use by first responders.

<b>GOAL 5</b>	<b>Mission Area(s)</b>	<b>Public Health Capabilities</b>	<b>State Strategy</b>
<b>INCREASE MEDICAL AND HEALTH PREPAREDNESS</b>	Response  Mitigation	Triage and Pre-Hospital Treatment  Medical Surge  Fatality Management Services  Medical Countermeasures and Dispensing	Goal 7 – Improve Medical and Health Capabilities

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), the 2009 H1N1 influenza outbreak, and the 2017 outbreak of hepatitis A across the SDUA. Given such risks, the SDUA must ensure its medical and public health infrastructure can protect against, respond to, and recover from such incidents.

Primary responsibility for public health in the SDUA rests with the San Diego County Health and Human Services Agency (HHSA). Within the HHSA, the Public Health Officer oversees Public Health Services (PHS). The County of San Diego Local Emergency Medical Services Agency (LEMSA) Chief reports to the Public Health Officer, and oversees the Disaster Medical and Health Emergency Preparedness (DHMEP) unit. The DHMEP unit coordinates with emergency management agencies, community organizations, medical providers, prehospital provider agencies (fire/EMS), hospitals, clinics, skilled nursing facilities, businesses, and others in developing public health and disaster preparedness by dissemination of risk assessments, trainings, and public health guidance. The San Diego Health Disaster Council advises the HHSA on the region's health and medical disaster preparedness.

During emergencies, the county EMS Departmental Operations Center, known locally as the Medical Operations Center (MOC), is activated within PHS. In addition, the Medical Health Operational Area Coordinator (MHOAC) may be positioned in the OA EOC under the "Operations Section" in the Medical/Health Branch. During incident management operations, the Medical/Health Branch personnel in the OA EOC are in contact with the MOC to facilitate and coordinate the movement of medical and health assets. The Behavioral Health Division also staffs a position in the OA EOC Medical/Health Branch.

In addition to the county-wide medical-health planning reflected in base plans and annexes, the county maintains a number of resources, including a Medical Reserve Corps (MRC), specialized equipment, and supply caches. The federal Hospital Preparedness Program (HPP) exists in the region, as well as a complementary U.S. Centers for Disease Control Preparedness Response Program. The SDUA is also a Cities Readiness Initiative (CRI) program participant.

**Objective 5.1: Strengthen Triage and Pre-Hospital Treatment**

Emergency medical services (EMS) resources across the SDUA can effectively and appropriately be dispatched to provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, up to and including for mass casualty incidents, while maintaining the capabilities of the EMS system for continued operations.

At the county level, EMS is a part of the HHSA's Medical Care Services Division. In the City of San Diego, EMS is managed out of the Fire-Rescue Department, and through a contract with American Medical Response (AMR). The OA's 2014 Mass-Casualty Incident (MCI) Operations Annex to the San Diego County OA Emergency Operations Plan describes the basic concepts, policies, and procedures for providing a coordinated medical care response to any mass-casualty incident. Building from that plan, the region will continue to develop detailed policies and procedures, and acquire the needed equipment to effectively treat and track patients following a mass casualty incident, including a complex coordinated terrorist attack.

**Objective 5.2: Improve Medical Surge**

The SDUA's medical and health organizations can provide adequate medical evaluation and care during incidents that exceed the limits of the normal medical infrastructure of an affected community or the region. The healthcare system in the region can survive a hazard impact and maintain or rapidly recover operations that were compromised. Those injured or ill from a medical disaster and/or mass casualty event in the SDUA are rapidly and appropriately cared for, and continuity of care is maintained for non-incident related illness or injury.

In late 1997 and early 1998, the region experienced a prolonged episode of hospital overcrowding over a two-week period due to unusual levels of illness in the community, decreased availability of primary care services, and hospital staff absences. During that time, hospitals became full, critical care bed and staff shortages occurred, emergency departments became saturated, and there was a shortage of medication and ventilators. Through creative, spontaneous, and rapid measures by hospital and prehospital providers, a crisis was averted.

Due to the hospital overcrowding incident of 1997-98, a Health Service Capacity Issues Task Force was organized to review the event, and to find ways to improve response capacity and protocols to similar situations in the future. This resulted in the Health Services Capacity Plan, which has been updated in the fall of each year since. Ensuring that plan and associated activities can help the medical community surge to manage a mass casualty incident, including one caused by a complex coordinated terrorist attack, will be a key focus for implementing this objective.

**Objective 5.3: Enhance Fatality Management**

The region's Medical Examiner can coordinate with other organizations (e.g., law enforcement, healthcare, emergency management, and public health) to ensure the proper recovery, handling, identification, transportation, tracking, storage, and disposal of human remains and personal effects; certify cause of death; and facilitate access to mental/ behavioral health services to the family members, responders, and survivors of an incident.

The San Diego County Department of the Medical Examiner is the agency responsible for investigating deaths primarily resulting from sudden and unexpected causes, and certifying the cause and manner of such deaths. With that responsibility, the Medical Examiner also has a role in identifying victims of mass fatality events, and in the storage of human remains until final disposition can be made. Ensuring the Medical Examiner has the capacity to fulfill that responsibility will be the primary emphasis for the region under this objective. To that end, the region has developed a mass fatality plan, and provided disaster mortuary operational response team training to healthcare providers and volunteers that would be expected to support temporary morgues during a complex coordinated terrorist attack, or other disaster.

**Objective 5.4: Increase Mass Prophylaxis**

The SDUA is able to provide appropriate medical countermeasures (including vaccines, antiviral drugs, antibiotics, antitoxin, etc.) in support of treatment or prophylaxis (oral or vaccination) to the identified population impacted by an incident in accordance with local, state, and federal public health guidelines and recommendations.

As a member of the CDC's Cities Readiness Initiative, a program designed to support mass dispensing following an anthrax attack, the region has been building capability under this objective to dispense medications or vaccines to the public at a rate of 1,000 doses per hour, within 48 hours of the order to dispense. As part of that effort, the SDUA has developed a plan to respond to a large-scale bioterrorist attack or pandemic, provided training for jurisdictions to deliver mass prophylaxis to first responders and their immediate families, and fully integrated MRC volunteers into mass dispensing planning and operations. Under this objective, the SDUA will seek to continue and build upon these efforts going forward.

<b>GOAL 6</b>	<b>Mission Area(s)</b>	<b>Core Capabilities</b>	<b>State Strategy</b>
<b>ENHANCE RECOVERY CAPABILITIES</b>	Recovery	Infrastructure Systems  Economic Recovery  Logistics and Supply Chain Management	Goal 8 – Enhance Incident Recovery Capabilities

Recovery operations typically begin concurrently with or shortly after commencement of response operations. For example, cost recovery and resource demobilization are recovery functions that begin during the response phase as costs are incurred, and resources are mobilized. Recovery operations are often divided into two phases – short-term recovery, and long-term recovery. Short-term recovery operations are to restore shelter, jobs, services, commodities, and facilities quickly and efficiently. Long-term recovery operations focus on rebuilding safely and wisely, reducing the consequences of future hazards, and optimizing community improvements.

Building an OA Recovery Plan is at the center of Goal 6. To achieve this, the SDUA will incorporate elements of the National Disaster Recovery Framework, State of California recovery plans, and other guidance documents into the OA Recovery Plan. This will be done in coordination with local governments, the State of California, and the Federal Government. In doing so, certain key principles will guide the process:

- Local governments have primary responsibility for disaster recovery in their communities, and play the lead role in planning for and managing all aspects of community recovery.
- Critical to recovery preparedness is pre-disaster planning, an ongoing responsibility for all levels of government, individuals and families, the business community, and voluntary, faith-based, and community organizations.
- Vital to the planning process are partnerships and inclusiveness among local businesses, owners and operators of critical infrastructure, and voluntary, faith-based, and community organizations.

#### **Objective 6.1: Strengthen Infrastructure Systems**

The SDUA can provide accurate situation needs and structural assessments by utilizing the full range of engineering, building inspection, and code enforcement services in a way that maximizes the use of resources, aids emergency response, implements recovery operations, and restores the affected area to pre-event conditions as quickly as possible. The SDUA can coordinate activities between critical lifeline operations and government operations by getting the appropriate personnel and equipment to the disaster scene so that lifelines can be restored as quickly and as safely as possible to support ongoing emergency operations, life sustainment, community functionality, and a transition to long-term recovery.

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To help achieve this objective, the region completed a Lifelines Plan in 2015 to coordinate prioritization and restoration of critical lifelines infrastructure. The region also developed a Critical Infrastructure Recovery Support Function Annex that same year to coordinate recovery operations, and support the recovery of infrastructure systems in a timely and efficient manner. In addition, regionwide, all 18 cities in the SDUA have completed Public Works Mutual Aid Agreements with the County covering structural damage assessments for critical infrastructure systems. The region will build upon these accomplishments with more robust recovery planning, the development of disaster assessment teams, and training.

### **Objective 6.2: Enhance Economic and Community Recovery**

Across the SDUA, economic impacts are estimated, priorities are set for recovery activities, business disruption is minimized, and individuals and families are provided with appropriate levels and types of relief with minimal delay.

This objective involves leveraging federal and state resources, information, and leadership to attract outside private-sector investment following a disaster. In addition, this objective involves coordinating the use of state and federal recovery programs and integrating them with private-sector efforts, including those of non-governmental organizations, and private volunteer organizations, non-profits, investment capital firms, and the banking industry.

To achieve this objective, the SDUA has updated, published, and distributed 2,000 copies of the San Diego County Red Guide to Recovery in English, Spanish, and Native American editions. The region has also developed an online survey to allow disaster survivors to self-report their losses to assist local governments in collecting data for Small Business Administration Disaster Declarations. Going forward, the SDUA will streamline and coordinate regulatory and statutory approvals and permitting processes for recovery, and assess potential issues with recovery contracting, resource procurement, and logistics.

### **Objective 6.3: Improve Logistics and Supply Chain Management Capabilities for Recovery Operations**

The SDUA has a system to track and manage critical resources, and distribute them to incident managers and emergency responders from across the SDUA upon their coordinated request to enhance short-term recovery operations, and aid disaster victims in a cost-effective and timely manner.

The capability to identify, inventory, dispatch, transport, and deliver essential critical resources to people in need throughout the region is essential to fostering recovery following a disaster. This includes the acquisition and delivery of food, water, ice, hygiene items, and other essential articles to meet the critical needs of disaster survivors. As such, this objective is linked to the later elements of response operations following a disaster, specifically Emergency Support Function 6 – Care and Shelter. Through assessments and planning, using the best available models, including from the Army Corps of Engineers, the region will seek to develop scalable logistics and supply chain plans that can serve the entire region in the event of a disaster.



## 2017-2019 SDUA Homeland Security Strategy

GOAL 7	Mission Area(s)	Core Capabilities	State Strategy
INCREASE COMMUNITY PREPAREDNESS AND MASS CARE	Response	Community Resiliency	Goal 5 - Enhance Community Preparedness
	Mitigation	Critical Transportation	
	Recovery	Mass Care Services	

The purpose of community preparedness is to empower citizens with the knowledge and resources needed to protect their communities, remain self-sufficient following a disaster, and to support local responders in times of crisis. From individuals to international charitable organizations, the whole community has a role to ensure that each community is prepared and secure.

Prior to an incident, informed and responsible citizens support terrorism prevention activities by reporting suspicious behavior to their local law enforcement agencies through programs such as the “if you see something, say something” campaign. Immediately after a large-scale incident, citizens are likely the first line of support within a community, as public safety responders are inundated with emergency calls that prevent them from providing everyone assistance concurrently. As such, citizens need to plan and prepare in advance of an incident to remain self-sufficient for up to 72 hours in certain cases. Finally, during a major disaster, public safety agencies and supporting entities like non-governmental organizations (NGO) must be prepared to support mass care to all populations, including provisions of food and shelter.

### Objective 7.1: Increase Community Resiliency

The SDUA has a formal structure and process for ongoing collaboration between government and nongovernmental resources to mitigate, respond to, and recover from all threats and hazards. Volunteers and donations within the SDUA are organized and managed throughout the duration of an incident, based upon pre-designated plans, procedures, and systems.

After the devastating Cedar fire of October 2003, the SDUA sought new solutions to enhance community resiliency. A new community-based program called the Community Emergency Response Team (CERT) was developed. CERT prepares citizens who may be initially on their own to conduct actions that can make a difference in surviving the initial after effects of a disaster. While people will respond to others in need without the training, one goal of the CERT program is to help them do so effectively and efficiently without placing themselves in unnecessary danger. Ensuring the SDUA has the right number of CERT teams with the correct level of ability will be a key focus area of this objective.

**Objective 7.2: Enhance Critical Transportation Capabilities**

The SDUA can provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people, including those with access and functional needs, and animals, and can deliver vital response personnel, equipment, and services into the affected incident areas to save lives, and to meet the needs of disaster survivors.

Prior to or during a potential major incident, the local population may be required to shelter-in-place or engage in mass evacuations. The need to partake in either activity would affect all populations, including those with medical special needs, companion animals, and other individuals with access and functional needs. The SDUA has vast experience in these situations given the devastating wildfires of 2003 and 2007. That experience has shown that there are limits to what government can do to effect mass evacuations.

The region's roads can handle only so many vehicles at a given time, and the hazard itself may block ingress and egress, e.g., fires burning on escape routes. As such, the focus of public safety officials under this objective must be on those who cannot evacuate themselves: the indigent and the infirm. Able members of the population must heed evacuation calls from local and state officials to free up limited government resources to help those who cannot help themselves. This will require effective public information and warning campaigns and systems (outlined under Goal 1, Objective 1.2) that can reach all impacted populations.

**Objective 7.3: Improve Mass Care**

Mass care services, including sheltering, feeding, and bulk distribution are rapidly, effectively, and efficiently provided for the population, including those with access and functional needs.

Mass care and shelter is an organized way of providing safe havens for large numbers of people temporarily displaced from their homes by natural, technological, or terrorist incidents. A key partner for the SDUA in achieving this objective is the American Red Cross (ARC) San Diego Chapter, which can respond with its own resources to day-to-day incidents that require sheltering. Ensuring the region and the ARC have fully coordinated plans, people, equipment, and procedures to address mass care following catastrophic incidents will be a central focus of this objective.

The County of San Diego is responsible for the coordination of shelter operations in the SDUA. However, local cities within the SDUA may also develop their own shelters following a disaster. In all cases, the coordinating entity (ARC, county, city, or some combination thereof) will coordinate food, shelter, medications, medical assistive equipment, crisis counseling, and other basic disaster caused needs. The mass care coordinating entity will also manage family reunification, and respond to inquiries from relatives and friends outside of the affected areas.

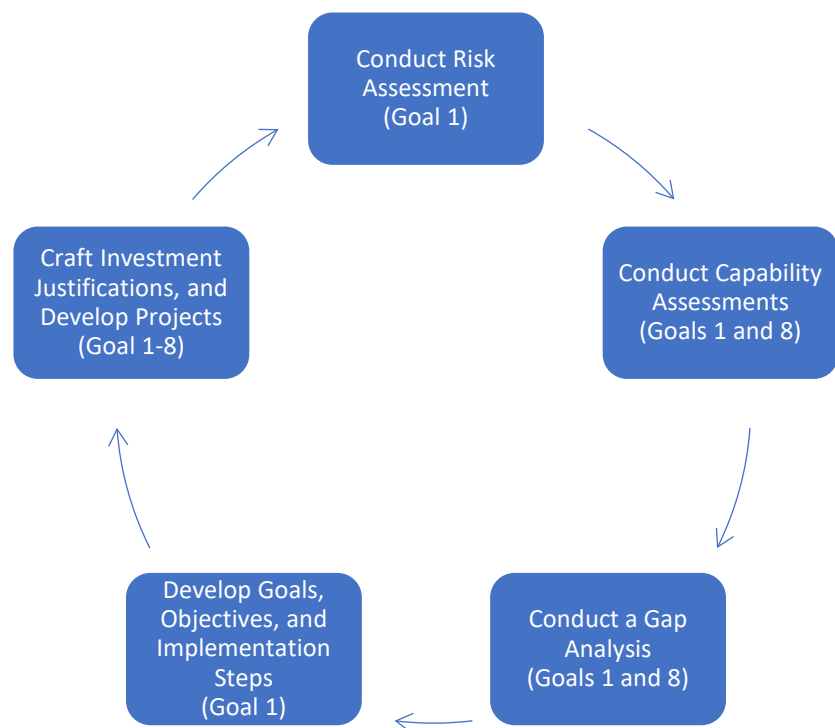


GOAL 8	Mission Area(s)	Capabilities	State Strategy
<b>STRENGTHEN TRAINING, EXERCISE, AND EVALUATION PROGRAMS</b>	All	All Capabilities	Goal 11 – Enhance Homeland Security Exercise, Evaluation, and Training Programs

Training and exercises provide the means to enhance, test, and evaluate the SDUA's proficiency in homeland security generally, and its priority capabilities in particular. Goal 8 is primarily focused on developing a system and framework to implement training and exercise needs on a regional basis, as identified in the other *Strategy* objectives, and associated implementation steps.

Figure 2: Risk Management Planning and Evaluation Process

**Figure 2** reinforces the cyclical and interconnected nature of the risk management planning and evaluation process, and how Goals 1 and 8 play an enveloping and overarching role in this process by driving activities that first identify the priority risks faced by the SDUA, and then the priority capabilities needed to address those risks, and then by constructing the overall means to achieve, sustain, and evaluate those priority capabilities through the *Strategy's* implementation steps.



The SDUA's training and exercise programs are administered by the City of San Diego's OHS in coordination with the UDC, UAWG, the County of San Diego, and local emergency response agencies. The SDUA has in place a Multiyear Training and Exercise Plan (MYTEP) that will serve as an implementation framework for the *Strategy's* training and exercise components outlined in each of the goals and objectives. The MYTEP will be updated as new risk and capabilities assessment data become available.

Exercises and training conducted at all jurisdictional levels within the SDUA should follow the planning, training, exercise, and improvement plan cycle. As the cycle indicates,

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jurisdictions should accomplish the following specific planning steps prior to conducting an exercise:

- Assess current operations plans for completeness and relevance.
- Assess the current level of training and operational plan familiarity for all relevant agencies within the jurisdiction.
- Conduct necessary training for all relevant agencies on all relevant plans.
- Train personnel on newly received equipment.
- Conduct exercises to evaluate equipment, training, and operations plans.
- Develop an after-action report (AAR) that captures the lessons learned, and an improvement plan (IP) to implement the lessons.

### Objective 8.1: Strengthen Regional Training Programs

The SDUA has a multi-disciplinary, multi-jurisdictional risk and capabilities driven training program that enhances priority capabilities needed to mitigate the region's most pressing homeland security-based risks.

The SDUA regional training committee (RTC) includes representatives from large metropolitan agencies, as well as small, single responsibility agencies in the region. The RTC will continue to help oversee and develop regional training priorities based on capability gaps and needs. This will be done through an Improvement Planning Conference (IPC) where the RTC will review various documents, including the *Strategy's* training and exercise implementation steps, exercise AARs, and incident AARs, etc. The data will then be used to help update the regional MYTEP.

### Objective 8.2: Enhance Exercise and Evaluation Programs

The SDUA has a regional exercise program that tests and evaluates whether the region has enhanced and/or maintained the right level of capability based on the risks faced by the region, and introduces identified capability gaps and strengths directly into the region's risk management and planning process for remediation or sustainment.

Exercises are a critical means of determining whether the SDUA is enhancing those priority capabilities designed to reduce the region's risk. As such, the SDUA will continue its robust exercise and evaluation program to ensure data from simulated incidents are integrated with self-assessment data, and real-world incident data to provide the region with a better understanding of its capabilities. The exercise progression for each jurisdiction in the SDUA is to move from a seminar, table top, functional, and finally, to a full-scale exercise. These exercise types allow for a logical evolution of regional preparedness by increasing in size, complexity, and stress factor, while allowing for significant learning opportunities that effectively complement, build upon, and directly lead into one another.

## SECTION 6

# STRATEGY IMPLEMENTATION

### 6.1 Implementation Overview

With the development of the *Strategy*, the SDUA must have a comprehensive execution process and structure to ensure the data and priorities encapsulated in the *Strategy* actually drive the region's future projects and investments in all areas of homeland security. This requires clearly assigned roles and responsibilities, and a process and tools that link the SDUA's investments back to the *Strategy's* goals and objectives.

The SDUA UAWG will have overall responsibility for managing and tracking implementation of the *Strategy*. The City of San Diego, OHS, Executive Director will serve as the executive agent for the UDC and UAWG. This position will also provide day-to-day management of the *Strategy* ensuring that it is updated and followed. This will be done through the development of investment justifications and periodic reporting. OHS will be responsible for working with investment leads, and other relevant stakeholders and agencies to gather information on the status of implementation steps, to include updating the status of the *Strategy's* implementation steps on a regular basis.

While the SDUA will utilize data from risk assessments and capabilities assessments, the data alone will not drive final execution and investment decisions. The SDUA's leadership will exercise its policy discretion to ensure that any gaps in data, methodology, and any analysis related thereto, are augmented by subject matter expertise and executive leadership. In the end, while having strong data and analytics is essential to the development and execution of any sound strategy, the final judgment rests with those leaders charged with providing for security and public safety in the region. To that end, the UDC and the UAWG will properly blend the use and development of data and analytics with executive policy discretion to ensure the best outcome for the region.

### 6.2 Strategy Implementation Process

The overall implementation process is highlighted in **Figure 3** below, which begins at the goal level and ends with a project or set of projects designed to achieve an implementation step. It should be noted that a single project may involve one or more POETE elements, e.g., a project that involves plans, equipment, and training for a search and rescue team. It is also possible for a single implementation step to include multiple projects or phases, e.g., a step requiring assessments, a gap analysis, and a plan or plans, but implemented through multiple projects or phases over time. The nature and scope of each step will determine the manner in which it is implemented.

The implementation steps under each objective in the *Strategy* are housed in separate spreadsheets, and assigned to applicable goal and investment leads in the SDUA. The detail of a POETE implementation step for each objective may vary from objective to objective, or

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even within a single objective, depending on the amount of detailed data available from risk and capabilities assessments.

Each implementation step is “time-bound” based on a two-year review and evaluation cycle discussed later in section 7 herein. However, given the limited resources available, the region is *not required* to generate projects for each implementation step in a given grant or funding cycle. Rather, the region’s policy leadership must prioritize projects based on this *Strategy*, the latest federal, and state guidance, available resources, and the latest risk and capability data.

As the region develops its *Strategy* implementation process, a key principle guiding that process will be to draw from multiple funding sources to achieve implementation, including, but not limited to, local general funds, state funds, and federal funds, such as the Assistance to Firefighters Grant, Emergency Management Performance Grants, Homeland Security Grant Program, Port Security Grant Program, Transit Security Grant Program, Assistant Secretary for Preparedness and Response Grants, Centers for Disease Control and Prevention Grants, and Justice Assistance Grants, etc.

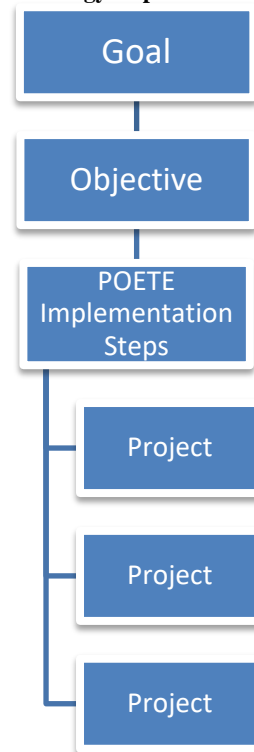
Integrating these disparate funding sources to support the *Strategy*’s implementation will not be easy. It requires the updating of a business process that often artificially treats such funding sources as completely independent programs designed to achieve a separate goal. While the administrative mechanics governing each funding source may be different, the overarching purposes of the funding streams are more often in sync with one another – to enhance the public safety and security of the region through enhanced capabilities built around principles of risk management.

### 6.3.1 Investment Justifications

While this *Strategy* is not a grant strategy, the SDUA recognizes that federal grants play a vital role in helping implement the *Strategy*. A main purpose for submitting homeland security or emergency preparedness investment justifications or grant applications to federal agencies is to obtain funding necessary to implement the goals and objectives of this *Strategy*.

The investment justification process will be viewed as the culmination of a comprehensive homeland security planning and implementation process, and not just as a 90- or 60-day application writing event to ask for money from the Federal Government. An effective application process requires specific steps and management to ensure the region presents a unified investment picture to the Federal Government, and the State of California.

Figure 3: Strategy Implementation Process



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### **6.3.2 Strategy Implementation Guidance**

At the direction of the UDC and the UAWG, for each fiscal year, OHS and OES will develop specific guidance for the region to follow during each investment justification cycle relative to the Homeland Security Grant Program (HSGP). This will include planning timelines, priorities for implementing the *Strategy* for that year, localized grant guidance, project templates, and such other materials and policies as necessary. The local guidance will be issued well in advance of the expected release of federal grant guidance to give SDUA stakeholders adequate time to prepare and respond. OHS and OES will also work with other federal grant program leads in the region in developing this guidance, to ensure consistency among the different programs as they are used across the region to implement the *Strategy*.

### **6.3.3 Project Template**

For the HSGP grant cycle, and as part of the implementation guidance, OHS and OES will develop a project template to be used by stakeholders to outline proposed projects. The template will be designed to serve as a baseline for investment justifications, and to link projects to the *Strategy* by requiring applicants to link to the goals, objectives, and implementation steps.

### **6.3.4 Projecting Development and Vetting**

The RTP will be responsible for initially vetting projects to ensure they comply with the *Strategy*. The exact project vetting process shall be left up to the RTP in coordination with the strategy implementation guidance, and the project template. Only upon vetting by the RTP shall a project be put forward for consideration and approval by the UDC/UAWG.

### **6.3.5 Project Tracking**

Both OHS and OES will be responsible for working with investment leads and other relevant agencies to gather information on the status of projects and implementation steps, and work on updating the status of the *Strategy's* implementation step on a regular basis. **Appendix C** lists several of the agencies, disciplines, and committees responsible for directly implementing each of the goals and objectives in the *Strategy*. Those entities will also assist OHS and OES by providing information and data needed to track the status of implementation.

## **SECTION 7**

### **EVALUATION AND UPDATES**

#### **7.1 Evaluation Overview**

While the SDUA generally follows a biennial comprehensive Strategy review and update process, the Strategy will be updated at least once every five years. In order to support an effective and useful review process, the region must have a consistent mechanism by which to measure the effectiveness of the homeland security activities generated through investments and other activities. This includes evaluating plans developed, personnel hired, equipment purchased, the number of people trained, and exercises conducted, etc.

Evaluation of and updates to this *Strategy* are critical in determining progress toward achieving the goals and objectives in the *Strategy*. Risk is dynamic, and the baseline is always changing. As such, the SDUA will utilize a standardized process to capture new risk and capability developments to enhance and sustain regional homeland security efforts.

#### **7.2 Methods for Evaluation**

Evaluating the implementation of this *Strategy* will be done through a comprehensive annual review of risk and capability assessment data, and the status of each implementation step. The annual review of the implementation steps will ideally take place during the investment justification development phase, and will be conducted by OHS, based on inputs provided by the identified investment leads (see Appendix C, page C-1). This will involve measuring whether risk-based capability needs are being met, and implementation is being tracked. Such an evaluation is ongoing, and requires consistent data collection and analysis to include updating risk assessments, determining which capabilities are most relevant based on risk information, conducting an assessment on those relevant capabilities, and determining where the gaps are in those relevant capabilities.

When evaluating implementation of the *Strategy*, the SDUA is essentially addressing whether it has implemented the steps under each objective, and can attain the capability outcome statements associated with each objective in the *Strategy*, the capability targets outlined in the THIRA, and any other homeland security-based performance measures the region has set for itself. The three means by which the SDUA will track implementation, and associated capability sustainment and improvements are:

- Self-assessments and reporting
- Performance based assessments (real world and exercise events)
- Modeling and simulation

##### *7.2.1 Self Assessments and Reporting*

The SDUA has undergone several self-assessments over the last several years, most recently in 2007, 2010, 2012, 2014, and now 2017. In all cases, the SDUA conducted a regionwide

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assessment whereby subject matter experts evaluated the region's level of ability within each of the now 32 Core Capabilities. Much of this data is housed in a digital format for ease of review, and with the ability to compare assessment results across various assessment cycles. In addition, since 2014, the SDUA has done a comprehensive biennial review on the status of each *Strategy* implementation step based on the answer scale associated with each step, and a narrative explaining the basis for each answer. Such self-assessments and reporting are a useful way for subject matter experts to discuss and review data to evaluate *Strategy* implementation.

### ***7.2.2 Performance Based Assessments***

Performance based assessments are most common in the form of homeland security exercises, and real-world incidents, which provide the most accurate picture of capability. For example, the region's having to manage several firestorms in the past has caused the SDUA to enhance its level of capability through sheer experience. The ability to capture level of ability data during a real-world event enhances the region's understanding of how capable it truly is when it truly counts.

For the SDUA, performance based exercises will be based on testing the region's ability in the highest priority capabilities in order to prevent, protect against, mitigate, respond to, and recover from terrorism scenarios against the region's people and critical infrastructure. Aggregating and tracking improvement plans following such exercises will be an important part of evaluating regional progress in achieving the *Strategy's* goals and objectives.

### ***7.2.3. Modeling and Simulation Assessments***

Quantitative capability models can be used to assist with determining capability gaps. Models can provide an independent baseline estimate of required levels of capability for a given jurisdiction, or the entire SDUA region, based upon regional, statewide, or national averages, demographic information, and risk data. These models can use quantitative data to inform investment decisions by estimating the full lifecycle costs of achieving a given level of capability, identifying capability gains from investments, and optimizing placement of resources based upon priority capability gaps linked to homeland security.

## **Appendix A**

### **SDUA Individual Jurisdictions**

The following is a summary of each of the 18 cities and the County of San Diego that make up the SDUA, and their current estimated population.

#### *City of San Diego*

The **City of San Diego** is the eighth largest city in the nation, and the second-largest city in California. Located 125 miles south of Los Angeles, San Diego is a multi-cultural center for tourism, learning, and high technology. San Diego's top industries include manufacturing, defense, tourism, and agriculture. Telecommunications, software, and biotech are among San Diego's fastest growing industries, and San Diego has become the nation's center for wireless industries, with the city being dubbed "Telecom Valley." Other industries showing significant growth include environmental, transportation, recreational goods, and international trade.

San Diego is home to one-third of the country's top 20 environmental design firms, has more than 1,000 companies concentrating on transportation technologies and services, and has more than 600 companies in the region with bi-national operations. San Diego is also home to several major military activities and installations, including Marine Corps Air Station (MCAS) Miramar, Naval Region Southwest, Naval Station San Diego, and the Point Loma Submarine Base, which is the home port for multiple nuclear-powered submarines.

San Diego is a "Smart City" which is a broad public-private collaboration that includes the City of San Diego, San Diego Gas & Electric, General Electric, the University of California, San Diego, and CleanTech San Diego. The objective of the collaboration is to improve the city's energy independence, to empower consumers to use electric vehicles, to reduce greenhouse gas emissions, and to encourage economic growth.

San Diego is well connected to other cities in California and international destinations with a wide variety of transportation options, and an international border crossing station. Buses, trains, freeways, ferries, and trolleys make travel accessible and economical for commuters in San Diego. The city is well connected with the rest of the country and the world through highways, rail, sea, and air. San Diego adheres to "Transit Oriented Development" guidelines to discourage urban sprawl, and to promote the creation of places for people instead of automobiles.

The city works with local agencies to provide transportation systems for its residents and visitors. The Metropolitan Transit System (MTS) includes bus and trolley service, and commuter rail stations. MTS operates dozens of bus routes covering over 630 miles, and nearly 50 miles of light rail trolley lines that circle downtown San Diego, and connect the area with East County, Old Town, South Bay, Mission Valley, Qualcomm Stadium, PETCO Park, and the international border with Mexico.

Amtrak and Coaster commuter trains provide passenger rail service. Amtrak operates nine daily trains to San Diego. The Coaster operates during peak hours connecting San Diego



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County coastal cities. The Port of San Diego operates the maritime activities of San Diego Bay, and the San Diego County Regional Airport Authority operates the San Diego International Airport, Lindbergh Field. Four major interstate freeways and six state highways serve the city.

San Diego's location on the border and the Pacific Ocean, business amenities, and cultural attractions bring in approximately 30 million visitors per year to the city for business or leisure. The San Diego Convention Center (SDCC) is a key draw for business visitors. Located on San Diego Bay in the heart of downtown and offering 1.7 million square feet of interior meeting space, the SDCC has been named one of the top three convention centers in the world. **Population:** 1,406,600

### *City of Carlsbad*

The **City of Carlsbad** is a coastal community located 35 miles north of the City of San Diego. The city is surrounded by mountains, lagoons, and the Pacific Ocean. Growth in Carlsbad was capped at approximately 55,566 residential units and approved by voters in 1986. At present growth rates, this cap will not be realized before 2050. Industries in the area include tourism, high technology, multimedia, biomedical, electronics, golf apparel and equipment manufacturing, and land development. **Population:** 113,952

### *City of Chula Vista*

The **City of Chula Vista** is San Diego County's second largest city. Located 7 miles from the City of San Diego's downtown, and 7 miles from the busiest international land-border crossing in the world, Chula Vista is the crossroads of the San Diego/Baja region. The city's diverse topography ranges from coastal shoreline in the west to the San Miguel Mountains in the east. Chula Vista is home to the Olympic Training Center, the only facility of its kind in the United States. Athletes currently train in nine Olympic sports, including archery, field hockey, canoe/kayak, rowing, cycling, tennis, track and field, softball, and soccer. Major industries include aerospace, defense, high technology, and electrical and electronic products. Chula Vista is also home to the Sleep Train Amphitheatre, San Diego County's only major outdoor amphitheater, with seating for up to 20,000 people. Chula Vista is also marked by open spaces and wildlife refuges. **Population:** 267,172

### *City of Coronado*

The **City of Coronado** is located due west of the City of San Diego across San Diego Bay. Coronado is linked to the City of San Diego by the San Diego - Coronado Bridge, and by a narrow strip of land known as the Silver Strand. The city, which measures only 3.5 square miles, is home to two naval installations: Naval Amphibious Base Coronado, and Naval Air Station North Island. **Population:** 25,952

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### *City of Del Mar*

Located 20 miles north of the City of San Diego, the **City of Del Mar** is bordered on the south by Torrey Pines State Reserve, on the north by the City of Solana Beach, and on the west by the Pacific Ocean. Primarily a seaside residential community, the city encompasses approximately 2 square miles of coastal land, with 2.5 miles of beach. Retail sales and tourism are very important sources of revenue, with the San Diego County Fair, thoroughbred racing, and other commercial venues held at the Del Mar Fairgrounds also contributing significantly to the city's economy. **Population:** 4,365

### *City of El Cajon*

The **City of El Cajon** is the sixth most populated jurisdiction in the region. Located 15 miles east of the City of San Diego, El Cajon is an inland valley surrounded by rolling hills and mountains. El Cajon is a diverse residential, commercial, and industrial area, and serves as the main commerce center for several surrounding communities. Gillespie Field, a general aviation airport, is a major contributing factor to the city's vibrant industrial development. El Cajon's community contains over 32,000 households that include a cross-section of housing types from lower cost mobile homes and apartments to moderately priced condominiums to higher cost single-family residences. El Cajon has 23 elementary schools, seven middle schools, and four high schools. El Cajon was incorporated on November 12, 1912, and encompasses 14 square miles. **Population:** 103,768

### *City of Encinitas*

Located along six miles of Pacific coastline in northern San Diego County, the **City of Encinitas** is characterized by coastal beaches, cliffs, flat-topped coastal areas, steep mesa bluffs, and rolling hills. The city was incorporated in 1986, drawing together the communities of New Encinitas, Old Encinitas, Cardiff-by-the-Sea, Olivenhain, and Leucadia – encompassing 19.4 square miles. Industries include tourism, nursery stock, and flowers. **Population:** 63,131

### *City of Escondido*

Settled in a long valley, the **City of Escondido** provides a thriving urban environment in the midst of gentle rolling hills and avocado and citrus groves. Escondido lies about 18 miles inland, 100 miles south of Los Angeles, and 30 miles northeast of the City of San Diego, and has an area of 34 square miles. Inland North San Diego County, of which Escondido is at the core, is emerging as a regional economic leader at the forefront of job development and new industries. The city's economic base is made up largely of successful small businesses. The centerpiece of the city's redevelopment effort is the California Center for the Arts, attracting more than 300,000 visitors annually from San Diego and surrounding regions. Major business clusters include: business services, computer and electronics manufacturing, entertainment and amusement, financial services, medical services, recreational goods manufacturing, visitor industry services, biotechnology and pharmaceuticals, communications, and horticulture. **Population:** 151,613

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### *City of Imperial Beach*

The **City of Imperial Beach** claims the distinction of being the "Most Southwesterly city in the continental United States." The city is located at the southwest corner of San Diego County, only 5 miles from the Mexican Border and 15 miles from the City of San Diego's downtown. Imperial Beach occupies an area of 4.4 square miles and offers some of the least expensive housing to be found west of the Interstate 5. It is primarily a resort/recreation community with a vast beach area, as well as a 1,491-foot pier. Looking south from the city just across the international border, Tijuana's famous "Bullring by the Sea," the Plaza Monumental, is visible. **Population:** 27,418

### *City of La Mesa*

The **City of La Mesa** was founded in 1869 and incorporated in 1912. The city is located directly east of the City of San Diego and encompasses approximately 9 square miles. Primarily a residential community, the city operates 14 parks, a municipal pool, a fitness center, and numerous tennis courts. **Population:** 59,948

### *City of Lemon Grove*

The **City of Lemon Grove** is located in the East County area 7 minutes from the City of San Diego's downtown. The community was settled in 1869. From the 1860s to 1900 the area was known for sheep and poultry ranching and vegetable crops. In the early 1900s the community acquired its name when large citrus groves were planted and lemon and orange growing, and shipping became the area's major industry. By World War II, most of the citrus groves had disappeared, and suburbanization had begun. Today, Lemon Grove is primarily a residential community. **Population:** 26,860

### *City of National City*

**National City** is located between San Diego Bay to the west, the City of San Diego to the north and east, and the City of Chula Vista to the south. Primarily a residential community with over 15,000 households, National City encompasses 9.2 square miles. National City was incorporated in 1887, and is the second oldest city in San Diego County. **Population:** 61,147

### *City of Oceanside*

The **City of Oceanside** is the northern-most coastal city in San Diego County, with United States Marine Corps Camp Pendleton to the north, and the Cities of Carlsbad, and Vista to the south. Oceanside is located 35 miles north of the City of San Diego and 83 miles south of Los Angeles. California's main highway, Interstate 5, runs through Oceanside, as does Highway 78, which runs southeast and provides access to Interstate 15. Highway 76, which runs northeast, also provides access to I-15. Oceanside has a large sporting and recreational goods manufacturing sector, as well as a large number of biotechnology and medical technology companies. Agriculture is important to Oceanside's economy, with major crops in tomatoes, avocados, citrus fruit, nursery stock, and flowers. **Population:** 175,464

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### *City of Poway*

The **City of Poway** is located in the center of San Diego County, east of I-15, and about 20 miles northeast of the City of San Diego's downtown area. Poway offers convenient freeway access to Riverside, Orange, and Los Angeles Counties, as well as Mexico. The six-lane Scripps Poway Parkway links the business complex to major transportation arteries. Poway is a family-oriented community with a land area of 39.2 square miles. Poway is characterized by lush, mature landscaping; rolling foothills; miles of hiking, riding, and jogging trails; over 3,000 acres of dedicated open space; and many recreational facilities, including Lake Poway, and the Blue Sky Ecological Reserve. The South Poway Business Park, a 700-acre complex, encompasses the city's main commercial area. Currently, over 300 businesses with approximately 11,000 employees are located in the Business Park. **Population:** 50,077

### *City of San Marcos*

The **City of San Marcos** is one of the fastest-growing cities in San Diego County. San Marcos is located 12 miles from the Pacific Ocean in rolling coastal hills and valleys. The city's 34 square miles are 65% developed, including 5,054,401 square feet of industrial buildings, 1,559,185 square feet of office space, and 4,342,449 square feet of retail space. The projected level of growth will make San Marcos second only to Carlsbad as the fastest growing city in North County over the next 20 years. California State University at San Marcos currently serves approximately 9,500 students. Palomar College handles an enrollment of over 18,000 students at the San Marcos campus. **Population:** 95,261

### *City of Solana Beach*

The **City of Solana Beach** is located on the northern coast of San Diego County, approximately 22 miles from the City of San Diego, with 2 miles of coastline, bluffs, and secluded coves. The city is bounded on the west by the Pacific Ocean, on the north by the City of Encinitas, and on the south by the Cities of Del Mar and San Diego. This seaside community was incorporated in 1986. It has a blend of businesses, including light industrial, commercial, and professional. **Population:** 13,449

### *City of Santee*

The **City of Santee** is located between the Pacific Ocean and the mountains of the Cleveland National Forest. While Santee is considered part of the East County Region, the city is only 18 freeway miles from San Diego's premier beaches. Santee has nurtured a vibrant local economy by providing for a balance of retail, commercial, and residential uses. The 700-acre Town Center district forms a downtown core comprised of business parks, high-density residential, and retail businesses that feed off the synergy of Santee Trolley Square shopping complex, and the Metropolitan Transit System trolley station. **Population:** 57,834

### *City of Vista*

The **City of Vista** has been growing at twice the rate of the State of California and 50 percent faster than the rest of the San Diego area in the last decade. Vista was incorporated in 1963,

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and now has a residential community of more than 29,000 households. The city has 10 elementary schools, four middle schools, and five high schools. More than 400 companies have located their businesses within the city since 1986. **Population:** 101,659

### ***Unincorporated Areas***

The unincorporated area, the largest of San Diego region jurisdictions, covers 84 percent of the region's land area (3,572 square miles). Unincorporated areas of the county extend the length and breadth of the county, with elevations ranging from sea level to 6,500 feet. This is a diverse region with beaches, mountains, deserts, cities, agriculture, and the international border with Mexico. Unincorporated areas of the County include the following 17 fire districts: Alpine, Pine Valley, Deer Springs, San Diego, Rural Bonita/Sunnyside, Ramona, East County, San Marcos, Borrego Springs, Rancho Santa Fe, Julian, San Miguel, Lakeside, Valley Center, Vista, and North County. **Population:** 486,604

## Appendix B

### SDUA Disciplines, Missions, and Stakeholders

<b>Emergency Management</b>	The role of Emergency Management is to coordinate all disciplines involved in responding to and recovering from disasters. Emergency Management provides a strategic framework aligning policy, personnel, and activities into a comprehensive integrated approach for the mitigation of, response to, and recovery from all man-made and natural hazards, including terrorism. Emergency Management oversees the conveyance of critical information and the allocation of limited resources before, during, and after a major emergency or disaster.
<b>Emergency Medical Services</b>	The Emergency Medical Services agencies (and acute care hospitals and emergency departments) are committed to preparing for and responding to emergencies and disasters through proactive planning, training, and equipping with the goal of preventing and reducing the potential of morbidity and mortality.
<b>Fire Services</b>	The mission of Fire Services is to provide dependable service in a responsive fashion, while showing care and compassion for those in need. Fire services protect lives, property, and the environment through fire suppression, rescue, disaster preparedness, fire prevention and community education, medical care, and hazardous material mitigation.
<b>Governmental Administrative</b>	The Governmental Administrative mission is to provide residents with superior governmental services in terms of quality, timeliness, and value to improve the region's quality of life.
<b>Hazardous Materials</b>	The mission of the San Diego Hazardous Materials Division is to protect human health and the environment by ensuring that hazardous materials, hazardous waste, medical waste, and underground storage tanks are properly managed.
<b>Health Care</b>	The acute health care hospitals and emergency departments in San Diego County are committed to preparing for, and responding to emergencies and disasters in San Diego County through proactive planning, training, and equipping in order to aid victims in a disaster or emergency with the goal of reducing the potential of or preventing morbidity and mortality.
<b>Law Enforcement</b>	Operating under the Standardized Emergency Management System/National Incident Management System (NIMS), Law Enforcement agencies provide the following functions at the scene of an emergency: immediately assess the situation, establish an initial Incident Command Post, and request the appropriate response agencies and resources. Law Enforcement agencies will provide scene security, and crowd and traffic control. If necessary, Law Enforcement agencies will develop and implement a plan to evacuate. If the incident is determined to be the result of criminal

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	activity, the Law Enforcement agency having jurisdiction will conduct an investigation.
<b>Lifeguards</b>	Local and state open water lifeguard agencies protect the coastline of San Diego. Lifeguard responsibilities include water rescue, boat rescue, marine fire suppression up to three miles offshore, coastal cliff rescue, underwater search and recovery, swift water and flood search and rescue, and emergency medical response on and around beach, bay, and ocean areas. Additionally, some lifeguard agencies have powers of arrest, and function as peace officers enforcing city and state laws, and regulations through prevention, citation, and arrest.
<b>Public Health</b>	The County of San Diego Health and Human Services Agency provides Public Health services that monitor the health status of the communities throughout San Diego, utilizing an integrated myriad of traditional and non-traditional surveillance methods 7 days a week, 24 hours a day. HHSA will investigate and respond to potential disease events that pose high health risk – including proactive notification of the medical and health community, as well as public safety agencies, and the general public – all with the intention of preventing and reducing the potential of morbidity and mortality.
<b>Public Safety Communications</b>	Public Safety Communications’ mission is to provide a full range of quality public communications services to public safety agencies before, during, and after incident response operations.
<b>Public Works</b>	The mission of Public Works is to provide necessary public works services, such as operable roadways, traffic control, water and wastewater services, and direct support to emergency service providers, such as police and fire personnel.

### *Additional Stakeholders*

The SDUA recognizes that successful implementation of the *SDUA Strategy* and realization of its goals and objectives requires broad-based support and commitments from the whole community – schools, businesses, agencies, and organizations represented in the region. With that in mind, additional key stakeholders routinely participate in regional collaboration efforts. A significant number of these stakeholders contributed to the development of this current *Strategy*, actively participating in multiple assessments, workshops, and formal briefs. The table below lists additional key regional stakeholders whose continued cooperation and commitment are essential to successful *SDUA Strategy* execution.

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### **Additional SDUA Stakeholders**

Burlington Northern Santa Fe Railroad	US Drug Enforcement Agency
Environmental Protection Agency	San Diego Metropolitan Transit System
University of California – San Diego	U.S. Immigration and Customs Enforcement
California Department of Forestry	California State University – San Marcos
Federal Bureau of Investigation	SEMPRA Energy
University of San Diego	US Marine Corps
California Department of Justice	City/County Water Authorities
Joint Terrorism Task Force	Transportation Security Agency
US Customs and Border Patrol	US Navy
California Highway Patrol	Port of San Diego
San Onofre Nuclear Generating Station	San Diego City College
US Coast Guard	US Attorney
California Emergency Management Agency	San Diego State University
San Diego Regional Airport Authority	North County Transit District



## Appendix C SDUA Organization Chart

